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PART ONE

GENERAL INFORMATION

1.1 **Submission of the annual report to the executive authority**

As accounting officer of the department Provincial Administration: Western Cape, I hereby submit the annual report of the department for the financial year 2003/04 to the executive authority of this department, Premier Ebrahim Rasool.

1.2 **Introduction**

During the year under review the department has undergone various changes to its structure, management team, functions and its funding requirements. Our country's third democratic elections were held after the reporting date and resulted in a change of Premier for this province and as such also a change of executive authority for this department. These changes brought with it its own challenges and benefits, which not only impacted both positively and negatively on the department's outputs, but most importantly provided this department with a new vision and ethos.

Major changes to the structure include the amalgamation of the Knowledge and E-government component of the department of Economic Development with the IT component of this department to form the Centre for e-Innovation. This resulted in an expansion of the Senior Management Structure of the department. The shifting of functions to other departments such as the payment of SITA accounts and the transfer of the Internal Audit Directorate to the Provincial Treasury has significantly impacted on the funding requirements of the department.

1.3 **Overview of contents of annual report**

Despite the changes outlined above, this department managed to satisfactorily achieve its objectives as set out in the strategic plan for the period 2003–2006. The Programme Performance of the vote as reported upon in part two reflects the outputs of the department in comparison with those objectives set in the plan for the period 2003–2006. Some of the major achievements during the past year are:

- the implementation of the cluster systems which is fostering co-operative governance between departments,
- courses and seminars offered to more than 7000 officials to improve the levels of competence of the provincial government's employees,
- the further roll-out of the Hospital Information System and
- providing 498 formal written legal opinions and conducting legal scrutiny of 65 cabinet submissions

The report of the Audit Committee making up part three of this annual report is basically a carbon copy of the report of the Auditor-General and fails to point out anything substantial, which has not been identified and addressed in the report of the Auditor-General.

The annual financial statements are reflected in part four of this annual report, together with another unqualified audit report by the Auditor-General. Though there are still a few processes, systems and control issues which need work, this department is committed to improving corporate governance in both the department itself and the provincial government as a whole.

The Human Resource management section in part 5 reflects the department's poor status in terms of African representivity amongst its personnel, despite 25 new African employees being appointed during the year under review. This department is currently driving a deliberate employment equity program in order to urgently address the current imbalance.

1.4 **Information on Ministry**

The department experienced a change of executive authority after the national elections on 14 April 2004 when Premier Ebrahim Rasool replaced the previous premier Marthinus van Schalkwyk who was responsible for the full period of this report (1 April 2003 to 31 March 2004). The vision of Premier Rasool is to establish this department as the department which provides strategic leadership in the province. A direct result thereof is the shedding of those components such as Security Services which are not performing strategic functions pertaining to this department's role.

During the year under review the former premier M. van Schalkwyk undertook overseas visits to the Netherlands, Switzerland, United Kingdom, USA and Germany to promote the Western Cape to specific international audiences. During one of these visits he engaged in discussions with the Global Aids Fund in Geneva. A donation of approximately R455m for a period of five years to combat HIV/AIDS in the Western Cape was part of the discussion. He also met with representatives of the World Health Organisation in Geneva and the International Red Cross in Washington regarding HIV/AIDS programmes.

In London, Rotterdam, Frankfurt and Germany the previous Premier addressed various business meetings to promote the call centre industry in the Western Cape as well as trade tourism opportunities in this province.

1.5 Mission Statement

The department's vision is a provincial government that improves growth and hope (*Ikapa Elihlumayo*) through integrated governance excellence in the Western Cape.

Its mission is to provide strategic leadership and management support to the Western Cape provincial line departments in an integrated, co-operative and co-ordinated manner.

1.6 Legislative mandate

The key legislation that governed the existence of the Department at the time is summarised below:

- **The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)**
Being the Supreme Law in our Country, the Department measures its actions against the provisions and prescripts contained therein.
- **The Constitution of the Western Cape, 1997 (Act 1 of 1998)**
Being the Supreme Law in our Province, the Department measures its actions against the provisions and prescripts contained therein.
- **Public Service Act, 1994 (as amended)**
To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.
- **Public Finance Management Act (PFMA), 1999 (Act No 1 of 1999)**
To regulate financial management in the Department to ensure that all revenue, expenditure, assets and liabilities of the Department are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in the Department and to provide for matters connected therewith. To fulfill all prescribed responsibilities with respect to public entities.

Public Entities

This Department is currently only accountable for one public entity, being the Provincial Development Council (PDC), which was established in terms of the Provincial Development Council Law, 1996 (Law 5 of 1996) and is regarded as a Schedule 3C Provincial Public Entity in terms of the PFMA. The financial statements of the PDC do not form part of the Department's financial statements. A separate report is tabled by the said Council, which serves as the accounting authority.

The core business of the PDC is to co-ordinate, facilitate and initiate consensus among all relevant parties on all issues, including policy directives, relating to integrated development frameworks.

Arising from the Provincial Growth and Development Summit during 2003 the objectives of the PDC were amended and a Cabinet submission to seek authority to amend the PDC Law and structures was discussed at a Cabinet meeting at the end of June 2004.

PART TWO

PROGRAMME PERFORMANCE

VOTE NUMBER 1: PROVINCIAL ADMINISTRATION: WESTERN CAPE

Voted Funds

Appropriation	Main Appropriation R '000	Adjusted Appropriation R '000	Actual Amount Spent R '000	Under Expenditure R '000
	307 640	320 492	306 622	13 870
Responsible Minister	Premier MCJ Van Schalkwyk (Premier of the Western Cape Province)			
Administering Department	Department: Provincial Administration Western Cape			
Accounting Officer	Dr GA Lawrence - Director-General			

Key objectives, programmes and achievements

The department pursued the following strategic goals:

Aim of the Vote:

- A professional service to the Premier as the chief political executive of the Western Cape provincial government.
- Optimal support services to the Director-General.
- Sound inter- and intra-governmental relations and co-ordinated and integrated planning through support to the executive and administrative structures.
- An integrated e-Governance, information communication technology (ICT) and information technology (IT) strategy enabling efficient and effective governance.
- A high quality, well functioning provincial administration renowned for good corporate governance and service delivery.
- A highly professional legal establishment providing sound legal advice to ensure legal certainty for the provincial departments in the execution of its functions.
- A highly professional forensic audit establishment assuring adequate and effective governance, risk management and control processes.
- Effective, efficient and economic utilisation of financial resources within the department.
- Transformed workforce with competent, empowered and performance focussed employees in the department.

In relation to the above, the Department has achieved the following:

- A.** The management capacity in the Office of the Premier and Office of the Director-General was strengthened and the establishment of Intergovernmental relations and provincial planning was re-aligned to provide policy and strategic management support to the executive and administrative structures.
The departmental report on the Desai Commission of Enquiry was concluded.
- B** In addition to the successful capturing of business requirements for the regional hospitals for the rollout of the Hospital Information System (HIS), significant progress was made with the development of other major systems in Health relating to the area of Nursing Management, Obstetrics and Gynaecology, Health Surveillance and Emergency Services. Infrastructure was provided for at least 25 Health institutions in the regions for LOGIS for improved logistics and inventory management. Infrastructure upgrades were also completed for at least 30 Health sites for the first phase of improved patient management systems to improve healthcare and revenue collection.

The successful award of the Regional Pharmacy tender valued at R10 million was completed. While the rollout of the Child youth care application and Social registries continued, significant progress was made with the development of other major systems in Social services and Poverty alleviation

that will enable the improved management of funding programmes (PMS) and institution administration (IAS). The Health and Social services sector has adopted an aggressive approach to enable the integration of systems between Health and Social services, as well as various levels of government to the benefit of the citizen.

A number of high priority application systems were implemented, e.g. the E-works Web enabled systems for Public Works, enhancements and integration of the Government motor vehicle fleet management system, Tourist Guide registration system, populating of the central Geographical Information system, upgrading of the Provincial Intranet, establishment of the new Internet Café for Provincial Head Office staff, enhancements to the Community Safety Administration system, a Complaints Database for Community Safety, various administration systems for Transport, Web enabled system for Number Plates, Gravel Management System, Provincial Accident System, Roads Maintenance Management System and a Road Information System.

The Information Technology employment contract situation was fully resolved and all staff members were re-appointed after a comprehensive staff evaluation process and negotiation with organised labour.

In the Western Cape Education Department (WCED), two major systems were implemented namely the File Tracking System and the Training Administration System. These systems will also be utilised by other provincial and national departments. The Management Information System (MIS) capacity was enhanced significantly and major enhancements were also implemented in the Exams Systems. Khanya has now reached its 300th school and the Schools Telecoms Project has now reached 1500 schools.

All systems as indicated are accessed via the network infrastructure which is designed, implemented and supported by the Transversal cluster in collaboration with the other clusters and in conjunction with technology partners. The Transversal cluster provides the core network services and technologies to the Provincial Government Western Cape (PGWC). Amongst these services are the following:

- E-mail services to all users.
- Helpdesk support services for all Information Communication Technology (ICT) related problems and requests.
- Login and authentication services for the management of secure user access to all ICT services on the network.
- Central anti-virus management to all desktops in the province to restrict the effects of virus attacks.
- Central liaison with SITA relating to all transversal Wide Area Network (WAN) services for internet services, remote communication, access to National systems e.g. Basic Accounting System (BAS), Logis, Persal, etc.
- ICT support to the legislature and all ministries.

C Formal legal opinions were prepared, assistance with national, provincial and subordinate legislation were given, legal support re contracts, litigation matters and cabinet submissions were given. Special and forensic audit investigations were conducted in order to ensure sound management decisions and regularised governance and administrative actions.

Strategic overview and key policy developments:

Summary of programmes

The activities of the Department are organised in the following nine programmes:

- Programme 1: Office of the Premier
- Programme 2: Provincial Co-ordination
- Programme 3: Information Technology
- Programme 4: Corporate Services
- Programme 5: Legal Services
- Programme 6: Internal Audit
- Programme 7: Office of the Director-General
- Programme 8: Financial Management
- Programme 9: Personnel Management and Administration

Departmental Receipts

	1999/2000 Actual	2000/01 Actual	2002/03 Actual	2003/04 Target	2003/04 Actual	% Deviation from target
Tax Revenue						
Non-tax Revenue						
Non-tax receipts	1,740	1,386	847	396	1,910	382.32%
Sales of capital assets (Capital Revenue)						
Financial transactions (Recovery of loans and advances)						
TOTAL DEPARTMENTAL RECEIPTS	1,740	1,386	847	396	1,910	382.32%

The over-recovery of revenue is mainly due to once-off amounts being received such as the recovery of legal fees regarding litigation costs and amounts overcharged by IT hardware companies on forward cover that had been reduced as well as higher than anticipated collection on subscriptions to the Government Gazette.

Departmental payments

Programmes	Voted for 2003/04	Roll-overs and adjustments	Virement	Total voted	Actual Expenditure	Variance
Programme 1	19,526	(4,548)	-	14,978	14,566	412
Programme 2	11,584	7,620	(1,165)	18,039	13,511	4,528
Programme 3	186,713	14,598	1,252	202,563	202,508	55
Programme 4	52,537	(227)	-	52,310	50,953	1,357
Programme 5	8,847	3,337	(27)	12,157	8,552	3,605
Programme 6	10,058	(7,890)	27	2,195	2,145	50
Programme 7	4,720	65	-	4,785	3,427	1,358
Programme 8	7,997	-	(87)	7,910	6,512	1,398
Programme 9	5,658	(103)	-	5,555	4,448	1,107
Total	307,640	12,852	-	320,492	306,622	13,870

PROGRAMME 1: OFFICE OF THE PREMIER

AIM:

To provide a professional service to the Premier as the chief political executive of the Western Cape provincial government.

This programme consisted of the following sub-programmes:

Administration

Provide administration and financial support services to the Premier

Executive support

Manage the communication functions related to the Premier and the Provincial Government. Provide executive support services to the Premier by management of appointments, correspondence and rendering of logistical and organisational support services.

Render special advisory and research services pertaining to selected issues.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	performance delivery	Actual performance against target	
				Quantity	
				Target	Actual
Administration	Handle all administrative documents and issues.	Provide administrative and financial support services to the Premier.		Compliance with legal prescripts.	95% compliance with legal prescripts.
	Render general administrative support and administer the operation of the official residence.			Smooth running of the official residence.	Smooth running of the official residence.
Executive Support	Formulate and monitor communication strategy.	Manage the communication functions related to the Premier and the Provincial Government.		Informed community.	Full communication strategy achieved with reasonable success.
	Integrate and implement communication planning, marketing and advertising.				
	Provide strategic direction to provincial and ministerial communication officers.				
	Liaise with the media (proactively and reactively).				
	Manage the Premier's internal and external public relations and advertising.				
	Write speeches, press statements, articles and other materials.				
	Render an event management service.				
	Smooth running of logistics and effective research and advice on selective issues.	Provide executive support service to the Premier by management of appointments, correspondence and rendering logistical and organisational support services.		Compliance with legal prescripts.	Smooth running of logistics and effective research and advice on selective issues – 95%.

PROGRAMME 2: PROVINCIAL CO-ORDINATION

AIM:

To ensure sound inter- and intra-governmental relations, international relations and co-ordinated and integrated planning through support to the executive and administrative structures

This programme consists of the following sub-programmes:

Administration

Smooth and effective functioning of the branch and monitoring of the Provincial development council (PDC).

Policy and Strategic Management

Support the Provincial Cabinet in the role as the apex of Government.

Ensure good governance and integrated planning through:

- Cluster management to facilitate and enhance social economic development, the rendering of an efficient and effective support service to the Provincial Cabinet and its related Committees;
- the promotion of sound intra- and intergovernmental relations;
- providing timeous relevant information and advice on the Government's priorities and programmes to executive an administrative structure.

The Policy and Strategic Management Support was re-aligned to enhance intra- and intergovernmental co-operation within the Western Cape Province. Official work-study investigation is currently in process and will be finalised at the soonest.

Human Rights Programmes and Protocol

To give strategic direction on disability, gender and youth issues within a culture of human rights.

Transfer payments are made to agencies promoting human rights programmes.

Provide support in relation to international relations and National Council of Provinces (NCOP).

KEY ACHIEVEMENTS:

Provided strategic direction on disability, gender and youth issues within a culture of human rights with the focus on capacity building and training; co-ordinated structures, evaluation and reporting; advocacy and awareness raising. The Directorate also provided transfer payments to stakeholders in civil society organisations in terms of its funding framework.

Provided support to and co-ordination of existing international relations with regions within the European Unions (EU) and the United States of America (USA). The Directorate: Protocol also made progress with the promotion of good relations with African countries. Provincial honours awards were made to 38 citizens from the Western Cape.

Outputs and service delivery trends

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity Target	Actual
Administration	Delivering administrative support services to management.	Smooth and effective functioning of the branch.	Compliance with the legislative prescripts.	100% compliance with the legislative prescripts.
	Re-evaluate the role of the PDC.	Organised civil society participation in provincial planning through the PDC.	Quarterly transfer payments in line with cash flow and the budget projections.	Quarterly transfer payments in line with cash flow and the budget projections.

Policy and Strategic Management	Render an effective secretarial service to the Provincial Cabinet and its respective Cabinet Committees.	Smooth and effective functioning of Cabinet and Cabinet Committees and synergy between political and administrative processes.	100% 22 Cabinet meetings. 27 Cabinet Committee meetings. 2 Bosberade	100% 22 Cabinet meetings. 27 Cabinet Committee meetings. 2 Bosberade
	Co-ordinate strategic information flow internally and externally through an appropriate Information Management System that sources, captures, processes and disseminates information.	Strategic development communications that promotes information flow, communication strategic developments, tracks government commitments and supports research through timeous and relevant information provision.	100% Provincial tracking system set up and skills transfer programme successful. Task Team for the newsletter convened.	100% Provincial tracking system set up and skills transfer programme successful. Task Team for the newsletter convened.
			Co-ordinating the roll out of the documents "Framework for the Development of the Western Cape" including conceptualisation of a communication strategy, translation into the three official languages, 90 day action plan and report. Orientation to the Provincial Events Calendar.	Co-ordinating the roll out of the documents "Framework for the Development of the Western Cape" including conceptualisation of a communication strategy, translation into the three official languages, 90 day action plan and report. Orientation to the Provincial Events Calendar.
	Ensure good governance in the Province through the cluster management to enhance growth and development in the Province.	Synergistic management of provincial and national priorities as well as promoting sound intra- and intergovernmental relations.	100% 18 x Provincial Governance and Administration Cluster Meetings. 18 x Provincial Social Cluster Meetings. 18 x Provincial Economic Cluster Meetings. 4 x Presidential Co-ordinating Council 12 x National Governance and Administration Cluster Meetings	100% 18 x Provincial Governance and Administration Cluster Meetings. 18 x Provincial Social Cluster Meetings. 18 x Provincial Economic Cluster Meetings. 4 x Presidential Co-ordinating Council 12 x National Governance and Administration Cluster Meetings

			4 x Forum for South African Director-General's (Fosad)	4 x Forum for South African Director-General's
Human Rights Programmes	Capacity building and training.	Mainstreaming training package developed and implemented.	Approved framework and policy criteria.	<p>Pilot was successfully conducted with departmental representatives to test the content of the mainstreaming package.</p> <p>The need was identified for further development as well as the printing of the mainstreaming training package. This process was initiated via the procurement system and full-scale implementation will commence in 2004.</p> <p>Specialist disability, gender and youth related training programmes were offered to departmental focal persons during the year.</p>
	Co-ordinated structures, networking and liaison.	Effective liaison and networking structures in place with all stakeholders.	Effective liaison and networking structures in place.	<p>Ongoing meetings conducted with departmental focal units and civil society co-ordinated bodies.</p> <p>A Provincial Disability Co-ordination forum was established June 2003. A joint road show in July 2003 produced the need for establishment of structures for disability, youth and gender at district municipal level.</p> <p>One meeting each was held at the Provincial Advisory Forum meeting as well as the Provincial Advisory Forum Technical Committee meeting in partnership with Departmental Local Government towards establishment of integrated youth, disability and gender offices at municipal district level. This process will continue during 2004/05.</p>

	Research and policy development.	Approved Provincial policy.	Approved Provincial policy.	<p>The first draft of the Western Cape Integrated Provincial Youth Development Strategy was completed.</p> <p>Gender and youth policy development processes are still being refined. Processes were delayed due to staff shortages.</p> <p>Consultations regarding the two policies took place during a road show that was held during July 2003 throughout the Province.</p> <p>The Integrated Provincial Disability Strategy was promoted during the July 2003 road show.</p>
	Monitoring, evaluation and reporting.	Monitoring, evaluation and reporting system in place.	Monitoring, evaluation and reporting system in place.	<p>Monitoring, evaluation and reporting system development process could not be finalised. However other reports falling in this category was developed e.g.:</p> <ul style="list-style-type: none"> ➤ One joint report based on the inputs received from provincial departments regarding the implementation of the Integrated Provincial Disability Strategy, was compiled. ➤ Departmental reports were distributed during the joint road show in July 2003. ➤ A decade under review report was developed under the theme: 10 years of democracy – what it has meant for women. ➤ A democracy review brochure was produced under the theme: Celebrating disability in our decade of democracy.

	Advocacy and awareness raising.	Communication strategy implemented.	Communication strategy implemented.	<p>Full communication strategy could not be implemented due to staff shortages however various commemorative days and initiated specific special events were completed.</p> <p>Democracy celebrations were introduced to women who attended the road show meetings under the theme: 10 years of freedom – what it has meant for women.</p> <p>Democracy celebrations and the African Decade on Persons with Disabilities were introduced to persons with disabilities and their organisations attending the road show meetings under the theme: Celebrating disability in our decade of democracy.</p>
Protocol	Facilitate and manage international co-operation agreements and handle protocol issues.	Provide support in relation to international relations, protocol and NCOP.	Beneficial agreements be initiated, concluded and administered.	<p>New co-operation agreement with Burgundy, France being implemented.</p> <p>Agreement on agricultural development project with Florida, USA signed and being implemented.</p> <p>Promoting the Western Cape at an international business conference in London.</p> <p>Development of closer relations with Botswana and Kenya.</p> <p>Participation in the Swiss Safari together with the other 8 provinces, as part of the 10 year democracy celebrations.</p>
	Province's strategic direction to the Province's participation in the National Council of Provinces (NCOP).			<p>12 NCOP meetings.</p> <p>Co-ordinated action in line with National initiatives.</p>

	Administer system of provincial honours.	Effective administration of provincial honours.	Annual awards ceremony.	38 awards, namely: 4 Order of the Disa officer, 13 Order of the Disa member and 21 Premier's commendation certificate.
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Transfer payments

Name of Institution	Amount Transferred
Disability Related	
Western Cape Network on Disability – operational costs	R37 215
Very Special Arts South Africa – arts festival	R50 000
Disabled People South Africa – Western Cape – capacity building of disabled persons: leadership course	R50 000
Institute for the Promotion of Disabled Manpower – operational costs channelled into human resources development and capacity building within the organisation.	R54 000
Youth Related	
Reach – youth day celebrations	R102 500
South Peninsula Youth Council via Future Factory – youth day celebrations	R100 000
Women Empowerment Related	
Cape Woman of the World Trust for women in technology conference – management and running costs of the conference.	R120 000
Provincial Development Council	R 3,262 285
Total	R3,776 000

PROGRAMME 3: INFORMATION TECHNOLOGY

Aim:

To provide a comprehensive computer service as well as management information systems

This programme consists of the following sub-programmes:

Administration

Overall management of the component.

Network support and transversal systems

Maintain, support and management of network services, helpdesk services and operations, computer equipment, network infrastructure, provincial and national transversal systems.

Other Departments

Planning, developing and maintaining of information systems and Information Communication Technology (ICT) solutions for all departments excluding Education, Health and Social Services.

Health and Social Services

Planning, developing and maintaining of information systems for Health and Social Services.

Education

Planning, developing and maintaining of information systems and ICT solutions for Education. Finalisation of the Schools Telecoms Project, continued implementation of the Khanya Project, expansion of the Exams Administration System, introduction to the Geographical Information System (GIS) and expansion of the Management Information System (MIS).

KEY ACHIEVEMENTS:

- Continued implementation of ICT for administrative and school governance purposes at schools as part of the Schools Telecoms Project. Another 300 were added.
- Further rollout of ICT Labs for educational purposes at schools with another 70 schools being added as part of the Khanya Project. A focus was also on the rural areas and nodal zones. Over 350 ICT labs have now been rolled out.
- Major enhancements to the Exams Administration System for Grade 12 (GR12), Adult Basic Education Training L4 (ABET) and General Education and Training Certificate (GETC) levels as well as a number of supporting peripheral systems.
- Implementation of the File Tracking System in the WCED. The system was WEB-enabled and will be rolled out in the rest of the WCED administration.
- Implementation of the Issue Management System at the Call Centre of the WCED. The system was also adapted for use by the Safer Schools Helpdesk. The system is also rolled out to the rest of the WCED administration.
- Implementation of a WEB Based Management Information System and introduction of GIS in the WCED.
- Rollout of ICT's in Multi-grade schools.
- Implementations of the Training Administration System in the rollout of WCED. The system was also adapted for use by the Safer Schools Helpdesk. The system can also be rolled out in the rest of the WCED administration.
- Further enhancement of the WEB based on-line self-training systems for the most common office automation applications in the WCED. The solution is also being used in the rest of the WCED administration.
- Adoption of National level of the User Requirements Specification drafted in the Western Cape for a Health Cost Centre Accounting System.
- National interest in adopting a Health Surveillance System (SINJANI) developed in the Western Cape.
- Significant IT infrastructure upgrades to the majority of Hospitals.
- Progress made with the computerisation of Health and Social Services service points to improve the quality of service delivery and facility in the WCED administration.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	performance delivery	Actual performance against target	
				Quantity	
				Target	Actual
Administration	To manage the financial and human resources of the Chief Directorate effectively and efficiently.			Effective budget management. Development of all planning documents on time. Strategy-focussed organisational structure. Optimal staff establishment. Job descriptions for all personnel.	Performance contracts. Weekly management meetings.
Other departments	To develop and implement efficient application systems according to the Master Systems Plans.	Management information and efficient applications systems.		The efficiency of development and implementation of systems.	Project reports, time sheets and structured management meetings.

	To expand on the information and content published on the internet for the broader public and on the Intranet for access by 68 000 public service staff.	Content and information supplied via the Internet and Intranet.	Volume of content. Cost saving on paper, postage and courier services.	Project reports, number of hits on Internet and Intranet, and structured management meetings.
Transversal Cluster.	To install and commission network infrastructure and fault resolution.	A stable up to date network infrastructure, desktop environment and easy to access ICT services.	Uptime and speed of fault resolution.	Project reports, service desk statistics, time sheets and structured management meetings.
	To provide a pro-active ICT support service from a central location for all IT infrastructure connected to the network.	A pro-active ICT support service to all Provincial Departments.	Reduce the number of visits to users for support (currently 3 500 calls per month). Resolve faults in shorter time remotely (current resolve time is 48 hours). Resolve potential failure before it occurs.	Project reports, service desk statistics, time sheets and structured management meetings.
	To provide access and support to Provincial and National systems.	A pro-active maintenance and support service to all Departments.	Ensure that all support is done within agreed service levels.	Service desk statistics.
Health and Social Services	To provide support, guidance, control and direction to the Hospital Information System (HIS) project.	Implemented identified modules.	Project Plan and Milestones. Access to 1 800 users at 38 regional hospitals to the Hospital Information System.	Project reports, time sheets and structured management meetings.
	Implement network infrastructure at regional hospitals.	Connected hospitals.	Availability of sufficient capacity.	Project reports, time sheets and structured management meetings.
	To develop and implement efficient application systems according to the Master Systems Plans for Health & Social Services.	Management information and efficient application systems.	The efficiency of development and implementation of systems.	Project reports, time sheets and structured management meetings.
	To provide support for all calls logged for Health and Social Services.	Pro-active support to the Departments of Health & Social Services.	Ensure that calls are dealt with within agreed service levels (currently 3 000 calls per month).	Project reports, service desk statistics, time sheets and structured management meetings.

Education	To develop and implement efficient application systems according to the Master System Plan.	Management information and efficient application systems.	The efficiency of development and implementation of systems.	Project reports, time sheets and structured management meetings. MSP completed. IMS, FTS and TAS systems added. WEB-based on-line self-training systems for the most common office automation applications in the WCED. GIS introduced and WEB-based MIS systems implemented.
	To implement and extend programmes and provide services aimed at enhancing education delivery through computer technologies.	Provision of Information Technology services to public schools.	Khanya project targeting specific areas of education and disadvantaged communities in 1600 schools with 1 million pupils must be covered.	Project reports, time sheets and structured management meetings. Due to budget constraints another 70 schools were added. A further 120 schools were added as part of the MGI project.
	To implement and extend programmes and provide services aimed at improving Schools Administration and Governance delivery through computer technologies.	Provision of Information Technology services to public schools.	Schools Telecoms Project targeting School Administration and Governance in 1600 Schools.	Project reports, time sheets and structured management meetings. 300 schools completed and overall target now at 1500 schools.
	To implement and extend programmes and provide services aimed at enhancing Exams Administration through computer technologies.	Increased provision of Information Technology services to Exams Administration.	Maintenance an enhancement of core exams systems and infrastructure for GR12, ABET L4 and GETC. Enhanced publication of Exams results on the Internet.	Project reports, time sheets and structured management meetings. Exams results and old question papers published on the Internet. Four peripheral systems implemented.

PROGRAMME 4: CORPORATE SERVICES

Aim:

To render a needs-orientated professional support service to provincial departments and other relevant stakeholders in order to enhance effective governance.

This programme consists of the following sub-programmes/responsibilities:

Administration

Overall management of the component

Provincial Training

To provide integrated needs based training and development services to ensure service excellence

Human Resource Management

Personnel Management

Rendering of strategic, co-ordinated personnel management services in respect of human resource policy matters

Labour Relations

The promotion of sound labour relations within the Provincial Administration and providing a high quality of service delivery to both internal and external clients as well as supporting the Director-General in relation to his strategic role in this regard (Public Service Act, 1994 and Act 108 of 1996).

Operational Support

Communication Services

Rendering of an internal and external communication service (including language services).

Organisational Development

Improvement of efficiency through the application of organisation and work-study techniques.

Support Services

Rendering general and risk management support services.

KEY ACHIEVEMENTS

CHIEF DIRECTORATE PROVINCIAL TRAINING

- Computer literacy was promoted as part of the province's drive to prepare staff members for the knowledge economy.
- Training was offered on a decentralised basis in the rural areas of the Western Cape, with a training week being presented once per semester in Vredendal and George.
- Courses of the Academy are continuously upgraded and aligned to SAQA standards.
- A continuous consultation service is rendered to all departments of the Provincial Administration and the establishment of departmental training committees (DTC's) was regarded as a priority. DTC's was established in all 13 departments with regular monthly/quarterly meetings scheduled to review training and development.
- Provincial Training also strives to promote international co-operation and exchange of expertise regarding human resource development fields. Over the past year the Academy facilitated an "International Benchmarking and Best Practice Development Program" at the Royal Dutch Institute of Public Administration in the Netherlands attended by 13 senior members of the province. The delegation under the leadership of Dr. W Terblanche (Department of Social Services and Poverty Alleviation), spent a week in the Netherlands meeting and interacting with senior managers and academics.
- The Academy has also been responsible for the facilitation of an internship programme to accommodate students from the various academic institutions in the Western Cape. The Internship Programme is designed to expose students to the real working environment in relation to the field of study they are involved in. During the year under review 98 students have been successfully placed.
- The 7th Public Service Trainers Conference was held in the Western Cape and co-hosted by Provincial Training. This was the first paperless conference in this cycle and was generally regarded as a huge success.
- A number of meetings and planning sessions were held at the George training facility. All the BAS training in the region also took place at this site and ensured a smooth roll-out of this new accounting system in the region.

- A newly developed *Frequently Asked Questions Toolkit* on human resource development (HRD) was handed to members of the HRD forum.

CHIEF DIRECTORATE HUMAN RESOURCE MANAGEMENT

- Strategic and operational senior management involvement, development and implementation of the sustainable strategy that underpinned the normalisation of the information technology personnel plan towards establishing the Centre for E-innovation.
- Assistance, at senior management level, with various initiatives such as administrative management of the Identity Document and Birth Registration campaign, the transitional management of the Directorate: Personnel Management and Administration and Case Manager for prominent human resource interventions.
- Finalisation of Co-operative Service Agreements with the provincial departments of Agriculture and Community Safety.
- The finalisation of a revised Organisational Rights Agreement between the Western Cape Provincial Administration (WCPA) and trade unions in the Provincial Bargaining Council Western Cape.
- The finalisation of an implementation plan for the introduction of revised collective bargaining structures at provincial level.
- The functioning of the monthly Provincial Bargaining Council meetings was co-ordinated and administrated (see Annexure A for a summary of the Council's Annual Report).
- The presentation of 10 monthly meetings of the Labour Relations and Personnel Management Liaison Officers Meetings at both Stikland Hospital and Oudtshoorn Experimental Farm.
- The facilitation of collective conflict situations in provincial departments.
- The development and presentations of the first Labour Relations Training Workshop for Xhosa-speaking employees of the WCPA.
- The audit of the functioning and effectiveness of Institutional Management and Labour Committees in provincial departments.
- The successful administration of the Interdepartmental Task Team on restructuring and transformation in the Public Service.
- Representation on a corporate level at HIV/AIDS provincial committee meetings to monitor and advise on the consistent implementation of policy and workplace programmes.
- 12 conciliation boards were arranged.
- Support was rendered to departments with regard to 13 arbitration hearings.
- On request, departments were assisted to resolve labour relations problems.
- Personal and telephonic enquiries of individuals regarding relevant procedures that needed to be followed were dealt with.
- Labour relations policies, procedures, practices and the implementation of collective agreements were monitored on a regular basis.
- Development and implementation of transversal policy frameworks and guidelines in co-operation with provincial departments within the Administration and admitted trade unions regarding human resource management.
- Existing transversal human resource systems have been managed and optimised to improve productivity and the efficiency, effectiveness and the integrity of systems by means of re-engineering to promote a productive workforce through efficient human resource systems.
- The Staff Performance Management System (SPMS) was further operationalised in the Province.
- Support to the Premier with the management of the career incidents of Head of Department. The selection, recruitment and appointment of two Heads of Department in the Western Cape Provincial Administration were managed and executed.

- Support to the Premier with the appointment of four Special Advisors.
- Various functional training courses have been developed internally and presented to members of the Senior Management Service (SMS), human resource managers, personnel functionaries and line managers,
- Training interventions and workshops, presented by external providers, have been coordinated.
- The launch and rollout of a booklet to promote professional conduct in the workplace ("*Basic Guidelines for Professional Conduct in the Workplace*") with copies sent to major role-players on national level on instruction of Provincial Parliament.
- The structuring and design of a SAQA-accredited Provincial HRM Certificate Programme, to be jointly presented by the University of the Western Cape and the Chief Directorate Human Resource Management.

CHIEF DIRECTORATE OPERATIONAL SUPPORT

- Provincial participation in community events in order to communicate the Provincial services was arranged.
- Corporate and other advertisements were placed to promote communication with the public.
- Apart from the quarterly personnel newsletter there was also an ongoing involvement with other internal newsletters as requested by client departments and external publications such as the Gaffney Group's Local Government Official Yearbook, and the Business Guide Update of the Cape Chamber of Commerce.
- There was an ongoing demand from client departments for translation services, web editing services and an increased demand for design and photographic services.
- Training in the compilation of job descriptions was given to all school principals, their deputies, administrative personnel and support personnel. A first for this Province was that Xhosa speaking personnel were given practical lessons in the compilation of job descriptions in their own language.
- Organisational development practitioners formed part of multi-disciplinary teams that developed HR-planning tools for an integrated approach (budget, infrastructure and service delivery) for all types of hospitals in government (level 1 – 3). Six generic organisation and established models were developed to inform the Provincial Health Plan: 2010. The computer-based tool is a first in South Africa.
- Organisational redesign that incorporated KEEG and IT into a Centre for E-innovation. This structure for improved service delivery is a first in the South African Public Service.
- Facilitated the development and design of a quality assurance model for the Western Cape Education Department (WCED) which covers processes with regard to:
 - Systematic evaluation i.e. to assess and evaluate whether the projected curriculum outcomes was successfully achieved.
 - Whole School Evaluation i.e. to assess and evaluate whether the school as an organisation was successful (learner administration, curriculum management, the administrative system including involvement of all relevant role players).
- Organisational redesign of the Department of Agriculture to accommodate the effective and efficient execution of functions and processes relating to the farmer settlement and land resettlement in the Western Cape. Five (5) officials received certificates at a special occasion from the Department of Agriculture as recognition for excellent service rendering and work performance for that department in respect of organisational redesign.
- The Directorate: Organisation Development hosted delegations from Namibia and Mpumalanga as well as a provincial job evaluation forum. Policies and processes followed with regard to job evaluation in the WCPA were the main points in our discussion.
- Organisational design to accommodate the effective and efficient execution of the newly devolved heritage function to provinces. As the first Province to do such an exercise, the model was shared with two other Provinces.

- Assisted with the establishment of a transformation and dispute unit to support sporting fraternities regarding transformation issues and to deal with conflict between sporting federations.
- Establishment of a structure for a call centre for Education to deal with all incoming enquiries (teachers and schools) and also a component to deal with complaints (parents, groups, children concerning trauma cases, incongruities).
- Rendered ongoing advice to client departments in respect of security assessments.
- Training of floor marshals.
- Issued access permits to Head Office personnel.
- Weekly publishing of the *Provincial Gazette*.
- Renewed the tender for the rendering of a catering service for officials at the head office complex.
- Appointed contract personnel to manage the gymnasium on a 12 hourly basis.
- Organising the Provincial Sports day on 24 October 2003. Approximately 6 890 officials participated in the 14 different sporting events that were hosted on the day, with almost 5 110 spectators attending the event.

Outputs and service delivery trends

The programme renders corporate support services of which the most of the actual outputs are not generated on own accord, but rather of request of clients/needs, or in terms of prescribed legislative frameworks, policies and procedures. Outputs differ in terms of complexity and magnitude, e.g. policy frameworks. As each output has to be judged in terms of its own merit, external and internal benchmarks cannot readily be utilised to evaluate actual performance. In most instances actual performance is measured against compliance with practical requirements of client departments and, where possible, own operational planning and norms.

Outputs and service delivery trends

Sub-programmes	Outputs	Actual performance against target			
		Quantity			
		Target	Actual		
Cape Administrative Academy	Internal courses presented:	530 planned	586		
	Number of officials trained	Ongoing	7 296		
	External courses facilitated:	270 planned	296		
	Number of officials trained	Ongoing	2 847		
Personnel Management	Training Courses / Workshops presented:	Presented on ad hoc request basis	37 presented (492 participants)		
	Staff Performance Management System / Individual Performance and Development Plans				
	Performance Management and Development System			- do -	19 presented (353 participants)
	Strategic Planning Sessions			- do -	2 presented (47 participants)
	Basic Guidelines for Professional Conduct in the Workplace			- do -	12 presented (319 participants)
	Communication Workshop			- do -	1 presented (7 participants)
	Tender process for the structured HRM programme			- do -	1 presented (26 participants)
	Temporary Incapacity Leave			- do -	4 presented (72 participants)
	Job Descriptions			- do -	4 presented (76 participants)
	Human Resource Management Workshop			- do -	2 presented (51 participants)
	Introductory Workshop: Promotion of Administrative Justice Act			- do -	8 presented (111 participants)
Policy Development Workshop	- do -	1 presented (23 participants)			

	Government Employee Pension Fund DPSA Workshop on PSCBC resolution 7/1998 and 12/2002 Workshop: Promotion of Access to Information Act Incentive Policy Framework Injury on Duty Personnel Task Team Human Resource Management Forums	- do - - do - - do - - do - - do - - do -	1 presented (26 participants) 1 presented (42 participants) 2 presented (37 participants) 8 presented (165 participants) 2 presented (40 participants) 11 scheduled meetings, 2 <i>ad hoc</i> meetings and 2 workshops. 10 meetings
Labour Relations	Training Courses / Workshops presented: Labour relations liaison officers workshop Practical labour relations for supervisors Introduction to Labour Law Conflict handling negotiation skills Workshop on absenteeism Comprehensive workshop of disciplinary code and procedures Sexual harassment workshops Practical labour relations for Xhosa speaking employees	10 planned 9 planned 4 planned 5 planned 5 planned 6 planned 2 planned 10 planned	10 executed 11 executed 4 executed 5 executed 6 executed 8 executed 2 executed 20 executed.
Communication Services	External communication actions: Marketing campaigns. Advertisements. Corporate branding. Internal communication actions: Personnel newsletter. DG support Internet / Intranet Web Editing Communication support Language Services	On demand. On demand. On demand. 4 planned. On demand On demand On demand On demand	6 events. 21 advertisements / supplements placed in publications. Ongoing. 4 issued, comprising 118 articles and 134 speeches. 14 speeches 11 DG newsletters 6 functions and invitations were co-ordinated 4 300 news articles were placed 1 100 e-mails were answered 250 information updates were executed 300 images were scanned for use on websites 14 publications were completed 83 graphics were designed 13 posters were produced Photographs taken at 206 media events 4 276 pages were edited 9 113 pages were translated 1 321 enquiries were answered 786 additional terms added to language term databases
Organisation Development	Organisation development investigations Job Evaluations Training in Job Evaluation Training in Job Descriptions Facilitation (workshops / strategic sessions) Internal capacity building	118 planned Needs driven Needs driven Needs driven Needs driven 43 officials 5 subjects areas	111 completed 1 262 evaluated 34 as Panel member 27 as Analysts 3 890 Officials 33 66 officials 8 subjects areas

Support Services	Risk Assessments	40	150
	Monitoring of Private Security Services	80	140
	Continuous Monitoring (13 Head Office complexes)	Daily	Ongoing
	Drafting of Tenders	4	4
	Rendering of Advice in respect of Specifications for Tenders for Private Security Services	On request	60
	Evacuation Drills	7	4
	Training: Fire-fighting	On demand	103
	Training: Security Management Courses	2	2
	Searching	Random	Weekly
	Liaison Committee Meeting: Occupational Health and Safety	11	11
	Revision of contingency plans (Head Office complexes)	13	13
	Provincial Government Gazette	On request	126
	Gymnasium members	250	320
	Provincial Sports day: Attendance	6 000 attendees	12 000 attendees,
	Locations	1 (Metropole)	3 (Metropole, South Cape / Karoo, Boland / Overberg Regions).

Transfer payments

Name of Institution	Amount Transferred
Tertiary Institutions - Bursaries	R493 000

PROGRAMME 5: LEGAL SERVICES

AIM:

To provide sound legal advice and a quality forensic auditing service to client departments in a professional and efficient manner.

This programme consists of the following sub-programmes/responsibilities:

Legal Services

Rendering of legal services (Act 108 of 1996, Public Service Act of 1994).

Forensic Audit

The execution of forensic audits to combat irregularities reported.

Programme policy developments

By direction of the previous Premier the Directorate: Forensic Audit was incorporated into Legal Services structure during September 2003, which added the role of, and the responsibility for combating corrupt activities and financial irregularities across all departments of the Provincial Administration, to pro-actively identify systemic weaknesses and to alert the Provincial Executive and/or senior officials of such weaknesses in the continued fight against corruption.

KEY ACHIEVEMENTS

In addition to providing a demand-driven internal legal service to the Premier, Provincial Ministers and provincial departments, the Branch adopted a pro-active approach through, inter alia, the provision of training on the Promotion of Access to Information and the Promotion of Administrative Justice Acts, legal advice on strategic partnerships between the Provincial Government and private sector organisations, pro-active assistance to departments in their legislative programmes, and the participation in inter-departmental committees and task teams established for purposes of implementing provincial programmes and projects. The Branch scrutinised and edited approximately 60 transfer of funds agreements on behalf of the Department of Economic Development and Tourism during January 2004, which contributed to an over-achievement of target of some 50% on the negotiation, drafting and editing contracts on behalf of provincial departments.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	performance delivery	Actual performance against target	
				Quantity	
				Target	Actual
Legal Services	Rendering a quality legal advisory service.	Providing formal (written) legal opinions. Legal scrutiny of Cabinet Submissions.	500 opinions. 90 submissions.	498 opinions. 65 submissions.	
	Negotiate, draft and edit legally sound and sustainable contracts.	Drafting/editing of contracts.	200 contracts.	303 contracts.	
	Ensure compliance with Constitutional directives in the monitoring of, and commenting on, national legislation.	Providing of commentary on legislation.	30 pieces of legislation.	36 pieces of legislation.	
	Provide for the drafting, amendment or editing of provincial and subordinate legislation in all areas of provincial competence.	Drafting/amending/editing of provincial and subordinate legislation.	30 pieces of legislation.	38 pieces of legislation.	
	Ensure successful management of litigation matters.	Management and monitoring of litigation matters.	200 litigation matters.	189 litigation matters.	
	Ensure human and information capacity building.	Intensify the recruitment of suitably skilled personnel. Upgrading existing skills.	25 employees. 39 employees (inclusive of Forensic Audit).	25 employees. 39 employees (inclusive of Forensic Audit).	
Forensic Audit	Audit / investigate irregularities reported.	Improve on response time.	Audit/investigation to be finalised within 4 weeks.	Response time extended beyond 4 weeks and backlog developed due to volume of work referred, but backlog was eliminated successfully.	
		Project Plan for each assignment. Profiling and relationship mapping. Research and information gathering.	Quality output.	Quality output was achieved.	
		Benchmark current practices with Certified Fraud Examiners/Institute of Internal Auditors and Global Forensic Firms.	Weaknesses identified and corrected.	Weaknesses were identified and corrected.	

Stakeholder communication.	Report to: Deputy-Director General, Head: Legal Services, Accounting Officer and Audit Committees on: Lead time of cases. Reports issued. Recoveries. Disciplinary hearings. Criminal prosecutions. Reports outstanding.	Regular meetings and feedback.	Regular meetings were held and feedback was obtained.
Create awareness.	Identify key risk areas. Prioritise departments with high incidence rate. Compile presentation. Schedule for both Provincial and National. Media coverage, internal newsletters, regular update of the website, electronic mail, corporate image including the destigmatisation of whistle blowing.	Annual programme.	Ongoing.
Integrated approach.	Monthly meetings. Sustain Western Cape Anti-Corruption Forum. Attend Banking Forum. Sustain interaction with Anti-Corruption Co-ordinated Committee. Maintain a network with SAPS, Prosecutors and Forensic Audit Companies to expedite prosecutions. Establish partnerships with clients. Consult relevant role players. Network methodologies where necessary.	Attendance at meetings. Minutes of meetings. Decisions taken. Implementation of agreements.	Attended meetings. Prepared and filed minutes of meetings. Implemented decisions and agreements where applicable.
Uniform auditing / investigative approach.	Programme and Forensic Audit handbook.	Number of case studies developed and presented per programme.	Completion of the handbook subject to review and finalisation of mandate, pending as at 31 March 2004.
	Uniform, quality of reports.	Audit review.	All audits were reviewed.
	Facilitate access to all Provincial databases and networks.	Best evidence.	Best evidence rule was applied.
	Authorisation and distribution.	Review of strategy and response time.	Constant review of strategy and response time.
Improve on Data Driven Forensic Investigation Techniques.	Application of Data Driven Forensic Investigation Techniques.	Result of Application.	Accounting Commanding Language (ACL) software programme was purchased and staff members received appropriate training.

PROGRAMME 6: INTERNAL AUDIT

The Internal Audit function has been shifted to Provincial Treasury (Vote 3) as of 1 July 2003.

PROGRAMME 7: OFFICE OF THE DIRECTOR-GENERAL

AIM:

To render optimal support to the Head of the Department as the Director-General of the Western Cape Provincial Government.

This programme consisted of the following sub-programme:

Administration

Support Director-General in the co-ordination of the intergovernmental relations and intra-governmental co-operation.

Render special advisory and research services pertaining to selected issues.

Provide personal support services to the Director-General by management of appointments, correspondence and rendering financial, administrative and logistical support services.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	Actual performance against target	
			Quantity	
			Target	Actual
Administration	Liaison with relevant inter- and intra-governmental authorities and members of the private sector, via: Provincial Top Management meetings.	Sound inter- and intra- governmental co-ordination and so-operation.	24 Bi-weekly Provincial Top Management meetings.	19 Bi-weekly Provincial Top Management meetings.
	Departmental Top Management meetings.		24 Bi-weekly Departmental Management meetings.	14 Bi-weekly Departmental Management meetings.
	Management of logistics, administration and finances.	Provide personal support services to the Director-General by management of appointments, correspondence and rendering a financial, administrative and logistical support services.	Management of diary and meet all appointments – 100%. Effective management of correspondence – 100%. Smooth running of logistics and effective and efficient management of the budget.	Management of diary and meet all appointments – 85%. Effective management of correspondence – 90%. Smoothly run office.

PROGRAMME 8: FINANCIAL MANAGEMENT

AIM:

To ensure effective, efficient and economic utilisation of the financial resources within the department.

This programme consisted of the following sub-programme:

Financial Management

Provision of effective and efficient financial management, accounting management and budget management services and economic supply chain management and internal control and monitoring services.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	performance delivery	Actual performance against target	
				Quantity	
				Target	Actual
Financial management	Render an effective and well-informed Chief Financial Officer assistance to the Accounting Officer.	Sound financial management and an informed Accounting Officer.	12 Finance Focus Meetings 4 Quarterly Meetings	3 Finance Focus Meetings 3 Quarterly Meetings.	
	Render and effective and efficient financial accounting, financial management and budget management service.	Unqualified audit report.	Unqualified report.	Unqualified audit report.	
	Ensure effective and efficient internal control and monitoring service.		2 Risk management meetings. 9 Financial inspection reports.	1 Risk management meeting. 12 Financial inspection reports.	
	Render an effective, efficient and economic supply chain management service to the department.	Client satisfaction with accurate and timely delivery of goods and services. Sound contract administration. Sound asset management.	24 Departmental Tender Committee meetings.	21 Scheduled meetings and 4 ad hoc meetings held.	

PROGRAMME 9: PERSONNEL MANAGEMENT AND ADMINISTRATION

AIM:

To ensure a transformed workforce in the Department with competent, empowered and performance-focussed employees.

This programme consisted of the following sub-programme:

Personnel Management and Administration

To provide effective and efficient Human resource management, labour relations and general administrative support services within the Department: Provincial Administration Western Cape.

Outputs and service delivery trends

Sub-programmes	Outputs	Output measures/service indicators	performance delivery	Actual performance against target	
				Quantity	
				Target	Actual
Personnel Management and Administration.	Fully functional personnel management and general administration service established.	Amount of employees appointed in accordance with standards as prescribed by the Public Service Act and Regulations.	Appointing 20 employees.	97 employees appointed.	

	Co-ordinate the implementation of transversal Human Resource policies in the Department.	Full and correct implementation of all Human Resource policies in the Department.	As required.	
	Ensure implementation of Performance Management.	Amount of employees that has conformed to the new Performance Management system.	500 Performance Agreements concluded.	239 Performance Agreement concluded.
	Co-ordinate the implementation of Human Resource Management and Transformation issues in the Department.	Establish Employment Equity Forum and ensure regular meetings. Develop course material and present HIV/Aids information/training sessions.	3 Consultative Forum meetings. 24 HIV/Aids training sessions.	11 Employment Equity consultative meetings held. 25 training sessions held.
	Implement / manage collective agreements within the Department.	Full and correct implementation of all collective agreements in the Department.	As required.	
	Manage Departmental labour issues.	Timely finalisation of all collective issues.	As required.	
	Manage Interdepartmental Management Caucus (IMLC).	Regular meetings of IMLC.	12 IMLC meetings.	7 IMLC meetings held.

PART 3

REPORT OF THE PROVINCIAL GOVERNMENT WESTERN CAPE, SHARED AUDIT COMMITTEE ON THE DEPARTMENT OF PROVINCIAL ADMINISTRATION: WESTERN CAPE (VOTE 1) FOR THE FINANCIAL YEAR ENDING 31 MARCH 2004

We are pleased to present our report for the above-mentioned financial year.

Appointment of Audit Committees

A Centralised Audit Committee was appointed on 23 June 2003 for the period 01 April 2003 to 31 March 2005 by Cabinet Resolution 75/2003 dated 30 April 2003.

At the same time the Provincial Treasury obtained Cabinet approval to decentralise the Audit Committee for the three larger departments viz, Education, Health and Social Services and Poverty Alleviation and a Shared Audit Committee for the other provincial departments, as a step towards improving internal control in those departments.

The Shared Audit Committee acting on behalf of the remaining eleven departments, met both separately and together with the other Audit Committees, to develop and adopt a transversal Audit Charter and to deal with organizational and training matters.

Audit Committee Members and Attendance:

The Shared Audit Committee members, attended meetings during the financial year under review, in terms of their adopted Audit Charter, as indicated below:

Member	Number of Meetings Attended
Mr J.A. Jarvis (Chairperson)	4
Ms L. Hendry (Resigned 31 December 2003)	1
Mr J. January	4
Mr V.W. Sikobi	3
Mr R. Warley	4

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1) (a) of the PFMA and Treasury Regulation 3.1.13 and 27(1) (10). The Audit Committee also reports that it has regulated its affairs and has discharged its responsibilities in terms of the audit charter it adopted and the PFMA, except that it did not address internal audit issues as envisaged in its Charter and the PFMA, due to the suspension of Internal Audit activity in 2003 (Provincial Treasury Circular No. 25/2003).

Effectiveness of Internal Control

The system of internal control relating to asset management was not effective as compliance with prescribed policies and procedures were lacking. The implementation of additional "LOGIS" modules serving as an asset register has been noted and the Audit Committee continues to support the expeditious implementation thereof.

The system of internal control relating to Information Technology (IT) equipment was not effective because various end-user departments have not accepted responsibility for their equipment and the completion date for this transfer exercise has been extended to 01 December 2004.

The Department has not yet implemented a system of risk management. The internal control systems of the Department are therefore not based on an assessment of key risks within the Department and such internal control systems cannot not be regarded as effective.

The "PERSAL" system does not have adequate application controls to segregate users who could access incompatible functions. Furthermore the system controller has been allowed to process transactions which conflicts with the principle of segregation of duties.

The Committee recommends that the department institutes effective internal controls so that all leave applications are processed within agreed time limits after being checked against attendance registers by the heads of the respective components.

The Audit Committee notes with increasing concern that during the year under review, no internal audit work was performed in the department. Internal audit plans for 2003/ 2004 were suspended in 2003 in terms of a decision of Top Management and the Executive (Cabinet). The Sihluma Sonke Consortium appointed on a three year roll-out plan for internal audit services, has focuses internal audit resources in the first year (2004/2005) on the three major departments.

In view of the above, this Audit Committee has had to rely largely on the audit work and the opinions of the Office of the Auditor-General.

The Audit Committee believes that there is a need for better communication and exchange of information between the Forensic Investigation and the Internal Control units; IT and Internal Audit; and the Office of the Auditor-General.

Evaluation of Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor-General's management letters and the responses thereto;
- Reviewed significant adjustments resulting from the audit.
- Reviewed the Auditor-General's report.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

Appreciation

The Audit Committee wishes to express its appreciation to Mr Charles Clacher of the Provincial Treasury, Officials of the Department, the Auditor-General and the Sihluma Sonke Consortium for their assistance and co-operation in compiling this report.

(J.A. JARVIS)

CHAIRPERSON OF THE PROVINCIAL GOVERNMENT WESTERN CAPE SHARED AUDIT COMMITTEE

Date: 4 August 2004

PART FOUR

MANAGEMENT REPORT For the year ended 31 MARCH 2004

1. General review of the state of affairs

Important policy decisions and strategic issues facing the department

After the country's third democratic elections the Premier for the Provincial Government of the Western Cape has been appointed from a different political party to the one which held the position of premier for the first ten years of our country's democracy. The implication of this change of head of the province, and as such also this department, is that a new vision and way of doing things has been established. No longer will this department be responsible for functions, which can be performed by a line function department, but it will rather focus on those functions which are of strategic importance to the province. This will result in the department restructuring once again to fit the vision of our new Premier, Mr. Ebrahim Rasool. Functions such as translation services and security services have already been identified in the Provincial Treasury's Medium Term Budget Policy Statement for shifting to other departments. Another exciting challenge facing this department is the driving of the Ikapa Elihlumayo strategy.

Significant events that have taken place during the year

During the financial year under review the department has successfully merged the component Knowledge and E-Government (KEEG) from the department of Economic Development and Tourism with the Branch Information Technology from this department into a Centre for E-innovation. The budget of the two components was however only merged with effect from 1 April 2004 (2004/05 financial year).

Conditions of permanent employment have successfully been negotiated with all IT staff who were previously employed on medium term contracts with the department. All these staff have now been absorbed in the permanent establishment of the Centre for E-innovation. A new head for the Centre for E-innovation has been appointed since 1 April 2004 and is now faced with the enormous challenge of filling 120 of the 346 new posts, which has been established in the new component according to a project plan drafted by a task team.

In line with the Public Finance Management Act which vests accountability for all revenue, expenditure, assets and liabilities with the Accounting Officer of a department, a decision was made that each department in the province should compile its own asset register for all IT related end-user equipment. Transferring certificates have been signed by 67% of the departments who will now take ownership of those IT assets. The assets are already physically located at the relevant departments, however the necessary accounting transactions still need to be recorded on the Logis provisioning system. An amount of R101m was also transferred from this department's vote to the votes of other departments for the purchase of information technology goods and services.

Due to the fact that the Provincial Treasury is operationally in a more appropriate position to monitor and control the use the transversal systems such as BAS, LOGIS, FMS and PERSAL, the function and funds of payment for those services was transferred to that department. This resulted in the shift of R20,693m in 2004/05 and R21,650m in 2005/06 and 2006/07 being transferred to Vote 3.

Other structural changes include:

- the department's programme structures have been increased from 5 programmes to 9,
- the Internal Audit component has been shifted to the Provincial Treasury,
- the shifting of Forensic Audit as a subprogramme to the Programme Legal Services,
- the shifting of the Human Rights and Protocol under Programme 1: Office of the Premier to Programme 2: Provincial Co-ordination as a subprogramme and
- the name of programme 2 has been changed from Policy and Strategic Management to Provincial Co-ordination.

Six cases of possible irregular expenditure amounting to R88,010, which were incurred during previous financial years, have been reported to the Provincial Treasury as required by section 38(1)g of the Public Finance Management Act (Act 1 of 1999). These cases have been investigated by the department's Internal

MANAGEMENT REPORT
For the year ended 31 MARCH 2004

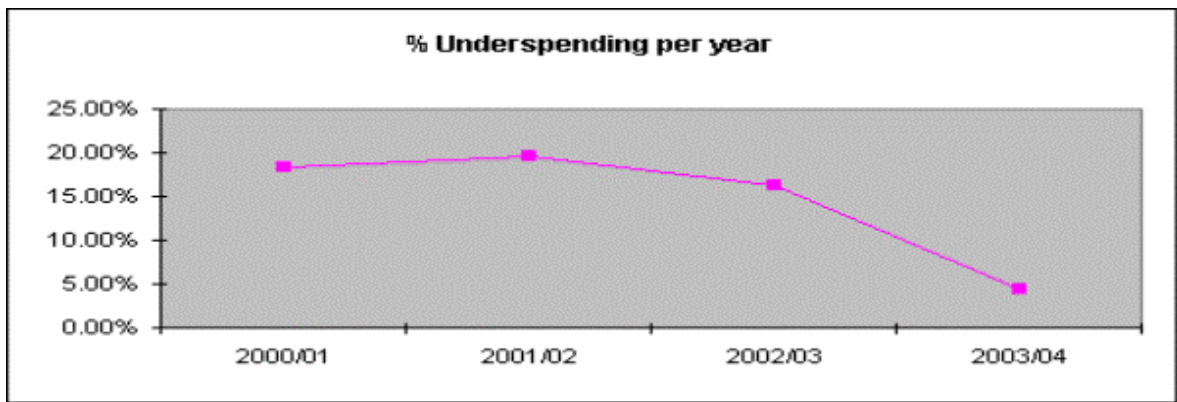
Control component and the reports with its recommendations are currently under consideration. These amounts will be reflected in the financial statements after the cases have been finalised.

The Desai Commission made recommendations pertaining to four main areas namely human resources, financial management, procurement and filing system. With regards to the recommendations on human resources, the previous premier requested external legal council who advised against the implementation of any further disciplinary procedures against officials due to the time, which has lapsed since the publishing of the report. The previous premier concurred with the recommendations. All recommendations regarding the financial management and procurement procedures have been implemented in full. An official filing system was put in place for each and every directorate in this department, which is also driving a process of implementing structures for proper record management in all provincial departments.

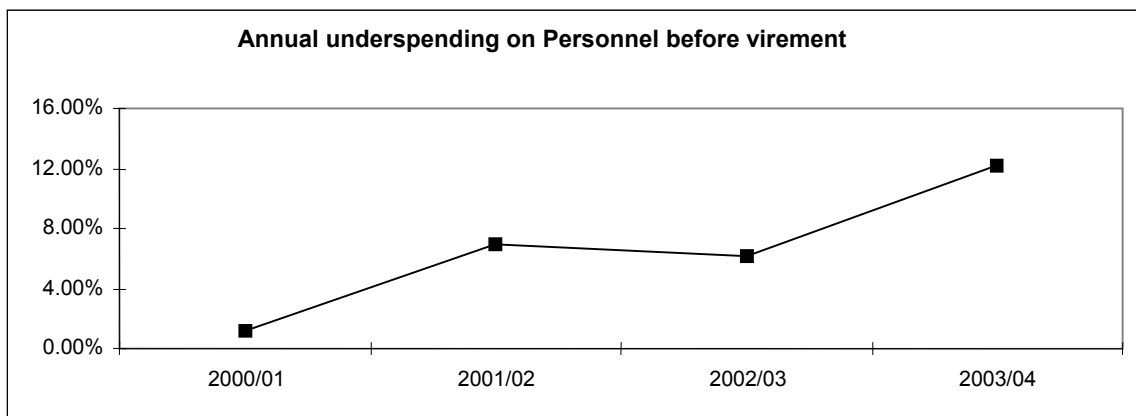
Spending Trends

During the previous three financial years the department has consistently incurred an underspending of 16% to 20% on its budget. However, due to the improved expenditure control the department has managed to reduce its underspending to 4.33% in the year under review.

□ Personnel expenditure



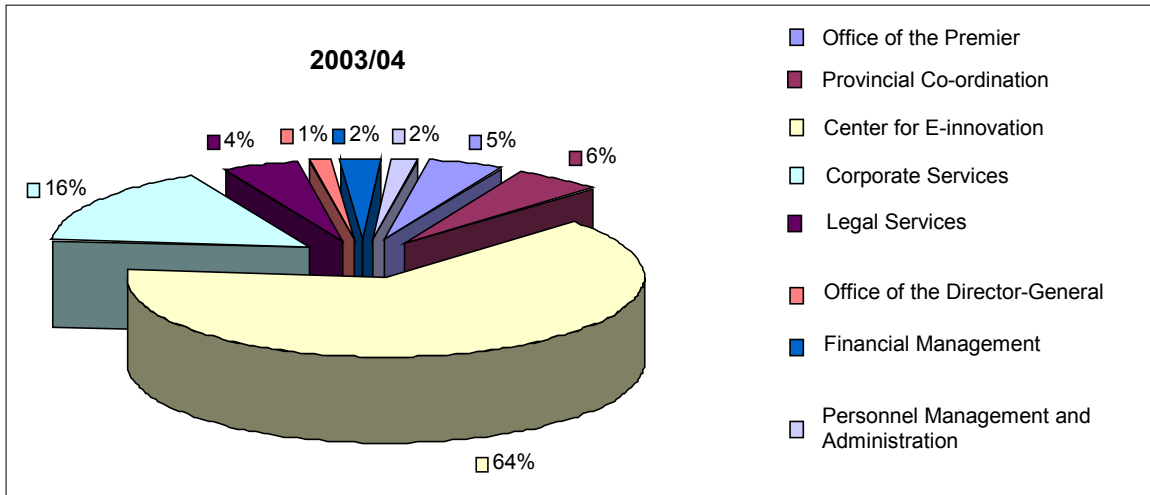
The major reason for this department's underspending is its inability to fill vacant posts. The department was unable to request rollover funds as there was an overspending on non-personnel expenditure before virements were applied. Before the application of virements the department had an underspending on personnel expenditure of R13,981m. A high priority has therefore been placed on the filling of posts throughout the department with the added objective of improving the department's employment equity statistics.



**MANAGEMENT REPORT
For the year ended 31 MARCH 2004**

□ Information Technology

The allocation of the Programme 3: Information Technology comprised 63.2% of the departments budget over the year under review. This proportion is decreased in the 2004/05 financial year when it will only comprise 57.11% of the departments budget. This is mainly due to the shifting of the funds for SITA expenditure to Provincial Treasury.



2. Services rendered by the Department

This department has historically focussed on performing all such functions which are transversal of nature and affects all other provincial departments. These functions should change considerably over the next year in alignment with our new premiers vision. The department does not deliver service to many external clients and rather served the other departments in the province by rendering services such as legal support, security, communication, human resource development, forensic auditing and information technology.

Revenue generating services, which the department does render, are mainly to the staff of the Provincial Government Western Cape rather than to the general public.

These services include:

- Cafeteria services
- Training at the Cape Administrative Academy
- Gymnasium
- Sales of Government Gazettes

Tariff Policies

Tariffs are charged at rates approved by the Provincial Treasury. The rates are revised and approved on an annual basis.

Inventories

Inventories on hand at the end of the financial year amounted to R0,878m. The Department operates one main store from where all components request standard stock items. The costing method applied in calculating the cost of all stock items is the historical cost method.

3. Capacity Constraints

One of the major constraints of the department is the level of vacant posts, which impacted on both the budget, and the outputs of the department.

The continuous restructuring of the department also impacted on outputs and the ability to do long term planning for certain components within the department. Being the department at the centre of provincial government and given the evolution of the Provincial Government Western Cape over the last ten years, it is inevitable that further restructuring will take place to consolidate its strategic role in the province.

**MANAGEMENT REPORT
For the year ended 31 MARCH 2004**

4. Public Entities

The Western Cape Provincial Development Council (PDC) is a public entity, which was established in terms of the Provincial Development Council Law (Law 5 of 1996). Its main purpose is to facilitate public participation and particularly social dialogue among various stakeholders on a number of development matters affecting the Western Cape Province.

The PDC submits its financial statements and annual report separately from those of this department.

5. Other organisations to which transfer payments have been made

R0,5m of the transfer payments were made to tertiary institutions in respect of bursaries for employees. The balance of transfer payments made are in respect of organisations which receive support from the Human Rights Programme. These transfers are governed by strict controls to ensure that funds are applied for the purpose for which it was granted.

See annexure 1B to the financial statements for a list of organisations to which transfer payments have been made.

6. Corporate governance arrangements

The Accounting Officer regularly conducts bi-weekly Departmental Top Management meetings to discuss issues pertaining to the management and administration of the department. In addition to this monthly Finance Focus meetings are held with all Programme Managers to discuss the state of the department's expenditure, monitor trends and to collectively search for solutions pertain to budget and performance related issues.

The abolishment of the Provincial Tender Board led to each department having to establish its own Bid Committee and draft its own Accounting Officer's System, with related delegations. This department's delegations stemming from its Accounting Officer's System has been approved by the Accounting Officer in January 2004.

7. Discontinued activities/ activities to be discontinued

During the ongoing process of re-alignment of the department's strategic role in the province, activities will continuously be reassessed to determine their relevance to the role of the department.

During the year under review the following activities have been discontinued:

- Internal Audit - this function has been transferred to the Provincial Treasury as from 1 July 2003.
- The purchasing of IT end-user equipment - this function and funds has been transferred to the various provincial departments.
- The payment of bursaries - this function was transferred to the various provincial departments
- The payment of SITA accounts for transversal systems – this function and funds were transferred to the Provincial Treasury as that department is better positioned to manage the usage of the system and consequently the expenditure.

Functions which are proposed to be discontinued are:

- Security Services - in line with our Premier's vision of focussing on strategic functions, this function is intended to be transferred to the department of Community Safety.
- Corporate Translation Services - this function is intended to be transferred to the department of Cultural Affairs and Sport.

MANAGEMENT REPORT
For the year ended 31 MARCH 2004

8. New/Proposed Activities

In terms of Ikapa Elihlumayo, the department will perform the following functions:

- The Centre for E-innovation is a combination of the former Information Technology branch and the Knowledge Economy and E-government components. The centralisation of this function will result in a co-ordinated information and communication technology strategy for the province. Being aligned with the cluster system this component will play a major role in capacitating departments in performing their roles in Ikapa Elihlumayo.

- In the field of Human Resource Development the department envisages to establish a HRD research component and to open its training campus in George to service the personnel in the Southern Cape/Karoo region.

The department was also tasked with managing a R5m fund for the ten year celebration of our country's democracy.

9. Events after the reporting date

The election, which was held in April 2004 resulted in the previous executive authority of this department being replaced by Premier Ebrahim Rasool, who brought to this department a fresh new vision and a desire to actively provide strategic leadership to both this department and the province. His early emphasis on "seamlessness" and "co-operation" signals the end of departments working in silos and also for branches and directorates within this department operating as separate units. Likewise his emphasis on inter-governmental relations will promote co-operation between the three spheres of government, namely local, provincial and national governments.

Flowing from investigations and recommendations regarding the overpayment of a car allowance to the Premier in his capacity as the former Minister of Finance and Economic Development, this department has undertaken to reimburse the Provincial Treasury with an amount of R182 026 (net after deducting employee's tax). This department will be responsible for the recovery of debt owed by the Premier. The Premier has subsequently formally acknowledged the debt and undertook to repay the debt over a period of forty-eight months. As the overpayment originated at the Provincial Treasury further details regarding the overpayment is reflected in the annual report of Vote 3.

10. Progress with Financial Management Improvement

The changeover from the Financial Management System to Basic Accounting System (BAS) has proved to be challenging in aspects such as infrastructure acquisition, training and systems implementation. Problems experienced in the switchover period to BAS impacted negatively on the operational effectiveness on the provisioning system LOGIS.

All relevant staff in the Directorate Financial Management received training on BAS which is now the only accounting system on which transactions are recorded. The FMS will be phased out by September 2004.

In order to strengthen the financial controls in the department, and especially the controls in the information technology component, a request was made for a work study investigation into the adequacy of the number of staff assigned to the Internal Control unit of the department.

Taking into account the large number of assets the department controls, the Directorate Organisational Development is also in the process of determining the need for a formal Asset Management Unit for the department.

11. Performance information

This department is planning to implement quarterly performance reviews of outputs related to the various programmes. The periods of these reviews will be aligned to the periods of the quarterly performance reviews of the SMS members and will be co-ordinated by the Chief Financial Officer.

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

MANAGEMENT REPORT
For the year ended 31 MARCH 2004

Approval

The annual Financial Statements set out on pages 37 to 70 have been approved by the Accounting Officer.

DR. GA LAWRENCE
DIRECTOR-GENERAL
31 May 2004



A U D I T O R - G E N E R A L

**REPORT OF THE AUDITOR-GENERAL TO THE PROVINCIAL PARLIAMENT
OF THE WESTERN CAPE ON THE FINANCIAL STATEMENTS OF THE PROVINCIAL
ADMINISTRATION: WESTERN CAPE (VOTE 1)
FOR THE YEAR ENDED 31 MARCH 2004**

1. AUDIT ASSIGNMENT

The financial statements as set out on pages 37 to 70, for the year ended 31 March 2004, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with section 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

2. NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatements.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations, which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for opinion.

3. AUDIT OPINION

In my opinion, the financial statements fairly present, in all material respects, the financial position of the department at 31 March 2004 and the results of its operations and cash flows for the year then ended in accordance with prescribed accounting practice and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999).

4. EMPHASIS OF MATTER

Without qualifying the audit opinion expressed above, attention is drawn to the following matters:

4.1 Asset management
[page 67, annexure 4 to the financial statements]

The logistical information system (LOGIS) register, which is the official register for the accounting purposes, did not contain sufficient information regarding the assets. Consequently the department was unable to present a proper asset register for auditing purposes. However, the department does have a separate asset register where record is kept of the bar-code, nature and physical location of the assets.

4.2 Personnel and salary (PERSAL) system

4.2.1 Employee benefits – leave entitlements

[page 61, note 23 to the financial statements]

The PERSAL system report which was utilised to obtain the capped leave figure of R9 million, as disclosed in note 23 to the financial statements, was not regularly updated to reflect all movements. Furthermore, this report did not agree with the leave credits reflected on the leave credit enquiry function on PERSAL as at 31 March 2004.

4.2.1 Segregation of duties relating to the PERSAL system

The PERSAL system does not have adequate controls over the segregation of duties as users could be allowed access to incompatible functions. In addition, the system controller was required to process PERSAL transactions specifically related to appointments and salary adjustments, which conflicts with the principle of segregating users and administrators of the system.

4.3 Internal Audit

As was the case during the previous financial year, no internal audits were performed at this department during the year under review.

4.4 Budgeting process

Section 43(3) of the Public Finance Management Act, 1999 requires that the accounting officer report, within seven days, on the utilisation of a saving to the executive authority and the provincial treasury. The department did, however, not submit the prescribed report.

In addition, the accounting officer did not establish procedures for the quarterly reporting to the executive authority to facilitate effective monitoring, evaluation and corrective action as prescribed by the treasury regulations.

4.5 Decentralisation of procurement and asset management of information technology (IT) equipment

All IT end-user equipment is already physically located at the various departments of the Western Cape Province. Notwithstanding various circulars, instructions and written requests by the department, only six transferring certificates have, however, been received from the beneficiary departments. The Provincial Administration: Western Cape is in the process of reconciling the inventories of the departments who have returned the transferring certificates, after which it will be transferred electronically via LOGIS. It is envisaged that the collection of all outstanding certificates and the finalisation of the decentralisation process should be completed by 1 December 2004.

5. APPRECIATION

The assistance rendered by the staff of the department during the audit is sincerely appreciated.

**SA Fakie
Auditor-General**

**Pretoria
20 July 2004**

**STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS
for the year ended 31 March 2004**

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material respects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 7 of 2003.

1 Basis of preparation

The financial statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. The reporting entity is in transition from reporting on a cash basis of accounting to reporting on an accrual basis of accounting. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

2 Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of Provincial Expenditure. Unexpended voted funds are surrendered to the Provincial Revenue Fund. Interest and dividends received are recognised upon receipt of the funds, and no accrual is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the financial statements of the department and then transferred annually to the Provincial Revenue Fund.

3 Donor Aid

Donor Aid is recognised in the income statement in accordance with the cash basis of accounting.

4 Current expenditure

Current expenditure is recognised in the income statement when the payment is made.

5 Unauthorised, irregular, and fruitless and wasteful expenditure

Unauthorised expenditure means:

- the overspending of a vote or a main division within a vote, or
- expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act,
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is treated as expenditure in the income statement.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful must be recovered from a responsible official (a debtor account should be raised), or the vote if responsibility cannot be determined. It is treated as a current asset in the balance sheet until such expenditure is recovered from the responsible official or funded from future voted funds.

6 Debts written off

Debts are written off when identified as irrecoverable. Debts written off are limited to the amount of surplus funds available to the department. No provision is made for irrecoverable amounts.

**STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS
for the year ended 31 March 2004**

- 7 Capital expenditure
Expenditure for physical items on hand on 31 March 2004 to be consumed in the following financial year, is written off in full when they are paid and are accounted for as expenditure in the income statement.
- 8 Investments
Non-current investments are shown at cost and adjustments are made only where in the opinion of the accounting officer, the investment is impaired. Where an investment has been impaired, it is recognised as an expense in the period in which the impairment is identified.
On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the income statement.
- 9 Investments in controlled entities
Investments in controlled entities are those entities where the reporting entity has the ability to exercise any of the following powers to govern the financial and operating policies of the entity in order to obtain benefits from its activities:
- To appoint or remove all, or the majority of, the members of that entity's board of directors or equivalent governing body;
 - To appoint or remove the entity's chief executive officer;
 - To cast all, or the majority of, the votes at meetings of that board of directors or equivalent governing body; or
 - To control all, or the majority of, the voting rights at a general meeting of that entity.
- Investments in controlled entities are shown at cost.
- 10 Receivables
Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party. Receivables for services delivered are not recognised in the balance sheet as a current asset or as income in the income statement, as the financial statements are prepared on a cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.
- 11 Payables
Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to the Provincial Revenue Fund or another party.
- 12 Provisions
A provision is a liability of uncertain timing or amount. Provisions are not normally recognised under the cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.
- 13 Lease commitments
Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure note to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.
- 14 Accruals
This amount represents goods/services that have been delivered, but no invoice has been received from the supplier at the reporting date, OR an invoice has been received but remains unpaid at the reporting date. These amounts are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on a cash basis of accounting, but are however disclosed as part of the disclosure notes.

STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS
For the year ended 31 March 2004

- 15 Employee benefits
- Short-term employee benefits
The cost of short-term employee benefits is expensed in the income statement in the reporting period when the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a disclosure note to the financial statements and are not recognised in the income statement.
- Termination benefits
Termination benefits are recognised and expensed only when the payment is made.
- Retirement benefits
The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the Provincial Revenue Fund and not in the financial statements of the employer department.
- Medical benefits
The department provides medical benefits for all its employees through defined benefit plans. These benefits are funded by employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the department.
Post retirement medical benefits for retired members are expensed when the payment is made to the fund.
- 16 Capitalisation reserve
The capitalisation reserve represents an amount equal to the value of the investments and/or loans capitalised for the first time in the previous financial year.
On disposal, repayment or recovery, such amounts are transferable to the Revenue Fund.
- 17 Recoverable revenue
Recoverable revenue represents payments made and recognised in the income statement as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor.

Repayments are transferred to the Revenue Fund as and when the repayment is received.
- 18 Comparative figures
Where necessary, comparative figures have been adjusted to conform to changes in the presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting. Prior year figures have been restated due to the fact that the department's structure increased from 5 to 9 programmes.

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 MARCH 2004

Programme	2003/04						2002/03	
	Adjusted Appropriation	Virement	Final Allocation	Actual Expenditure	Savings/ Under-spending (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1. Office of the Premier	14,978	-	14,978	14,566	412	97.25	13,050	11,631
Current	14,460	(50)	14,410	14,250	160	98.89	12,810	11,582
Capital	518	50	568	316	252	55.63	240	49
2. Provincial co-ordination	19,204	(1,165)	18,039	13,511	4,528	74.90	19,664	15,653
Current	18,836	(1,391)	17,445	13,002	4,443	74.53	19,469	15,607
Capital	368	226	594	509	85	85.69	195	46
3. Information technology	201,311	1,252	202,563	202,508	55	99.97	284,734	234,175
Current	158,860	(4,172)	154,688	154,647	41	99.97	105,597	105,518
Capital	42,451	5,424	47,875	47,861	14	99.97	179,137	128,657
4. Corporate services	52,310	-	52,310	50,953	1,357	97.41	51,025	47,178
Current	51,885	(197)	51,688	50,513	1,175	97.73	50,592	46,795
Capital	425	197	622	440	182	70.74	433	383
5. Legal services	12,184	(27)	12,157	8,552	3,605	70.35	10,197	8,894
Current	11,892	(177)	11,715	8,403	3,312	71.73	9,607	8,565
Capital	292	150	442	149	293	33.71	590	329
6. Internal audit	2,168	27	2,195	2,145	50	97.72	5,830	4,266
Current	2,166	26	2,192	2,143	49	97.76	5,733	4,251
Capital	2	1	3	2	1	66.67	97	15
7. Office of the Director-General	4,785	-	4,785	3,427	1,358	71.62	7,360	5,369
Current	4,674	(88)	4,586	3,254	1,332	70.96	7,153	5,244
Capital	111	88	199	173	26	86.93	207	125
8. Financial management	7,997	(87)	7,910	6,512	1,398	82.33	8,864	8,596
Current	7,727	(87)	7,640	6,359	1,281	83.23	8,725	8,457
Capital	270	-	270	153	117	56.67	139	139
9. Personnel management and administration	5,555	-	5,555	4,448	1,107	80.07	97	-
Current	4,990	-	4,990	4,144	846	83.05	97	-
Capital	565	-	565	304	261	53.81	-	-
Total	320,492	-	320,492	306,622	13,870	95.67	400,821	335,762
Reconciliation with Income Statement								
Add: Other Receipts			1,514				451	
Actual amounts per Income Statement			322,006	306,622			401,272	335,762

APPROPRIATION STATEMENT
for the year ended 31 MARCH 2004

Economic classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Final Allocation	Actual Expenditure	Savings/ Under-spending (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current	275,490	(6,136)	269,354	256,715	12,639	95.31	219,783	206,019
Personnel	114,923	(7,907)	107,016	100,942	6,074	94.32	98,370	92,296
Transfer payments	4,307	-	4,307	4,269	38	99.12	8,347	8,021
Other	156,260	1,771	158,031	151,504	6,527	95.87	113,066	105,702
Capital	45,002	6,136	51,138	49,907	1,231	97.59	181,038	129,743
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	45,002	6,136	51,138	49,907	1,231	97.59	181,038	129,743
Total	320,492	-	320,492	306,622	13,870	95.67	400,821	335,762

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation	Virement	Final Allocation	Actual Expenditure	Savings/ Under-spending (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	114,923	(7,907)	107,016	100,942	6,074	94.32	98,370	92,296
Administrative	13,921	345	14,266	12,649	1,617	88.67	11,375	9,745
Inventories	4,575	(462)	4,113	3,549	564	86.29	5,036	4,311
Equipment	46,012	6,096	52,108	50,643	1,465	97.19	182,012	130,333
Land and buildings	28	3	31	30	1	96.77	51	41
Professional and special services	136,644	1,793	138,437	134,333	4,104	97.04	95,411	90,962
Transfer payments	4,307	-	4,307	4,269	38	99.12	8,347	8,021
Miscellaneous	82	19	101	98	3	97.03	213	47
Special functions	-	113	113	109	4	-	6	6
Total	320,492	-	320,492	306,622	13,870	95.67	400,821	335,762

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

**DETAIL PER PROGRAMME 1: OFFICE OF THE PREMIER
for the year ended 31 MARCH 2004**

Programme per subprogramme	2004/03						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings / Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
1.1 Support services	7,109	(870)	6,239	5,929	310	95.03	13,050	11,631
Current	6,679	(920)	5,759	5,623	136	97.64	12,810	11,582
Capital	430	50	480	306	174	63.75	240	49
1.2 Executive support	6,669	946	7,615	7,517	98	98.71	-	-
Current	6,581	946	7,527	7,507	20	99.73	-	-
Capital	88	-	88	10	78	11.36	-	-
1.3 Imbizos	1,200	(76)	1,124	1,120	4	99.64	-	-
Current	1,200	(76)	1,124	1,120	4	99.64	-	-
Capital	-	-	-	-	-	-	-	-
Total	14,978	-	14,978	14,566	412	97.25	13,050	11,631

Economic classification	2004/03						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings / Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	14,460	(50)	14,410	14,250	160	98.89	12,810	11,582
Personnel	7,097	(1,154)	5,943	5,836	107	98.20	6,327	6,010
Transfer payments	-	-	-	-	-	-	-	-
Other	7,363	1,104	8,467	8,414	53	99.37	6,483	5,572
Capital	518	50	568	316	252	55.63	240	49
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	518	50	568	316	252	55.63	240	49
Total	14,978	-	14,978	14,566	412	97.25	13,050	11,631

Standard item classification	2004/03						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings / Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	7,097	(1,154)	5,943	5,836	107	98.20	6,327	6,010
Administrative	2,373	63	2,436	2,414	22	99.10	2,182	1,727
Inventories	575	(175)	400	385	15	96.25	328	225
Equipment	644	(32)	612	355	257	58.01	340	115
Land and buildings	25	-	25	24	1	96.00	-	-
Professional and special services	4,182	1,302	5,484	5,474	10	99.82	3,825	3,507
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	82	(5)	77	77	-	100.00	48	47
Special functions	-	1	1	1	-	-	-	-
Total	14,978	-	14,978	14,566	412	97.25	13,050	11,631

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 2: PROVINCIAL CO-ORDINATION
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
2.1 Administration	5,750	(259)	5,491	4,936	555	89.89	-	-
Current	5,677	(278)	5,399	4,846	553	89.76	-	-
Capital	73	19	92	90	2	97.83	-	-
2.2 Human rights and protocol	6,120	(906)	5,214	4,585	629	87.94	6,109	4,888
Current	6,027	(906)	5,121	4,550	571	88.85	6,014	4,864
Capital	93	-	93	35	58	37.63	95	24
2.3 Policy and strategic management	5,834		5,834	3,990	1,844	68.39	9,712	6,922
Current	5,632	(207)	5,425	3,606	1,819	66.47	9,612	6,900
Capital	202	207	409	384	25	93.89	100	22
2.4 Special project team: Elections	1,500	-	1,500	-	1,500	-	-	-
Current	1,500	-	1,500	-	1,500	-	-	-
Capital	-	-	-	-	-	-	-	-
2.5 Poverty relief	-	-	-	-	-	-	3,843	3,843
Current	-	-	-	-	-	-	3,843	3,843
Capital	-	-	-	-	-	-	-	-
Total	19,204	(1,165)	18,039	13,511	4,528	74.90	19,664	15,653

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	18,836	(1,391)	17,445	13,002	4,443	74.53	19,469	15,607
Personnel	8,920	(783)	8,137	6,551	1,586	80.51	6,881	5,280
Transfer payments	3,812	-	3,812	3,776	36	99.06	7,126	7,047
Other	6,104	(608)	5,496	2,675	2,821	48.67	5,462	3,280
Capital	368	226	594	509	85	85.69	195	46
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	368	226	594	509	85	85.69	195	46
Total	19,204	(1,165)	18,039	13,511	4,528	74.90	19,664	15,653

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	8,920	(783)	8,137	6,551	1,586	80.51	6,881	5,280
Administrative	2,517	(427)	2,090	1,311	779	62.73	1,304	707
Inventories	407	36	443	224	219	50.56	172	118
Equipment	633	282	915	767	148	83.83	566	190
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	2,915	(286)	2,629	870	1,759	33.09	3,614	2,311
Transfer payments	3,812	-	3,812	3,776	36	99.06	7,126	7,047
Miscellaneous	-	6	6	5	1	83.33	1	-
Special functions	-	7	7	7	-	-	-	-
Total	19,204	(1,165)	18,039	13,511	4,528	74.90	19,664	15,653

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PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 3: INFORMATION TECHNOLOGY
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
3.1 Administration	42,284	(5,116)	37,168	37,132	36	99.90	4,871	4,837
Current	42,184	(5,116)	37,068	37,040	28	99.92	4,771	4,746
Capital	100	-	100	92	8	92.00	100	91
3.2 Network control and transversal systems	159,027	6,368	165,395	165,376	19	99.99	279,863	229,338
Current	116,676	944	117,620	117,607	13	99.99	100,826	100,772
Capital	42,351	5,424	47,775	47,769	6	99.99	179,037	128,566
Total	201,311	1,252	202,563	202,508	55	99.97	284,734	234,175

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	158,860	(4,172)	154,688	154,647	41	99.97	105, 597	105, 518
Personnel	38,348	(5,057)	33,291	33,284	7	99.98	28,852	28,758
Transfer payments	-	-	-	-	-	-	-	-
Other	120,512	885	121,397	121,363	34	99.97	76, 745	76, 760
Capital	42,451	5,424	47,875	47,861	14	99.97	179, 137	128, 657
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	42,451	5,424	47,875	47,861	14	99.97	179, 137	128, 657
Total	201,311	1,252	202,563	202,508	55	99.97	284,734	234,175

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	38,348	(5,057)	33,291	33,284	7	99.98	28,852	28,758
Administrative	3,300	63	3,363	3,348	15	99.55	2,352	2,414
Inventories	500	(216)	284	281	3	98.94	398	395
Equipment	42,487	5,427	47,914	47,899	15	99.97	179,173	128,689
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	116,676	948	117,624	117,609	15	99.99	73,959	73,919
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	87	87	87	-	-	-	-
Total	201,311	1,252	202,563	202,508	55	99.97	284,734	234,175

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 4: CORPORATE SERVICES
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
4.1 Administration	2,584	233	2,817	2,733	84	97.02	2,849	2,415
Current	2,580	197	2,777	2,699	78	97.19	2,839	2,412
Capital	4	36	40	34	6	85.00	10	3
4.2 Human resource management	7,997	(154)	7,843	7,651	192	97.55	8,004	6,935
Current	7,919	(199)	7,720	7,559	161	97.91	7,933	6,898
Capital	78	45	123	92	31	74.80	71	37
4.3 Operational support	29,089	389	29,478	28,855	623	97.89	27,639	26,391
Current	28,988	273	29,261	28,704	557	98.10	27,443	26,200
Capital	101	116	217	151	66	69.59	196	191
4.4 Provincial training	12,640	(468)	12,172	11,714	458	96.24	12,533	11,437
Current	12,398	(468)	11,930	11,551	379	96.82	12,377	11,285
Capital	242	-	242	163	79	67.36	156	152
Total	52,310	-	52,310	50,953	1,357	97.41	51,025	47,178

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	51,885	(197)	51,688	50,513	1,175	97.73	50,592	46,795
Personnel	37,717	(882)	36,835	36,330	505	98.63	35,972	33,931
Transfer payments	495	-	495	493	2	99.60	1,124	974
Other	13,673	685	14,358	13,690	668	95.35	13,496	11,890
Capital	425	197	622	440	182	70.74	433	383
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	425	197	622	440	182	70.74	433	383
Total	52,310	-	52,310	50,953	1,357	97.41	51,025	47,178

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	37,717	(882)	36,835	36,330	505	98.63	35,972	33,931
Administrative	2,716	541	3,257	3,016	241	92.60	3,002	2,633
Inventories	2,314	(225)	2,089	1,898	191	90.86	2,017	1,747
Equipment	676	219	895	627	268	70.06	697	611
Land and buildings	3	3	6	6	-	100.00	1	-
Professional and special services	8,389	319	8,708	8,561	147	98.31	8,112	7,280
Transfer payments	495	-	495	493	2	99.60	1,124	974
Miscellaneous	-	17	17	16	1	94.12	91	-
Special functions	-	8	8	6	2	-	2	2
Total	52,310	-	52,310	50,953	1,357	97.41	51,025	47,178

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 5: LEGAL SERVICES
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
5.1 Legal services	8,847	-	8,847	7,349	1,498	83.07	7,867	6,595
Current	8,647	-	8,647	7,246	1,401	83.80	7,342	6,318
Capital	200	-	200	103	97	51.50	525	277
5.2 Forensic audit	3,337	(27)	3,310	1,203	2,107	36.34	2,330	2,299
Current	3,245	(177)	3,068	1,157	1,911	37.71	2,265	2,247
Capital	92	150	242	46	196	19.01	65	52
Total	12,184	(27)	12,157	8,552	3,605	70.35	10,197	8,894

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	11,892	(177)	11,715	8,403	3,312	71.73	9,607	8,565
Personnel	9,329	(178)	9,151	6,799	2,352	74.30	7,916	7,315
Transfer payments	-	-	-	-	-	-	-	-
Other	2,563	1	2,564	1,604	960	62.56	1,691	1,250
Capital	292	150	442	149	293	33.71	590	329
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	292	150	442	149	293	33.71	590	329
Total	12,184	(27)	12,157	8,552	3,605	70.35	10,197	8,894

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	9,329	(178)	9,151	6,799	2,352	74.30	7,916	7,315
Administrative	1,015	150	1,165	971	194	83.35	624	462
Inventories	274	-	274	216	58	78.83	278	266
Equipment	347	150	497	184	313	37.02	639	355
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	1,219	(150)	1,069	381	688	35.64	740	496
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	1	1	1	-	-	-	-
Total	12,184	(27)	12,157	8,552	3,605	70.35	10,197	8,894

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 6: INTERNAL AUDIT
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
6.1 Administration	21	5	26	22	4	84.62	-	-
Current	21	5	26	22	4	84.62	-	-
Capital	-	-	-	-	-	-	-	-
6.2 Information technology audit	55	7	62	55	7	88.71	1,856	1,031
Current	55	7	62	55	7	88.71	1,843	1,031
Capital	-	-	-	-	-	-	13	-
6.3 Internal audit	710	21	731	710	21	97.13	3,974	3,235
Current	708	20	728	708	20	97.25	3,890	3,220
Capital	2	1	3	2	1	66.67	84	15
6.4 Forensic audit	1,382	(6)	1,376	1,358	18	98.69	-	-
Current	1,382	(6)	1,376	1,358	18	98.69	-	-
Capital	-	-	-	-	-	-	-	-
Total	2,168	27	2,195	2,145	50	97.72	5,830	4,266

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	2,166	26	2,192	2,143	49	97.76	5,733	4,251
Personnel	1,696	9	1,705	1,691	14	99.18	2,538	2,333
Transfer payments	-	-	-	-	-	-	-	-
Other	470	17	487	452	35	92.81	3,195	1,918
Capital	2	1	3	2	1	66.67	97	15
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	2	1	3	2	1	66.67	97	15
Total	2,168	27	2,195	2,145	50	97.72	5,830	4,266

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/ Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	1,696	9	1,705	1,691	14	99.18	2,538	2,333
Administrative	383	12	395	366	29	92.66	538	447
Inventories	50	4	54	49	5	90.74	1,020	1,011
Equipment	24	2	26	24	2	92.31	157	31
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	15	-	15	15	-	100.00	1,577	444
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	2,168	27	2,195	2,145	50	97.72	5,830	4,266

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 7: OFFICE OF THE DIRECTOR-GENERAL
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
7.1 Administration	4,720	-	4,720	3,362	1,358	71.23	5,860	4,100
Current	4,609	(88)	4,521	3,189	1,332	70.54	5,653	3,975
Capital	111	88	199	173	26	86.93	207	125
7.2 Desai Commission	65	-	65	65	-	100.00	1,500	1,269
Current	65	-	65	65	-	100.00	1,500	1,269
Capital	-	-	-	-	-	-	-	-
Total	4,785	-	4,785	3,427	1,358	71.62	7,360	5,369

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	4,674	(88)	4,586	3,254	1,332	70.96	7,153	5,244
Personnel	3,878	(3)	3,875	2,705	1,170	69.81	4,504	3,296
Transfer payments	-	-	-	-	-	-	-	-
Other	796	(85)	711	549	162	77.22	2,649	1,948
Capital	111	88	199	173	26	86.93	207	125
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	111	88	199	173	26	86.93	207	125
Total	4,785	-	4,785	3,427	1,358	71.62	7,360	5,369

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	3,878	(3)	3,875	2,705	1,170	69.81	4,504	3,296
Administrative	487	(20)	467	347	120	74.30	719	635
Inventories	57	20	77	66	11	85.71	149	84
Equipment	156	88	244	209	35	85.66	254	167
Land and buildings	-	-	-	-	-	-	50	41
Professional and special services	207	(89)	118	98	20	83.05	1,680	1,142
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	1	1	-	1	-	-	-
Special functions	-	3	3	2	1	-	4	4
Total	4,785	-	4,785	3,427	1,358	71.62	7,360	5,369

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 8: FINANCIAL MANAGEMENT
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
8.1 Financial management	7,997	(87)	7,910	6,512	1,398	82.33	8,864	8,596
Current	7,727	(87)	7,640	6,359	1,281	83.23	8,725	8,457
Capital	270	-	270	153	117	56.67	139	139
Total	7,997	(87)	7,910	6,512	1,398	82.33	8,864	8,596

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	7,727	(87)	7,640	6,359	1,281	83.23	8,725	8,457
Personnel	4,000	143	4,143	4,134	9	99.78	5,380	5,373
Transfer payments	-	-	-	-	-	-	-	-
Other	3,727	(230)	3,497	2,225	1,272	63.63	3,345	3,084
Capital	270		270	153	117	56.67	139	139
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	270	-	270	153	117	56.67	139	139
Total	7,997	(87)	7,910	6,512	1,398	82.33	8,864	8,596

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	4,000	143	4,143	4,134	9	99.78	5,380	5,373
Administrative	622	(4)	618	530	88	85.76	724	721
Inventories	257	61	318	311	7	97.80	670	464
Equipment	392	(40)	352	232	120	65.91	186	175
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	2,726	(251)	2,475	1,301	1,174	52.57	1,904	1,863
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	4	4	4	-	-	-	-
Total	7,997	(87)	7,910	6,512	1,398	82.33	8,864	8,596

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**DETAIL PER PROGRAMME 9: PERSONNEL MANAGEMENT AND ADMINISTRATION
for the year ended 31 MARCH 2004**

Programme per subprogramme	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
9.1 Personnel Management and Administration	5,555	-	5,555	4,448	1,107	80.07	-	-
Current	4,990	-	4,990	4,144	846	83.05	-	-
Capital	565	-	565	304	261	53.81	-	-
9.2 SETA	-	-	-	-	-	-	97	-
Current	-	-	-	-	-	-	97	-
Capital	-	-	-	-	-	-	-	-
Total	5,555	-	5,555	4,448	1,107	80.07	97	-

Economic classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	4,990	-	4,990	4,144	846	83.05	97	-
Personnel	3,938	(2)	3,936	3,612	324	91.77	-	-
Transfer payments	-	-	-	-	-	-	97	-
Other	1,052	2	1,054	532	522	50.47	-	-
Capital	565	-	565	304	261	53.81	-	-
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	565	-	565	304	261	53.81	-	-
Total	5,555	-	5,555	4,448	1,107	80.07	97	-

Standard item classification	2003/04						2002/03	
	Adjusted Appropriation R'000	Virement R'000	Final Allocation R'000	Actual Expenditure R'000	Savings/Under-spending (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Personnel	3,938	(2)	3,936	3,612	324	91.77	-	-
Administrative	508	(33)	475	346	129	72.84	-	-
Inventories	141	33	174	119	55	68.39	-	-
Equipment	653	-	653	346	307	52.99	-	-
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	315	-	315	24	291	7.62	-	-
Transfer payments	-	-	-	-	-	-	97	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	2	2	1	1	50.00	-	-
Total	5,555	-	5,555	4,448	1,107	80.07	97	-

**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 MARCH 2004**

1. Detail of the current and capital transfers as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in note 8 (Transfer payments) and Annexure 1 to the annual financial statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the annual financial statements.

3. Detail of special functions (theft and losses)

Detail of these transactions per programme can be viewed in note 10.2 (Details of special functions: thefts and losses) to the annual financial statements.

4. Explanations of material variances from Amount Voted (after Virement):

4.1 Per programme:

Programme 1: Office of the Premier

Underspending due to the programme not being able to timeously fill the vacant posts as well as the decision being taken not to purchase a new vehicle for the Premier.

Programme 2: Provincial Co-ordination

Underspending due to the programme not being able to timeously fill the vacant posts and less administrative related expenditure as a result thereof as well as the provision for assistance to the Independent Electoral Commission not being utilised.

Programme 3: Information Technology

N/A.

Programme 4: Corporate Services

Underspending due to the programme not being able to timeously fill the vacant posts and less administrative related expenditure as a result thereof; orders which could not be delivered due to closure of the Logis system for financial year end and contractors not delivering goods before financial year end.

Programme 5: Legal Services

Underspending due to the programme not being able to timeously fill vacant posts and Organisation Development investigations that were underway due to restructuring that took place and less administrative related expenditure as a result thereof; orders which could not be delivered due to the closure of the Logis system for financial year end and contractors not delivering goods before financial year end; state attorney costs being less than what was budgeted for and Forensic Audit not appointing external auditors.

Programme 6: Internal Audit

N/A

Programme 7: Office of the Director- General

Underspending due to the programme not being able to timeously fill vacant posts.

Programme 8: Financial Management

Underspending due to the costs of the Auditor-General being less than was provided for and the cost of the asset management contract being less than expected.

Programme 9: Personnel Management and Administration

Underspending due to the programme not being able to timeously fill the vacant posts and less administrative related expenditure as a result thereof; orders which could not be delivered due to closure of the Logis system for financial year end and contractors not delivering goods before financial year end.

**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 MARCH 2004**

4.2 Per standard item:

Personnel:

Underspending due to the programmes not being able to timeously fill the vacant posts in the department.

Administrative:

Underspending due to the delay in the filling of posts and less administrative related expenditure as a result thereof.

Inventories:

Underspending due to orders which could not be delivered due to the closure of the Logis system for financial year end and the time consuming tender process resulted in certain projects not being executed.

Equipment:

Underspending due to orders which could not be delivered due to closure of the Logis system for financial year end and contractors not delivering goods before financial year end as well as the decision being taken not to purchase a new vehicle for the Premier.

Land and Buildings:

N/A

Professional and Special Services:

Underspending due to the costs of the Auditor-General being less than was provided for; the provision for assistance to the Independent Electoral Commission not being utilised; state attorney costs being less than what was budgeted for; Forensic Audit not appointing external auditors and the cost of the asset management contract being less than expected.

Transfer payments:

Underspending due to less bursaries being requested than expected and Moral Regeneration event not materialising.

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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INCOME STATEMENT (STATEMENT OF FINANCIAL PERFORMANCE)
for the year ended 31 MARCH 2004

	Note	2003/04 R'000	2002/03 R'000
REVENUE			
Voted funds		320,492	400,821
Annual Appropriation	1	320,492	400,821
Other revenue to be surrendered to the revenue fund	2	1,514	451
TOTAL REVENUE		322,006	401,272
EXPENDITURE			
Current		256,715	206,020
Personnel	3	100,942	92,296
Administrative		12,649	9,745
Inventories	4	3,549	4,311
Machinery and Equipment	5	736	590
Land and buildings	6	30	41
Professional and special services	7	134,333	90,963
Transfer payments	8	4,269	8,021
Miscellaneous	9	98	47
Special functions: authorised losses	10	109	6
TOTAL CURRENT EXPENDITURE		256,715	206,020
Capital		49,907	129,742
Machinery and Equipment	5.1	49,907	129,742
TOTAL CAPITAL EXPENDITURE		49,907	129,742
TOTAL EXPENDITURE		306,622	335,762
NET SURPLUS		15,384	65,510
NET SURPLUS FOR THE YEAR		15,384	65,510
Reconciliation of Net Surplus for the year			
Voted Funds to be surrendered to the Revenue Fund	14	13,870	65,059
Other Revenue to be surrendered to the Revenue Fund	2	1,514	451
NET SURPLUS FOR THE YEAR		15,384	65,510

WESTERN CAPE PROVINCE
 PROVINCIAL ADMINISTRATION: WESTERN CAPE
 VOTE 1

BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)
 for the year ended 31 MARCH 2004

	Note	2003/04 R'000	2002/03 R'000
ASSETS			
Current assets			
		14,266	77,343
Cash and cash equivalents	11	12,960	74,389
Receivables	12	1,306	2,954
Non-current assets			
		128	160
Other financial assets	13	128	160
TOTAL ASSETS		14,394	77,503
LIABILITIES			
Current liabilities			
		14,090	77,467
Voted funds to be surrendered to the Revenue Fund	14	13,870	65,059
Other revenue funds to be surrendered to the Revenue Fund	15	86	92
Payables	16	134	12,316
Non-current liabilities			
		-	-
TOTAL LIABILITIES		14,090	77,467
NET ASSET/LIABILITIES		304	36
Represented by:		304	36
Recoverable Revenue		304	36
TOTAL		304	36

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 MARCH 2004

	Note	2003/04 R'000	2002/03 R'000
Recoverable revenue			
Opening balance		36	-
Transfer to Revenue Fund		-	-
Debts written off		-	-
Debts raised		268	36
Closing balance		304	36
TOTAL		304	36

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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CASH FLOW STATEMENT
for the year ended 31 MARCH 2004

	Note	2003/04 R'000	2002/03 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash flow generated by operating activities	17	65,687	195,648
Cash generated (utilised) to (increase)/decrease working capital	18	(10,234)	9,238
Voted funds and Revenue funds surrendered	19	(66,975)	(755)
Net cash flow available from operating activities		(11,522)	204,131
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure	5.1	(49,907)	(129,742)
Net cash flows from operating and investigating activities		(61,429)	74,389
Net increase/(decrease) in cash and cash equivalents		(61,429)	74,389
Cash and cash equivalents at beginning of period		74,389	-
Cash and cash equivalents at end of period	11	12,960	74,389

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

1. Annual Appropriation

1.1. Included are funds appropriated in terms of the Appropriation Act for Provincial Departments (Equitable Share):

Programmes	Total Appropriation 2003/04 R '000	Actual R '000	Variance Over/ (under)	Total Appropriation 2002/03 R'000
Office of the Premier	14,978	14,978	-	13,050
Provincial co-ordination	18,039	18,039	-	19,664
Information Technology	202,476	202,476	-	284,734
Corporate Services	52,310	52,310	-	51,025
Legal Services	12,157	12,157	-	10,197
Internal Audit	2,195	2,195	-	5,830
Office of the Director-General	4,785	4,785	-	7,360
Financial management	7,997	7,997	-	8,864
Personnel management and administration	5,555	5,555	-	97
TOTAL	320,492	320,492	-	400,821

Included in the totals for "Total Appropriation" and "Actual" is the own revenue budget amounting to R396,000

Description	Note	2003/04 R'000	2002/03 R'000
2. Other revenue to be surrendered to the revenue fund			
Cheques written back/stale cheques		9	20
Publications: Provincial Gazette		393	389
Membership: Spes Bona Gym		46	35
Accommodation: Staff		38	24
Accommodation: Private		129	31
Recoveries of housing rent		49	38
Administration fees		34	36
Refunds: Previous years claims		775	-
Revenue: Previous years		116	-
Other		321	274
Total revenue collected		1,910	847
Less: Own revenue budget		(396)	(396)
Total other revenue collected		1,514	451

3. Personnel

3.1 Current expenditure

Appropriation to Executive and Legislature	848	766
Basic salary costs	71,299	69,247
Pension contributions	7,182	6,048
Medical aid contributions	3,157	3,015
Other salary related costs	18,456	13,220
Total Personnel Costs	100,942	92,296

Average number of employees	534	547
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WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

	Note	2003/04 R'000	2002/03 R'000
4. Inventories			
4.1 Current expenditure			
Computer requisites		677	1,690
Stationary/printing/binding		1,104	942
Publications		989	874
Photocopy paper		282	266
Other		497	539
Total cost of inventories		3,549	4,311
5. Machinery and Equipment			
Current (Rentals, maintenance and sundry)		736	590
Capital	5.1	49,907	129,742
Total current and capital expenditure		50,643	130,332
5.1 Capital machinery and equipment analysed as follows:			
Computer equipment		48,636	128,953
Furniture and office equipment		917	534
Other machinery and equipment		354	255
		49,907	129,742
6. Land and buildings			
Rental		30	41
Total current expenditure		30	41
7. Professional and special services			
7.1 Current expenditure			
Auditors' remuneration - Regularity		985	1,763
Contractors		23,630	8,457
Consultants and advisory services		505	9,899
Computer services		34,341	13,531
Computer time		66,547	47,158
Human resource development		2,508	2,351
Promotion material		2,605	1,655
Functional training		17	1,452
Security services		1,516	1,186
Private attorney fees		301	1,155
Catering		1,195	1,041
Other		183	1,315
Total Professional and special services		134,333	90,963
8. Transfer payments			
Transfer to public entities and instructions	Annexure 1A	3,262	3,092
Other transfers	Annexure 1B	1,007	4,929
		4,269	8,021
Analysis of transfer payments			
Capital		-	-
Current		4,269	8,021
		4,269	8,021

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

	Note	2003/04 R'000	2002/03 R'000
9. Miscellaneous			
9.1 Current expenditure			
Remissions, refunds and payments made as an act of grace	9.1.1	16	-
Gifts, donations and sponsorship	9.1.2	82	47
Total miscellaneous expenditure		98	47
9.1.1 Remissions, refunds and payments made as an act of grace			
Nature of remissions, refunds and payments			
Claims against the state		16	-
		16	-
9.1.2 Gifts, donations and sponsorships paid in cash by the department (items expensed during the current year)			
Nature of gifts, donations and sponsorships			
SACTWU (Fashion brunch)		-	45
Cape Town Highlanders (Opening of Parliament)		-	1
Other		7	1
Sponsorship towards ACSA airline destination workshop		75	-
		82	47
9.2 Gifts, donations and sponsorships made in kind (items expensed in previous periods – Total value not included above)			
Nature of gifts, donations and sponsorships			
Donation of Corporate Image items		25	14
SMS visit to Malaysia		-	1
Gifts made on SMS benchmarking trip		4	-
Gifts donated during the Cape Argus/Pick 'N Pay cycle tour		83	-
		112	15
10. Special functions: Authorised losses			
Other material losses written off	10.1	109	6
		109	6
10.1 Other material losses written off in income statement			
Nature of debts written off			
Motor vehicle accident		15	4
Repairs to hired vehicles		94	-
Other		-	2
		109	6
10.2 Details of special functions (theft and losses)			
Per programme			
1. Office of the Premier		1	4
2. Provincial co-ordination		7	-
3. Information Technology		87	-
4. Corporate services		6	2
6. Internal audit		1	-
7. Office of the Director-General		2	-
8. Financial management		4	-
9. Personnel management and administration		1	-
		109	6

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

	Note	2003/04 R'000	2002/03 R'000
11. Cash and cash equivalents			
Paymaster General Account		37	383
Orders payable		-	(582)
Cash on hand		-	8
Short-term investments		12,923	74,580
		12,960	74,389
12. Receivables – current			
Amounts owing by other departments	Annexure 6	574	1,997
Staff debtors	12.3	616	535
Other debtors	12.4	101	127
Advances	12.5	15	295
		1,306	2,954
12.1 Amounts of R132 714 included above may not be recoverable, but have not been written off in the income statement.			
12.2 Age analysis – receivables current			
Less than one year		890	-
One to two years		53	-
More than two years		363	-
		1,306	-
12.3 Staff debtors			
Damage to GG vehicles		15	109
Income Tax and Site debt		171	8
Departmental debt		430	418
		616	535
12.4 Other debtors			
Sundry debtors		97	87
Miscellaneous debt		4	40
		101	127
12.5 Advances			
Nature of advances			
Subsistence & Transport advances		15	295
		15	295
13. Other financial assets			
Description			
Suspense accounts		113	125
Balance accounts		15	35
		128	160
14. Voted funds to be surrendered to the Revenue Fund			
Opening balance		65,059	-
Transfer from income statement		13,870	65,059
Paid during the year		(65,059)	-
Closing balance		13,870	65,059

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004

	Note	2003/04 R'000	2002/03 R'000
15. Other revenue funds to be surrendered to the Revenue Fund			
Opening balance		92	-
Transfer from income statement for revenue to be surrendered		1,910	847
Paid during the year		(1,916)	(755)
Closing balance		86	92
16. Payables – current			
Description			
Amounts owing to other departments	Annexure 7	28	1,215
Other payables	16.1	9	488
Balance accounts		97	10,613
		134	12,316
16.1 Other payables			
Suspense accounts		9	209
Short-term investment		-	279
		9	488
17. Net cash flow generated by operating activities			
Net surplus as per Income Statement		15,384	65,510
Adjusted for items separately disclosed		50,303	130,138
Own revenue budget		396	396
Capital expenditure		49,907	129,742
Net cash flow generated by operating activities		65,687	195,648
18. Cash generated/(utilised) to (increase)/decrease working capital			
(Increase) / decrease in receivables – current		1,648	(2,954)
(Increase) / decrease in other current assets		32	(160)
Increase / (decrease) in payables - current		(12,181)	12,352
Increase / (decrease) in net assets		267	-
		(10,234)	9,238
19. Voted funds and revenue funds surrendered			
Voted funds surrendered		(65,059)	-
Revenue funds surrendered		(1,916)	(755)
		(66,975)	(755)

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

**DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

These amounts are not recognised in the financial statements, and are disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 7 of 2003.

	Note	2003/04 R'000	2002/03 R'000
20. Contingent liabilities			
 Liable to			
Housing loan guarantees	Annexure 3	987	1,276
		987	1,276
21. Commitments			
 Current expenditure			
Approved and contracted/ordered		184	11
Approved but not yet contracted		-	-
		184	11
 Capital expenditure			
Approved and contracted/ordered		2,355	13,504
Approved but not yet contracted		-	-
		2,355	13,504
Total Commitments		2,539	13,515
22. Accruals			1
 Listed by standard item			
Administrative		45	-
Inventories		12	-
Machinery and Equipment		393	-
Professional and Special Services		3,212	9,832
		3,662	9,832
 Listed by programme level			
1. Office of the Premier		10	9,832
2. Provincial co-ordination		8	
3. Information technology		3,481	
4. Corporate services		88	
5. Legal services		10	
6. Internal audit		2	
8. Financial management		32	
9. Personnel management and administration		31	
		3,662	9,832
23. Employee benefits	2		
Leave entitlement – Capped leave		9,034	7,706
Leave entitlement – Previous cycle		654	133
Leave entitlement – Current cycle		612	743
Thirteenth cheque		2,269	1,285
		12,569	9,867

¹ Information as supplied by FMS was not available per standard item and programme level.

² This short-term liability includes accumulative figures.

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

**DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004**

		2003/04	2002/03
		R'000	R'000
24. Leases			
24.1 Operating leases			
	Property	Equipment	Total
	Total		
Name of financial institution: Minolta/Canon/Nashua			
Not later than 1 year	-	57	57
Later than 1 year and not later than 3 years	-	460	460
Later than 3 years	-	323	323
Photocopy machine rentals	-	-	262
	-	840	840
Future finance charges	-	-	-
Present value of lease liabilities	-	840	262
	-	840	262
Total present value of lease liabilities	-	840	262
25. Key management personnel		2003/04	
25.1 Remuneration		R'000	
Premier		530	
Director-General (Head of Department)		457	
Branch Heads (Deputy Director-General) (3)		1,071	
Chief Financial Officer (1)		245	
		2,303	
25.2 Other remuneration and compensation provided to key management		2003/04	
		R'000	
Premier		318	
Director-General (Head of Department)		420	
Branch Heads (Deputy Director-General) (3)		750	
Chief Financial Officer (1)		131	
		1,619	
26 Gifts, donations and sponsorships		2003/04	2002/03
Nature of gift, donation or sponsorships		R'000	R'000
Sunburn cream from Health Products for Africa Ltd		-	30
Klipdrift		-	2
KWV Wine		-	3
Complimentary hotel room		2	-
Sponsorship towards the Provincial Sports day		43	-
Donations towards National Trainers Conference		126	-
		171	35

WESTERN CAPE PROVINCE
 PROVINCIAL ADMINISTRATION: WESTERN CAPE
 VOTE 1

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 MARCH 2004

ANNEXURE 1A

STATEMENT OF TRANSFERS TO PUBLIC ENTITIES AND INSTITUTIONS BY PROVINCIAL DEPARTMENTS AS AT 31 MARCH 2004

	GRANT ALLOCATION				EXPENDITURE				
	Appropriations Act R'000	Adjustments Estimate R'000	Roll Over R'000	Total Available R'000	Actual Transfer R'000	Amount not Transferred R'000	% of Available Transferred	Capital R'000	Current R'000
WC Provincial Development Council	3,262	-	-	3,262	3,262	-	100%	-	3,262
	3,262	-	-	3,262	3,262	-		-	3,262

WESTERN CAPE PROVINCE
PROVINCIAL ADMINISTRATION: WESTERN CAPE
VOTE 1

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 MARCH 2004

ANNEXURE 1B

STATEMENT OF OTHER TRANSFERS BY PROVINCIAL DEPARTMENTS AS AT 31 MARCH 2004

	GRANT ALLOCATION				EXPENDITURE				
	Appropriations Act	Adjustments Estimate	Roll Over	Total Available	Actual Transfer (1)	Amount not Transferred	% of Available Transferred	Capital	Current
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Tertiary Institutions (Bursaries) ¹	1,124	(629)	-	495	493	2	99%	-	493
Reach – Worcester	103	-	-	103	103	-	100%	-	103
The Future Factory	100	-	-	100	100	-	100%	-	100
Cape Town Festival Trust	120	-	-	120	120	-	100%	-	120
Very Special Arts	50	-	-	50	50	-	100%	-	50
Western Cape Network on Disability	37	-	-	37	37	-	100%	-	37
Institute for the Promotion of Disabled Manpower	54	-	-	54	54	-	100%	-	54
Disabled People South Africa	50	-	-	50	50	-	100%	-	50
Agencies that promote human rights ²	36	-	-	36	-	36	0%	-	-
Sectoral Education Training Authority (SETA)	103	(103)	-	-	-	-	0%	-	-
	1,777	(732)	-	1,045	1,007	38	-	-	1,007

1 Underspending due to less bursaries being requested than budgeted for.

2 Underspending due to Moral Regeneration event that did not materialise.

WESTERN CAPE PROVINCE
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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 MARCH 2004

ANNEXURE 2

STATEMENT OF OTHER CONTROLLED ENTITIES AS AT 31 MARCH 2004

Name of Entity	Nature of entities business	Relevant Act	Entity's PFMA Schedule	Amounts owing to		Amounts owing by		Audit Reports Status ¹
				R'000		R'000		
				2003/04	2002/03	2003/04	2002/03	U/Q/A/D
Western Cape Provincial Development Council	To organise civil society participation in provincial planning	Provincial Development Council Law, 1996. (Law no. 5 of 1996)	3C	-	-	-	-	Unqualified
				-	-	-	-	

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ANNEXURE 3

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2004

Guaranteed institution	Guarantee in respect of	Original Guaranteed capital amount R'000	Opening balance as at 01/04/2003 R'000	Guarantees issued during the year ¹ R'000	Guarantees Released during the year R'000	Guaranteed Interest outstanding as at 31/03/2004 R'000	Closing Balance 31/03/2004 R'000	Realised losses i.r.o. claims paid out R'000
Standard Bank	Housing Loans	-	97	-	-	-	97	-
Nedbank Limited (Former Cape of Good Hope)	Housing Loans	-	36	-	-	-	36	-
Nedbank	Housing Loans	98	36	20	-	-	58	-
Firststrand Bank Limited: First National Bank	Housing Loans	-	197	-	-	-	197	-
Nedbank Limited Incorporating BOE	Housing Loans	-	31	-	-	-	31	-
ABSA	Housing Loans	-	375	-	65	-	310	-
Old Mutual Finance Limited	Housing Loans	-	18	-	-	-	18	-
Peoples Bank LTD Incorporating Nedbank	Housing Loans	-	88	-	14	-	74	-
First Rand Bank LTD (Former FNB)	Housing Loans	-	83	-	-	-	83	-
Old Mutual Bank Division of Nedbank	Housing Loans	-	150	-	67	-	83	-
Total		98	1,113	20	146	-	987	-

1. This housing loan guarantee was issued during the year under review by the Department of Transport and Public Works. In March 2004 the employee was transferred to this Department and assumed responsibility for the housing loan guarantee although it was not reflected on the Persal report 7.11.15(01): Summary: State guarantees for Annual financial statements.

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 for the year ended 31 MARCH 2004

ANNEXURE 4

PHYSICAL ASSET MOVEMENT SCHEDULE (Not including inventories)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04	Opening Balance R'000	Additions * R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	129,742	49,907	-	-	-	179,649
Computer equipment	128,953	48,636	-	-	-	177,589
Furniture and office equipment	534	917	-	-	-	1,451
Other machinery and equipment	255	354	-	-	-	609
	129,742	49,907	-	-	-	179,649

* Includes an amount of R213,000 in respect of the purchase of a government motor vehicle as set out in Note 5

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	-	129,742	-	-	-	129,742
Computer equipment	-	128,953	-	-	-	128,953
Furniture and office equipment	-	534	-	-	-	534
Other machinery and equipment	-	255	-	-	-	255
	-	129,742	-	-	-	129,742

* Amounts represent purchases from Financial Management System (FMS) only.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 5

INTANGIBLE ASSET MOVEMENT SCHEDULE (Not including inventories)

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04	Opening Balance R'000	Additions * R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
Computer software	3,075	286	-	-	-	3,361
Computer software (Renewal of licences)	10,526	21,207	-	-	-	31,733
	13,601	21,493	-	-	-	35,094

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
Computer software	-	3,075	-	-	-	3,075
Computer software (Renewal of licences)	-	10,526	-	-	-	10,526
	-	13,601	-	-	-	13,601

* Amounts represent purchases from Financial Management System (FMS) only.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 MARCH 2004

ANNEXURE 6

INTER-DEPARTMENTAL RECEIVABLES - CURRENT

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004	31/03/2003	31/03/2004	31/03/2003
	R'000	R'000	R'000	R'000
Department of Transport and Public Works	167	-	133	-
Department of Economic Development and Tourism	4	-	-	-
Department of Agriculture	1	-	-	-
South African Police Service	-	-	7	-
Western Cape Education Department	245	-	-	-
Department of Health	5	-	-	-
Provincial Treasury	12	-	-	-
TOTAL	434	-	140	-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
 for the year ended 31 MARCH 2004

ANNEXURE 7

INTER-DEPARTMENTAL PAYABLES - CURRENT

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004	31/03/2003	31/03/2004	31/03/2003
	R'000	R'000	R'000	R'000
Department code 70	28	1,215	-	-
TOTAL	28	1,215	-	-

PART FIVE
HUMAN RESOURCE MANAGEMENT

GENERAL COMMENTS: INFORMATION EXTRACTED FROM SYSTEMS

It should be noted that the Department's human resource management and salary administration information is recorded and processed on the nationally transversal PERSAL computerised system. The information stored on this system pertains mainly to salary payments and related processes. Expenditure processed within the PERSAL system is programmatically transferred to the nationally transversal Financial Management System (FMS). However, some transactions in respect of personnel expenditure are processed directly through the FMS, without transferring the information to the PERSAL system. In practice, therefore, a discrepancy may be found between the PERSAL system and the FMS as far as information on personnel expenditure is concerned. Figures reflected in Part Five are based on PERSAL information, however with the exception of Tables 2.1 and 2.3. A reconciliation explaining the difference has been submitted to the Auditor General.

IMPORTANT NOTICE:

THE INFORMATION TECHNOLOGY PERSONNEL WERE APPOINTED ON CONTRACT WITH MARKET RELATED SALARIES WHICH DO NOT CORRESPOND WITH THE PUBLIC SERVICE SALARY LEVELS. THE LATTER HAS BEEN CONSULTED WITH THE NATIONAL DEPARTMENT OF PUBLIC SERVICE (DPSA) AND HAS BEEN FINALISED. THE CONTRACT STAFF HAVE BEEN TAKEN UP IN PERMANENT POSTS WITH EFFECT FROM 1 JANUARY 2004. FOR COMPLETION PURPOSES, HOWEVER, THE SAID SALARIES WERE LINKED TO THE PUBLIC SERVICE SALARY LEVELS. WHERE SUCH LINKAGES OCCUR, IT WILL BE INDICATED WITH AN *.

PLANNING AND SERVICE DELIVERY

Refer to Part One and Two where information on core mandates, objectives and service delivery is provided.

ORGANISATION

See the attached tables and organogram.

1 – Service Delivery

All departments are required to develop a Service Delivery Improvement (SDI) Plan. The following tables reflect the components of the SDI plan as well as progress made in the implementation of the plans.

Table 1.1 - Main service for service delivery improvement and standards

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Secretarial, administrative and office support services to the Premier.	Premier of the Western Cape.	Public. National and Provincial. Ministries and Departments.	Deliver services to the standards set by the Premier and to his satisfaction.	An adequate 75%.
Render an effective secretarial service to the Provincial Cabinet and its respective Cabinet Committee.	Cabinet. Cabinet Committees.	Presidential Co-ordinating Council. (PCC) Forum for South African Director-General's (Fosad).		22 Cabinet meetings. 27 Cabinet Committee meetings.
Co-ordinate strategic information flow internally and externally through an appropriate Information Management System that sources, captures, processes and disseminates information.	National and Provincial Departments.	Cabinet. National Departments. PCC. Fosad.		Establishment of a tracking system through which information flow will be monitored and reported. 500 booklets printed.

Ensure good governance in the Province through the cluster management to enhance growth and development in the Province.	Provincial Social Cluster. Provincial Economic Cluster. PCC. National Governance and Administration (G&A) Cluster. Provincial G&A cluster. Local Government.	Fosad. National Social Cluster. National Economic Cluster. National Justice Crime Prevention and Security Cluster. International Relations. Peace and Security National Cluster.		13 Meetings. 15 Meetings. 4 Meetings. 12 Meetings. 12 Meetings.
Capacitating staff to perform assigned tasks.	Provincial Departments.	Public.	Capacitated staff as per three modules focussed on improved understanding of mainstreaming equality in relation to disability, gender and youth.	Successful completion of pilot and initiation of preparatory processes for full-scale implementation of the course during 2004.
Research services re-corporate issues (labour relations and personnel management) to the Premier and Director-General.	Premier and Director-General of the Western Cape.	Public, National and Provincial Ministries and Departments.	Compliance with prescripts.	Adequate.
Sound and effective transversal labour relations and personnel management.	Provincial Departments.	Public.	Improved service delivery.	Adequate.
Capacitated staff to perform assigned tasks.	All employees.	Provincial Departments.	Pre-determined standards.	Adequate.
<u>Personnel Management</u> (policy analysis, advice, ad-hoc projects, strategies, co-ordination and functional training).	Western Cape Provincial Administration, WCPBC, PSC, DPSA and Other National Departments.	All employees, Trade Unions, Other Government departments, Members of the Provincial Legislature.	Pre-determined standards.	Weekly and monthly reporting. Performance did meet and in some cases exceed reasonable expectations.
<u>Labour Relations</u> (Policy analysis, ad-hoc projects, strategies, co-ordination, management of WCPBC, collective bargaining and functional training).	Western Cape Provincial Administration, WCPBC, PSC, DPSA and Other National Departments.	All employees, Trade Unions, Other Government departments, Members of the Provincial Legislature.	Pre-determined standards.	Weekly and monthly reporting. Performance did meet and in some cases exceed reasonable expectations.
Training interventions.	Provincial Departments, Members of the Provincial Legislature, Employees.	Provincial Cabinet, Provincial Departments, Public.	On demand.	Adequate.
Ensuring a quality legal service in the rendering of formal (written) and informal opinions, departmental legal correspondence and in scrutinising Cabinet Submissions	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Accurate, thoroughly researched, timeous and quality legal advice. Accurate, thoroughly researched, timeous and quality legal advice in the scrutiny and verification of Cabinet Submissions.	Completed 498 formal opinions. Scrutinised 65 Cabinet Submissions.

The negotiation, drafting and editing of legally sound and sustainable contracts.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The conclusion of legally sound and sustainable contracts that serve the best interests of the Provincial Administration, and which serve to minimise any potential risks.	Drafted, negotiated or edited 303 contracts.
Ensure compliance with Constitutional directives in the monitoring of, and commenting on, national legislation.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Comprehensive, thoroughly researched and timeous commentary on national legislation.	Commented on 36 pieces of national legislation.
Provide for the drafting of provincial and subordinate legislation in all areas of provincial competence.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Drafting of user-friendly legislation, which is consonant with the policies of instructing departments and which covers all reasonably foreseeable aspects.	Drafted, amended or edited 38 pieces of provincial legislation.
Ensure successful management of litigation matters.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Successful defences, oppositions, motions or actions.	Managed and monitored 189 litigation matters.
Audit/investigate irregularities reported.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Successful investigation of alleged irregularities and adding value by recommending measures to prevent similar occurrences.	Backlog of referred matters eliminated successfully and response time improved.
Stakeholder's communication: forensic investigations.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Report directly to Director-General and Heads of Departments on reports issued, recoveries of losses, disciplinary hearing, criminal prosecutions as well as matters still under investigation.	Regular meetings and feedback.
Smooth and effective functioning of the Director-General's Office.	Director-General of the Provincial Administration: Western Cape.	Public. Provincial Departments.	Adherence to benchmarked service standards.	Adequate.
Sound financial administration and management.	Director-General.	Provincial Departments. Public.	Adherence to benchmarked service standards.	Adequate.
Deliver quality and timeous administrative supporting functions.	Director-General. Provincial Departments.	Premier. Public. Provincial Departments.	Adherence to benchmarked service standards.	Adequate.
Capacitated personnel equipped to perform assigned functions.	Director-General. Provincial Departments.	Premier. Public. Provincial Departments.	Training.	Adequate.
Provision of effective and efficient financial	Premier. Director-General.	Public.	Compliance with prescripts.	Adequate.

management, accounting management and budget management services and economic supply chain management and internal control and monitoring services.	Provincial Treasury. Officials from other Departments. Private sector.		On demand.	
Smooth and effective functioning of the Directorate: Personnel Management and Administration.	Department Provincial Administration; Western Cape.	Public, Provincial Departments.	Adherence benchmarked service standards.	Adequate.
Deliver quality and timeous administrative supporting functions.	Director-General, Departments Provincial Administration: Western Cape.	Department Provincial Administration; Western Cape.	Adherence benchmarked service standards.	Adequate.
Effective communication.	Director-General, Accounting Officers, Department Provincial Administration: Western Cape.	The Public; Government employees, Provincial ministers.		
Job evaluations.	Department Provincial Administration; Western Cape.	Provincial Departments.	On demand.	

Table 1.2 - Consultation arrangements for customers

Type of arrangement	Actual Customer	Potential Customer	Actual achievements
Consultations with inter-departmental disability, youth and gender forums / committees.	Disability, youth and gender departmental focal persons.	All departmental staff.	Regular monthly or quarterly meetings. Formal minutes available.
Consultations with umbrella bodies of civil society organisations.	Western Cape Network on Disability and its member organisations.	All persons with disabilities.	Regular quarterly meetings as part of the Provincial Disability Co-ordination Forum. Formal minutes available.
	South African Youth Council – Western Cape and its members organisations.	All youth.	Ad hoc meetings as determined by need. Formal minutes available.
Consultations with civil society regarding the provincial youth and gender draft strategies as well as the establishment of disability, youth and gender structures at district municipal level.	Civil society representatives of organisations in the areas of youth, gender and women empowerment.	General public.	Successful province wide road show undertaken during July 2003. Results processed and to be considered in finalisation of the strategies.
Consultations with local government representatives toward establishment of integrated disability, youth and gender offices.	Members of Provincial Advisory Forum (PAF) and Provincial Advisory Forum Technical Committee (PAFTEC).	All local government staff.	One successful meeting each with PAF and PAFTEC.
Training of staff in Labour Relations matters.	Provincial Departments, Trade unions and employees.	Staff of other spheres of government.	66 courses completed.
Provincial Bargaining Council Western Cape.	Provincial Departments and Trade unions.	Ministries, all provincial employees and National departments.	12 Meetings (which include 10 general meetings) 1 annual general meeting, 1 special meeting and 1 workshop. As requested/required
Labour Relations and Personnel Management Liaison Consultative meetings.	Management of Provincial Departments.	Ministries, all Provincial employees.	10 Meetings.

Personal meetings / information sessions.	Members of management / officials.		Scheduled meetings.
Wide range of consultation and liaising services.	Members of management / officials.		Scheduled meetings.
Training of staff in personnel matters.	Provincial departments employees.	Staff of all spheres of government.	107 courses completed.
Human Resource Management Forum.	Provincial Departments.	Ministries, all Provincial employees and National Departments.	10 meetings.
Personnel Task Team.	Provincial Departments and Trade unions.	Ministries, all Provincial employees and National Departments.	11 scheduled meetings, 2 ad hoc meetings and 2 workshops.
Personal meetings / information sessions.	Members of management / officials.		Scheduled meetings.
Wide ranges of consultation and liaising services.	Members of management / officials.		Scheduled meetings.
Integrated approach.	Public Service Commission (PSC), Department of Public Service and Administration (DPSA), Department of Labour and Private Council.		Ad hoc meetings.
Consultative meetings with management of departments.	Provincial departments.		As requested/required in terms of program.
Rendering a quality legal advisory and forensic auditing service, and ensuring legally sound and sustainable contracts, compliance with constitutional directives and legislative obligations, and the successful management of litigation matters.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	The Premier, the Provincial Cabinet, the Director-General and all the Departments of the Western Cape Provincial Administration.	Personal and telephonic consultations attended to on demand-driven basis, pertaining to advice rendered, forensic investigations conducted, contracts negotiated, edited or drafted, commentary furnished on national legislation, drafting of provincial legislation and management and monitoring of litigation matters.
Management and Finance Focus Meetings.	Premier. Director-General. Provincial Treasury. Officials from other Departments. Private sector.	Public.	Compliance with prescripts. On demand.
Rendering a Human Resource Management and Administration function.	The Department: Provincial Administration Western Cape.	Public. Labour.	Effective and efficient finalisation of all Human related functions within specified timeframes. Strict adherence to employment policies. Delivering a support administrative service to Departments.

Table 1.3- Service delivery access strategy

Access Strategy	Actual achievements
Awareness-raising around gender, disability and youth.	National Human Rights day celebrated focusing on children with HIV/Aids – 21 st of March 2003. Youth day celebrations funded with an urban as well as rural focus – 16 th June 2003. Women in technology conference sponsored coinciding Woman's day 9 th August 2003. 16 Days of Activism Against Gender Violence awareness events successfully completed – 25 Nov. '03 – 10 Dec. '03. Provincial celebrations of International Day for Persons with Disabilities supported on 3 rd of December 2003.
Equal access for disabled persons.	Initiated the planning of the second biennial conference on access in relation to disability.

Internal marketing of activities.	Marketing of activities through the personal interaction with stakeholders.
Web page.	The creation of a Web page for the Directorate: Personnel Management and the maintenance of the Web page of the Directorate: Labour Relations.
Client Manager service with dedicated teams.	Improved relationship management with regards to addressing needs of client department, feedback / progress reporting and consensus reaching.
Access to the Directorate is obtained by means of direct communication.	Unqualified audit report and satisfied customers.
Effective support services to the Premier and Cabinet.	This department was challenged with new policy directions due to a change in government during the 2002/03 financial year. Consequently the management capacity in the office of the Premier and office of the Director-General was strengthened.
Access to the Directorate is obtained by means of direct communication.	Potential skills obtain via advertising outside the Department.

Table 1.4 - Service information tool

Types of information tool	Actual achievements
Brochures, posters, exhibitions, workshops, seminars, conferences.	Developed and distributed various events posters and brochures. Participated in various exhibitions at conferences, seminars and workshops. Developed a variety of exhibition material. Undertook a successful road show that included various workshops, information displays and information distribution.
Website of the Chief Directorate: Human Resource Management.	Regular updated website publishing current human resource management policies, frameworks and research of both Provincial and National level for access by employees of the Administration.
E-mail, websites, collective agreements, policy directives and circulars, presentations to Departmental Top Management, meetings and workshops and structured meetings of Forums and Task Teams.	
Networking through forums, workshops.	Informed workers regarding processes and viewpoints that led to recommendations regarding structures, establishment and change management.
Training prospectus and liaising services.	All information successfully updated and disseminated.
Training presentations.	Training presented to Heads of Departments and other officials on Access to Information and Promotion of Administrative Justice Legislation.
Intergovernmental Law Advisors' Workshops.	Exchange of knowledge and experience on inter-provincial level.
Internal consultations and presentations.	Consultations with and presentations to Provincial Cabinet, Cabinet Committees, Clusters, Provincial Top Management and other senior officials on legal and strategic issues.
Forensic Audit toll free hotline.	The Directorate: Forensic Audit received approximately 55 calls on the hotline of which 55 matters were registered on its database as formal audits/investigations.
Forensic Audit Website.	Regular updated website in which statistics pertaining to commercial crime within the Administration are provided.
Financial circulars.	Inputs received from components.
Media.	Integrated, communication, marketing and advertising plan.
Annual reports and evaluation reports.	Prompts response to address possible areas of concern and to improve on possible shortcomings.
Intranet.	Intranet portal used for circular advertising.
Printed and electronic media.	Advertisement in public media and departmental website maintained.
Personal interventions.	Scheduled information / training sessions.

Table 1.5 - Complaint mechanism

Complaint Mechanism	Actual achievements
Formal prescribed grievance and dispute resolution mechanism.	Timely and procedurally correct solving of grievances and disputes.
Complaints from clients.	Timely response.
Consultation forums and workshops.	Participative problem solving and buy-in.
Written and verbal communication, e-mail and websites.	Timely solving of dissatisfaction.
Consultation in the Western Cape Provincial Bargaining Council (WCPBC).	Structured and participative management of matters. This also contributes towards labour peace.
Written/oral complains to management.	Adequately.

Constant review and evaluation of activities as well as post training course evaluation.	Review of training strategies/course content when indicated.
Complaints from clients.	Timely response by the Client Manager and Team.
Consultation forums and workshops.	Participative problem solving and buy-in (client department).
Complaints from clients.	Timely response by the officials.
Written and verbal communication, or electronic mail, to the Director-General, Head of the Branch or other responsible member of the Senior Management Service, as the case may be.	Timeous and adequate resolution of all complaints that may be referred to the Director-General, Head of the Branch or other responsible member of the Senior Management Service, as the case may be, after consultation with the relevant role-players.
Formal prescribed grievance and dispute resolution mechanisms.	Timely and procedurally correct solving of grievances and disputes.
Consultation forums and workshops.	Participative problem solving an buy-in.
Written and verbal communication, e-mail and websites.	Timely solving of dissatisfaction.
Consultations in the WCPBC.	Structured and participative management of matters. This also contributes towards labour peace.
Written/oral complains to management.	Adequately.
Constant review and evaluation of activities as well as post training course evaluation.	Review of training strategies/course content when indicated.

2 - Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

TABLE 2.1 – Personnel costs by programme, 2003/ 04

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a % of total expenditure	No. of employees by salary band	Average personnel cost per employee (R'000)
	A	B	C	D	E		F
1:Office of the Premier	14,566	5,836	9	5,474	40.07%	30	195
2:Provincial Co-ordination	13,511	6,551	215	870	48.49%	30	218
3:Information Technology	202,508	33,284	927	117,609	16.44%	130	256
4:Corporate Services	50,953	36,330	3,372	8,561	71.30%	234	155
5:Legal Services	8,552	6,799	99	381	79.50%	35	194
6:Internal Audit	2,145	1,691	74	15	78.83%	11	154
7:Office of the Director-General	3,427	2,705	0	98	78.93%	12	225
8:Financial Management	6,512	4,134	60	1,301	63.48%	32	129
9:Personnel Management & Administration	4,448	3,612	23	24	81.21%	35	103
Total as on Financial System (FMS)	306,622	100,942	4,779	134,333	32.92%	549	184

TABLE 2.2 – Personnel costs by salary bands, 2003/04

Salary bands	Personnel Expenditure (R'000)	Percentage of total personnel cost (%)	Number of employees	Average personnel cost per employee (R'000)
Lower Skilled (Level 1-2)	1,082	1.07%	19	57
Skilled (Levels 3-5)	4,132	4.09%	57	72
Highly skilled production (Levels 6-8)	26,244	26.00%	218	120
Highly skilled supervision (Levels 9-12)	49,022	48.57%	222	221
Senior management (Levels 13-16)	15,655	15.51%	33	474
Other	4,806	4.76%	-	-
Total	100,941	100.00%	549	184

NOTE: The discrepancy in personnel cost by programme (Table 2.1) and personnel cost by salary band (Table 2.2) and likewise the discrepancy between Table 2.3 and Table 2.4 can be attributed to accumulated differences between the Financial Management System (FMS) and the Personnel Salary System (PERSAL). Please see note under general comments in the beginning of Part 5 and that the FMS figures of Table 2.1 have been verified by the Provincial Auditor and is reflected in the Financial Statements in Part 4 of this document. The latter is regarded as the correct amount. The discrepancy in personnel numbers between Table 2 and the remainder of the tables is as a result of advisors and

interns being included in Table 2 and not the remainder. Furthermore Internal Audit, which was transferred to the Provincial Treasury with effect from 1 July 2003, is included in Table 2 for the period 1 April 2003 to 30 June 2003.

TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Aid by programme, 2003 /04

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Costs (R'000)
	Salaries (R'000)	Salaries as a % of personnel cost	Overtime (R'000)	Overtime as a % of personnel cost	HOA (R'000)	HOA as a % of personnel cost	Medical Ass. (R'000)	Medical Assistance as a % of personnel cost	
	A	B	C	D	E	F	G	H	I
1: Office of the Premier	3,492	59.84%	73	1.25%	62	1.06%	123	2.11%	3,750
2: Provincial Co-ordination	4,495	68.62%	2	0.03%	86	1.31%	219	3.34%	4,802
3: Information Technology	25,320	76.07%	1,493	4.49%	108	0.32%	230	0.69%	27,151
4: Corporate Services	25,415	69.96%	297	0.82%	1,100	3.03%	1,808	4.98%	28,620
5: Legal Services	4,786	70.39%	83	1.22%	115	1.69%	232	3.41%	5,216
6: Internal Audit	1,183	69.96%	15	0.89%	32	1.89%	87	5.14%	1,317
7: Office of the Director-General	1,668	61.66%	0	0.00%	30	1.11%	66	2.44%	1,764
8: Financial Management	2,912	70.44%	58	1.40%	135	3.27%	238	5.76%	3,343
9: Personnel Management & Administration	2,574	71.26%	102	2.82%	86	2.38%	192	5.32%	2,954
Total	71,845	71.17%	2,123	2.10%	1,754	1.74%	3,195	3.17%	78,917

TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Aid by salary bands, 2003/04

Salary Bands	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total costs (R'000)
	Salaries (R'000)	Salaries as a % of personnel cost	Overtime (R'000)	Overtime as a % of personnel cost	HOA (R'000)	HOA as a % of personnel cost	Medical Ass. (R'000)	Medical Assistance as a % of personnel cost	
Lower skilled (Levels 1-2)	699	64.60%	48	4.44%	45	4.16%	40	3.70%	832
Skilled (Levels 3-5)	3, 123	75.58%	69	1.67%	144	3.48%	177	4.28%	3, 513
Highly skilled production (Levels 6-8)	19, 059	72.62%	458	1.75%	822	3.13%	1, 470	5.60%	21, 809
Highly skilled supervision (Levels 9-12)	39, 906	81.40%	1, 525	3.11%	623	1.27%	1, 107	2.26%	43, 161
Senior management (Levels 13-16)	9, 733	62.17%	0	0%	110	0.70%	443	2.83%	10, 286
Other	0	0%	0	0%	0	0%	0	0%	0
Total	72, 520	71.84%	2, 100	2.08%	1, 744	1.73%	3, 237	3.21%	79, 601

TABLE 3.1 – Employment and vacancies by programme, 31 March 2004

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Programme 1: Office of the Premier	36	30	17%	0
Programme 2: Provincial Co-ordination	39	27	31%	0
Programme 3: Information Technology	349	128	63%	0
Programme 4: Corporate Service	298	232	22%	0
Programme 5: Legal Services	54	35	35%	0
Programme 6: Internal Audit	Transferred to Provincial Treasury as of 1 July 2003			
Programme 7: Office of the Director-General	13	12	8%	0
Programme 8: Financial Management	43	32	26%	0
Programme 9: Personnel Management & Administration.	39	35	10%	0
Total	871	531	39%	0

Note: Number of posts includes post type 05 (additional to the establishment).

Note: The column "Number of posts filled additional to the establishment" refer to the staff in excess.

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2004

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2), Permanent	29	18	38%	0
Skilled (Levels 3-5), Permanent	82	54	34%	0
Highly skilled production (Levels 6-8), Permanent	270	213	21%	0
Highly skilled supervision (Levels 9-12) Permanent	436	212	51%	0
Senior management (Levels 13-16), Permanent	54	34	37%	0
Total	871	531	39%	0

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2004

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
B2040000 – OTHER ADMIN. POLICY & RELATED OFFICERS	11	10	9%	0
C5010100 – ADVOCATES	23	15	35%	0
C5040200 – LANGUAGE PRACTITIONER INTERPRETERS & OTHER COMM.	14	8	43%	0
C6010200 – SENIOR MANAGERS	36	27	25%	0
C6010302 – HUMAN RESOURCES RELATED	25	22	12%	0
C6010308 – ADMINISTRATIVE RELATED	323	133	59%	0
C6010317 – COMMUNICATION AND INFORMATION RELATED	4	4	0	0
C6020200 – HUMAN RESOURCES & ORG. DEV. & RELATED PROFESSIONALS	78	60	23%	0
C6030200 – RISK MANAGEMENT & SECR. SERVICES	10	10	0	0
E4010000 – SECURITY OFFICERS	86	71	17%	0
J1010000 – COMPUTER SYSTEM DES. & ANALYSTS	57	26	54%	0
J2010000 – COMPUTER OCCUPATION	1	1	0	0
OTHER	203	144	29%	0
Total	871	531	39%	0

TABLE 4.1 – Job Evaluation, 1 April 2003 to 31 March 2004

Salary Band	Number of posts	Number of Jobs Evaluated	% of posts evaluated	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	29	2	6.9%	1	50%	0	0%
Skilled (Levels 3-5)	82	10	12.2%	0	0%	0	0%
Highly skilled production (Levels 6-8)	270	13	4.8%	8	1.5%	0	0%
Highly skilled supervision (Levels 9-12)	436	23	5.3%	13	56.5%	3	13%
Senior Management Service Band A	34	5	14.7%	0	0%	0	0%
Senior Management Service Band B	15	2	13.3%	0	0%	0	0%
Senior Management Service Band C	4	2	50%	0	0%	0	0%
Senior Management Service Band D	1	0	0%	0	0%	0	0%
Total	871	57	6.5%	22	38.6%	3	5.3%

The following table provides a summary of the number of employees whose own positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

TABLE 4.2 – Profile of employees whose positions were upgraded due to their posts being upgraded, 1 April 2003 to 31 March 2004

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	5	6	12
Male	0	0	4	4	8
Total	1	0	9	10	20
Employees with a Disability	0	0	0	0	0

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

TABLE 4.3 – Employees whose salary level exceeds the grade determined by job evaluation, 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation	No. of Employees in Dept.
Human Resource related	2	11	12	Caused by leg / rank promotions	531
Total	2				
Percentage of Total Employment					0.37%
Total number of employees whose salaries exceed the level determined by job evaluation in 2003/04					2

Table 4.4 summarises the beneficiaries of the above in terms of race, gender, and disability.

TABLE 4.4 – Profile of employees whose salary level exceeded the grade determined by job evaluation, 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	3	3
Total	0	0	0	3	3
Employees with a disability	0	0	0	0	0
Total number of employees whose salaries exceed the grades determined by job evaluation in 2003/04					3

5 - Employment Changes

This section provides information on changes in employment over the financial year.

Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2003 to 31 March 2004

Salary Band	Employment at Beginning of Period	Appointments	Transfers into Dept.	Appointments and transfers into the Dept.	Terminations	Transfers out of the dept.	Terminations and transfers out of the dept.	Turn-over rate %
Lower skilled (Levels 1-2), Permanent	20	2	0	2	2	0	2	10%
Skilled (Levels 3-5), Permanent	68	28	3	31	23	1	24	35%
Highly skilled production (Levels 6-8), Permanent	267	16	16	32	55	13	68	25%
Highly skilled supervision (Levels 9-12), Permanent	155	89	6	95	39	14	53	34%
Senior Management Service Band A, Permanent	19	8	2	10	9	3	12	63%
Senior Management Service Band B, Permanent	8	1	0	1	0	0	0	0%
Senior Management Service Band C, Permanent	4	0	0	0	0	0	0	0%
Senior Management Service Band D, Permanent	1	0	0	0	0	0	0	0%
Total	542	144	27	171	128	31	159	29%

Note* the total for terminations includes IT absorptions.

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2003 to 31 March 2004

Occupation:	Number of employees per occupation	Appointments and transfers into the department	Terminations and transfers out of the department	Turn-over rate %
B2040000 – OTHER ADMIN. POLICY AND RELATED OFFICERS	9	3	2	22%
C5010100 – ADVOCATES	16	2	2	13%
C5040200 – LANGUAGE PRAC. INTERPRETERS & OTHER COMM.	9	2	2	22%
C6010200 – SENIOR MANAGERS	32	5	7	22%
C6010302 – HUMAN RESOURCES REL.	31	8	0	0%
C6010308 – ADMINISTRATIVE RELATED	30	72	65	217%
C6010317 – COMMUNICATION AND INFORMATION RELATED	3	0	0	0%
C6020200 – HUMAN RESOURCE & ORG. DEV. & RELATED PROFES.	47	6	11	23%
C6030200 – RISK MANAGEMENT & SECR, SERVICES	10	0	0	0%
E4010000 – SECURITY OFFICERS	73	2	4	5%
J1010000 – COMPUTER SYSTEM DES. & ANALYSTS	4	19	21	525%
J2010000 – COMPUTER PROGRAMMERS	2	0	0	0%
J3010000 – OTHER IT PERSONNEL	0	0	0	0%
OTHER	276	52	45	16%
Total	542	171	159	29%

Table 5.3 identifies the major reasons why staff left the department.

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number (all personnel)	Percentage of Total Resignations
Transfer to other PS Dept.	27	17%
Dismissal (Discharge)	5	3%
Resignation of Position	17	11%
Retirement – Public Service	2	1%
SEC 17(2)(A) PUBLIC SERVICE	0	0
Transfer out of PERSAL	4	3%
Deceased	2	7%
Contract Expiry	102	64%
Grand Total	159	100%
Total number of employees who left as a % of the total employment	29%	

Table 5.4 – Promotions by critical occupation

Occupation:	Employees as at 1 April 2003	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a Salary Level	Notch progressions as a % of Employment
B2040000 – OTHER ADMIN. POLICY AND REL. OFFICERS	9	3	33%	9	100%
C5010100 – ADVOCATES	16	3	19%	15	94%
C5040200 – LANGUAGE PRACTITIONER INTERPRETERS & OTHER COMM.	9	0	0%	10	4%
C6010200 – SENIOR MANAGERS	32	1	3%	4	13%
C6010302 – HUMAN RESOURCE REL.	31	13	42%	30	97%
C6010308 – ADMINISTRATIVE REL.	30	4	13%	27	90%
C6010317 – COMMUNICATION AND INFORMATION RELATED	3	0	0%	4	133%
C6020200 – HUMAN RESOURCES & ORG. DEV. & REL. PROFESSIONALS	47	5	11%	44	94%
C6030200 – RISK MANAGEMENT & SEC. SERVICES	10	0	0%	10	100%
E4010000 – SECURITY OFFICERS	73	2	3%	77	105%
J1010000 – COMPUTER SYSTEM DES. & ANALYSTS	4	1	25%	9	225%
J2010000 – COMPUTER PROGRAMMERS	2	0	0%	0	0%
J3010000 – OTHER IT PERSONNEL	0	0	0%	0	0%
OTHER	276	31	0%	129	0%
Total	542	63	12%	368	68%

Table 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2003	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within a Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2)	20	0	0%	12	60%
Skilled (Levels 3-5)	68	6	9%	45	66%
Highly skilled production (Levels 6-8)	267	30	11%	202	76%
Highly skilled supervision (Levels 9-12)	155	21	14%	109	70%
Senior management (Levels 13-16)	32	6	19%	0	0%
Total	542	63	12%	368	68%

6 – Employment Equity

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

6.1 Total number of employees (including employees with disabilities) per occupational categories (SASCO), at 31 March 2004

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	1	13	0	17	0	1	0	2	34
Professionals	8	35	2	49	3	13	1	27	138
Clerks	7	32	2	17	11	61	0	34	164
Service and sales workers	1	58	0	16	0	3	0	4	82
Technicians and Associate Professionals	0	27	0	32	2	10	0	16	87
Plant and machine operators and assemblers	0	3	0	0	0	0	0	0	3
Elementary occupations	1	10	0	0	0	11	0	1	23
Total	18	178	4	131	16	99	1	84	531
Employees with disabilities	None								

6.2 Total number of employees (including employees with disabilities) per occupational bands at 31 March 2004

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	2	0	3	0	0	0	2	7
Senior Management	1	11	0	14	0	1	0	0	27
Professionally qualified and experienced specialists and mid-management	8	59	2	76	4	22	1	39	211
Skilled technical and academically qualified workers, junior management, supervisors, foreman	5	80	2	36	9	43	0	38	213
Semi-skilled and discretionary decision making	3	19	0	2	3	24	0	3	54
Unskilled and defined decision making	1	7	0	0	0	9	0	2	19
Total	18	178	4	131	16	99	1	84	531

6.3 Recruitment for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	1	4	0	2	0	0	0	2	9
Professionally qualified and experienced specialists and mid-management	5	24	1	33	5	11	0	10	89
Skilled technical and academically qualified workers, junior management, supervisors, foreman	1	2	0	0	3	8	0	2	16
Semi-skilled and discretionary decision making	7	2	0	0	3	14	0	2	28
Unskilled and defined decision making	0	0	0	0	0	2	0	0	2
Total	14	32	1	35	11	35	0	16	144
Employees with disabilities	None								

6.4 Promotions for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	1	3	0	1	0	0	0	1	6
Professionally qualified and experienced specialists and mid-management	0	8	0	3	4	3	0	3	21
Skilled technical and academically qualified workers, junior management, supervisors, foreman	3	7	0	4	4	11	0	1	30
Semi-skilled and discretionary decision making	1	1	0	0	1	3	0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	5	19	0	8	9	17	0	5	63
Employees with disabilities	None								

6.5 Terminations for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	5	0	3	0	0	0	1	9
Professionally qualified and experienced specialists and mid-management	0	13	0	16	0	8	0	2	39
Skilled technical and academically qualified workers, junior management, supervisors, foreman	0	16	0	16	2	11	0	10	55
Semi-skilled and discretionary decision making	1	2	0	5	0	9	0	6	23
Unskilled and defined decision making	0	2	0	0	0	0	0	0	2
Total	1	38	0	40	2	28	0	19	128
Employees with disabilities	None								

6.6 Disciplinary action for the period 1 April 2003 to 31 March 2004

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
TOTAL	0	12	0	4	0	0	0	0	16

6.7 Skills development for the period 1 April 2002 to 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, Senior Officials and Managers	4	51	1	53	0	19	0	24	152
Professionals	3	0	0	0	0	1	0	3	7
Technicians and Associate Professionals	29	65	0	21	5	31	0	19	170
Clerks	0	78	3	10	0	98	0	43	232
Service and Sales Workers	0	0	0	0	0	0	0	0	0
Skilled Agriculture and Fishery Workers	0	0	0	0	0	0	0	0	0
Craft and related Trades Workers	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0
Elementary Occupations	1	42	0	0	0	12	0	0	55
Total	37	236	4	84	5	161	0	89	616
Employees with disabilities	None								

7 – Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 6.1), salary bands (table 6.2) and critical occupations (Table 6.3).

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2003 to 31 March 2004

Beneficiary Profile				Cost (R'000)	
	Number of beneficiaries	Total Employment	Percentage of Total within group	Cost (R'000)	Average Cost per Employee
African	1	34	3%	8	8
Male	1	18	6%	8	8
Female	0	16	0%	0	0
Asian	0	5	0%	0	0
Male	0	4	0%	0	0
Female	0	1	0%	0	0
Coloured	40	277	14%	329	8
Male	22	178	12%	206	9
Female	18	99	18%	122	7
White	38	215	18%	365	10
Male	22	131	17%	222	10
Female	16	84	19%	143	9
Total	79	531	15%	702	9

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2003 to 31 March 2004

Beneficiary Profile				Cost		
Salary Bands	Number of Beneficiaries	Number of employees	Percentage of Total within salary band	Total Cost (R'000)	Average Cost per Employee (R)	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	2	18	11%	8	3,907	0.65%
Skilled (Levels 3-5)	4	54	7%	17	4,144	0.41%
Highly skilled production (Levels 6-8)	30	213	14%	156	5,186	0.59%
Highly skilled supervision (Levels 9-12)	25	212	12%	257	10,287	0.52%
Total	61	497	12%	438	7,167	0.54%

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2003 to 31 March 2004

Beneficiary Profile			Cost		
Critical Occupations	Number of Beneficiaries	Number of Employees	Percentage of Total within Occupation	Total Cost (R'000)	Average Cost per Employee
C5010100 – ADVOCATES	0	15	0%	0	0
C6010200 – SENIOR MANAGERS	18	27	67%	139	7,698
C6010302 – HUMAN RESOURCES REL.	13	22	59%	162	12,432
C6010308 – ADMINISTRATIVE REL.	8	133	6%	123	15,398
OTHER	40	334	13%	279	6,986
Total	79	531	15%	703	8,896

TABLE 7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service, 1 April 2003 to 31 March 2004

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average Cost per Beneficiary (R)	Personnel Cost SMS (R'000)
	Number of Beneficiaries	Total Employment	Percentage of Total Employment			
Band A	11	23	48%	153	14,000	0
Band B	4	7	57%	58	14,000	0
Band C	2	3	67%	35	17,000	0
Band D	1	1	100%	22	22,000	0
Total	18	34	53%	268	15,000	0

8 – Foreign Workers

Note: This department employs no foreign nationals and therefore the applicable tables have not been included.

9 - Leave utilisation for the period 1 April 2003 to 31 March 2004

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

NOTE: The dates for the leave cycle and not per financial year

TABLE 9.1 – Sick leave for period 1 April 2003 to 31 March 2004

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R)
Lower skilled (Levels 1-2)	74	77%	30	8%	2	121
Skilled (Levels 3-5)	347	61%	27	7%	13	2 485
Highly skilled production (Levels 6-8)	1 418	6%	189	52%	8	87 368
Highly skilled supervision (Levels 9-12)	676	74%	96	26%	7	41 742
Senior management (Levels 13-16)	113	81%	21	6%	5	4 212
Total	2 628	68%	363	100%	7	445 268

NOTE: Estimated cost amended to show expenses in Rand as figures are less than one thousand rand.

TABLE 9.2 – Disability leave (temporary and permanent), 1 April 2003 to 31 March 2004

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimated Cost (R)
Lower skilled (Levels 1-2)	28	100%	2	6%	14	8
Skilled (Levels 3-5)	6	67%	3	9%	2	3
Highly skilled production (Levels 6-8)	202	100%	19	59%	11	1 271
Highly skilled supervision (Levels 9-12)	93	100%	7	22%	13	402
Senior management (Levels 13-16)	7	100%	1	3%	7	13
Total	336	99%	32	100	11	4 469

NOTE: Estimated cost amended to show expenses in Rand as figures are less than one thousand rand.

Table 9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000, requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

TABLE 9.3 – Annual Leave, 1 April 2003 to 31 March 2004

Salary Bands	Total Days Taken	Average per Employee	Employment Numbers
Lower skilled (Levels 1-2)	421	23	18
Skilled Levels 3-5)	1,140	21	54
Highly skilled production (Levels 6-8)	5,407	25	213
Highly skilled supervision (Levels 9-12)	2,923	14	212
Senior management (Levels 13-16)	748	22	34
Total	10,639	20	531

TABLE 9.4 – Capped leave, 1 January 2003 to 31 December 2003

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2003	Number of Employees utilizing capped leave	Total number of capped leave available at 31 December 2003	Number of Employees as at 31 December 2003
Lower skilled (Levels 1-2)	29	6	16	5	310	19
Skilled Levels 3-5)	178	13	23	14	1 592	70
Highly skilled production (Levels 6-8)	304	7	20	42	5 268	275
Highly skilled supervision (Levels 9-12)	221	7	34	34	5 170	153
Senior management (Levels 13-16)	52	9	21	6	746	35
Total	784	8	25	101	13 086	534

TABLE 9.5 – Leave payouts for the period 1 April 2003 till 31 March 2004

The following table summarises payments made to employees as a result of leave that was not taken. Dates as per financial year.

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee (R)
Leave payout for 2003/04 due to non-utilisation of leave for the previous year	163	22	7 387
Current leave payout on termination of service for 2003/04	7	1	7 071
Total	170	23	7 374

10. HIV/AIDS & Health Promotion Programmes

TABLE 10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
The environment in which employees of this Department operates does not normally expose them to the risk of sustaining occupational injuries.	Regular workshops with employees addressing the issue of universal precautions.

TABLE 10.2 – Details of Health Promotion and HIV/AIDS Programmes (tick Yes/No and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr S Ntontela – Director: Personnel Management and Administration.
2. Does the department have a dedicated unit or have you designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		A component comprising of 4 staff members responsible for special programmes has been designated for this purpose. A total amount of R260 000 (4% of the budget) has been allocated for Special Programmes.

3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X	As a Department we do not as yet have our own Employee Assistance Programme (EAP). The matter is currently dealt with on a transversal nature. To this end the Provincial Employee Aids Project (PEAP) has procured the services of Lifeline. The key services are: ➤ Assist in HIV/Aids awareness training. ➤ The promotion and provision of Voluntary Counselling and Testing (VCT). ➤ Employee support by way of continuous post-test counselling. In addition it also deserves mentioning that the Provincial Programme also makes provision for a “wellness programme”
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X	The members serving on the Departmental HIV/Aids committee are as follows: ➤ R Africa – IT: Health & Social Services ➤ PR Bosman – IT: Education, Culture & Sport ➤ EO De Bruyn – IT: Education, Culture & Sport ➤ A Du Toit – Legal Services ➤ JH Hugo – IT: Economic/Governance & Administration ➤ S Julie – Personnel Management & Administration ➤ M Lottering – Financial Management ➤ Z Mahapa – Provincial Training ➤ JJ Marks – Communication Services ➤ S Peters – IT: Transversal GITO ➤ T Petersen – IT: Education, Culture & Sport ➤ S Suliman – Personnel Management & Administration ➤ R Wynford – Cabinet Services
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X	A transversal HIV/Aids policy and workshop programmes have been developed and is in the process of adoption. The adoption of this policy will cascade in the reviewing of current employment policies and practices.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X	The imminent adoption of the transversal HIV/Aids policy will introduce these measures.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	X	This Department’s VCT campaign was publicly launched on 1 December 2003. Employees serving on the Departmental HIV/Aids committee are also constantly encouraging employee participation in the VCT campaign in their respective components. To date only 14 employees in this Department participated; 1 employee tested positive.
8. Has the department developed measures/indicators to monitor and valuate the impact of your health promotion programme? If so, list these measures/indicators.	X	PEAP is in the process of developing a questionnaire for purposes of a knowledge, attitude and behaviour (KAB) study.

11 – Labour Relations

The following collective agreements were entered into with trade unions within the department.

TABLE 11.1 – Collective agreements, 1 April 2003 to 31 March 2004

Total collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 11.2 – Misconduct and discipline hearings finalised for the period, 1 April 2003 to 31 March 2004

Outcomes of disciplinary hearings	Number	Percentage of total (%)
Correctional counselling	0	0%
Verbal warning	2	13%
Written warning	5	31%
Serious written warning	3	19%
Final written warning	2	13%
Suspended without pay	0	0%
Fine	0	0%
Demotion	4	25%
Dismissal	0	0%
Not guilty	0	0%
Case withdrawn	0	0%
Total	16	100%

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings for period, 1 April 2003 to 31 March 2004

Type of misconduct	Number	Percentage of total (%)
Absent from work without reason or permission	1	13%
Refuse to obey security regulations	1	13%
Conduct oneself in improper/unacceptable manner	2	25%
Disrespect/abuse or insolent behaviour	1	13%
Possesses or wrongfully uses property of the state	2	25%
Fails to comply with or contravene an Act.	1	13%
Total	8	100%

TABLE 11.4 – Grievances lodged for the period 1 April 2003 to 31 March 2004

Number of grievances addressed	Number	Percentage of total (%)
Resolved	17	100%
Not resolved	0	0
Total	17	100%

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2003 to 31 March 2004

Number of disputes addressed	Number	Percentage of total (%)
Upheld	0	0
Dismissed	1	100%
Total	1	100%

TABLE 11.6 – Strike actions for the period 1 April 2003 to 31 March 2004

Strike Actions	None
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TABLE 11.7 – Precautionary suspensions for the period 1 April 2003 to 31 March 2004

Precautionary Suspensions	None
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12 - Skills development

This section highlights the efforts of the department with regard to skills development.

12.1 Training needs identified 1 April 2003 to 31 March 2004

Occupational Categories	Gender	Number of employees as at 1 April 2003	Training needs identified at start of reporting period			
			Learner-ships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	5	0	47	0	47
	Male	24	0	122	0	122
Professionals	Female	101	0	5	0	5
	Male	205	0	2	0	2
Technicians and associate professionals	Female	0	0	63	0	63
	Male	0	0	128	0	128
Clerks	Female	75	0	149	0	149
	Male	24	0	87	1	88
Service and sales workers	Female	6	0	0	0	0
	Male	77	0	0	0	0
Elementary occupations	Female	11	0	8	4	12
	Male	11	0	33	11	44
Plant and Machine operators and assemblers	Female	0	0	0	0	0
	Male	3	0	0	0	0
Gender Sub Total	Female	198	0	272	4	276
	Male	344	0	372	12	384
Total		542	0	644	16	660

12.2 Training provided 1 April 2003 to 31 March 2004

Occupational Categories	Gender	Number of employees as at 1 April 2003	Training provided within the reporting period			
			Learner-ships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	5	1	29	0	30
	Male	24	2	94	0	96
Professionals	Female	101	0	8	0	8
	Male	205	0	3	0	3
Technicians and associate professionals	Female	0	0	66	0	66
	Male	0	0	128	0	128
Clerks	Female	75	0	58	0	58
	Male	24	0	22	0	22
Service and sales workers	Female	6	0	0	0	0
	Male	77	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	3	0	0	0	0
Elementary occupations	Female	11	0	2	0	2
	Male	11	0	7	0	7
Gender Sub Total	Female	198	1	163	0	98
	Male	344	2	254	0	128
Total		542	3	417	0	420

13 – Injury on duty

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2003 to 31 March 2004

Nature of injury on duty	Number	Percentage of total (%)
Required basic medical attention only	8	100%
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	8	100%

14. Utilisation of Consultants

Table 14. 1: Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Review of report and drafting notices a well as charge sheets.	1	5	29,743
Forensic Technology Services.	1	2	28,500
Polygraph test.	1	1	627
Investigation concerning the appointment of a youth commission in the Western Cape.	1	3	7,546
IS/IT strategy presentation	1	1	4,446
PSA Public Service Co-ordinating Bargaining Council	2	3	2,226
Employer Contribution for 2003/04	2	2	6,000
Training for sexual harassment contact officers	4	6	19,700
Disciplinary code and procedure manual	2	9	14,307
Delegation model for Human Resource Managers	1	4	13,545
Development of course: Professional Human Resource Functionaries	1	4	13,158
Development and delivery of training courses in the Administration on Injury on duty in the public service	3	12	22,800
Development, presenting, assessing and accrediting of structured training programme for Human Resource Functionaries of the Western Cape Provincial Administration on level 3-12	7	21	120,000
Development of course: Professional Human Resource Functionaries follow-up.	1	1	2,872

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
14	28	74	285,470

Table 14.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project

Table 14.3: Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
NONE			

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
NONE			

Table 14.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
NONE			

ANNUAL REPORT ON THE PROVINCIAL BARGAINING COUNCIL: WESTERN CAPE FOR THE PERIOD 1 APRIL 2003 – 31 MARCH 2004

The Provincial Bargaining Council Western Cape (PBCWC) played a pivotal role in maintaining labour peace during the year 2003/04. Collective bargaining between parties was characterised by a commitment towards the promotion of sound labour relations between Labour and the Provincial Departments of the Western Cape. The hard work of task teams contributed towards the high level of constructive negotiations maintained at Council level.

1. Parties to the Council

The employer party consists of representatives from each of the 13 Provincial Departments of the Western Cape. Mr J Africa, Head of Housing, who acted as chairperson of the Council since 1997, resigned his position because of commitments in his Department. The Council commended him for the efficient way in which he directed the affairs of the Council. Mr D Jacobs, Chief Director: Department of Transport and Public Works had subsequently been appointed as chairperson and has since directed the affairs of the Council in a very effective and efficient manner.

The following trade unions were party to the Council during the reporting year:

- Democratic Nursing Association of South Africa (DENOSA) acting together with South African Medical Association (SAMA).
- Hospital and Personnel Trade Union of South Africa (HOSPERSA).
- National Education Health Allied Worker's Union (NEHAWU).
- National Union of Public Servants and Allied Workers (NUPSAW).
- Public Allied Worker's Union of South Africa (PAWUSA).
- Public Servant's Association (PSA).

2. Membership figures and vote weights

The admitted trade unions and their respective membership and vote weights were as follows during the reporting year.

TRADE UNION	MEMBERSHIP TOTAL	% VOTES
PAWUSA	7 982	21
NEHAWU	7 929	20
PSA	7 953	21
DENOSA	5 730	
SAMA	1 154	
TOTAL	6 884	18
HOSPERSA	4 852	12
NUPSAW	2 961	8
TOTAL	38 561	100

3. Executive Committee (EXCO)

The Council amended the Standing Rules in terms of the functioning and composition of EXCO. EXCO now consists of the Chairperson, Secretary and the two chairpersons of Labour and the Employer caucuses respectively. This resulted in a more efficient and expedient finalisation of EXCO business.

The most important role of EXCO was to finalise the agenda for the meetings of the Council. EXCO also identified issues in the agenda that needed expedited dispute resolution and applied successful interventionist strategies in all cases identified.

4. Task Teams

The Council appointed a Personnel Task Team and a Labour Relations Task Team consisting of representatives from Labour and the Employer.

- 4.1. Personnel Task Team
The task team dealt with the following issues.

- 4.1.1. Review of collective agreement 6 of 1998 (PAWC Personnel Plan).
This matter is currently on hold pending development at National level regarding the development of a procedure for the managing of ongoing restructuring.
- 4.1.2. Employee assistance Framework.
A management framework is being developed and would be finalised during 2004.
- 4.1.3. Human Resource Management policy document to include domestic ranks / flatter structure. The matter was included under the reviewed Framework on Broad Human Resource Management Guiding Principles, implemented from 1 August 2003.
- 4.1.4. Policy framework on Compensation Management.
The policy framework was finalised and implemented on 1 August 2003.
- 4.1.5. Policy guidelines and procedures regulating contract appointments.
The policy was finalised and implemented from 1 September 2003.
- 4.1.6. Policy on Remunerative Work Outside Employment in the Public Service.
The policy was finalised and implemented from 1 August 2003.
- 4.1.7. Management Framework Mentoring.
The Management Framework on Mentoring was finalised and implemented from 1 January 2004.
- 4.1.8. Review of the Recruitment and Selection Framework.
The matter is in the development phase and would be finalised during 2004.
- 4.1.9. Recruitment Retention Model.
The matter is in the development phase and would be finalised during 2004.
- 4.1.10. Management Framework on Employment Equity.
The matter is in the development phase and would be finalised during 2004.
- 4.1.11. Review of Staff Performance Management System.
The provincial resolution 2/2002 is currently under review and would be finalised during 2004. A circular was issued in which transitional arrangements were outlined. A questionnaire aimed at monitoring the implementation of the SPMS at salary levels 1-12 was developed and issued to all provincial departments.
- 4.1.12. Strategic Planning Session of the Council.
The task team prioritised issues for discussion at the Strategic Planning Session of the Council to be reported on later in the report.
- 4.2. The Labour Relations Task Team dealt with the following issues:
 - 4.2.1. Dis-establishment of Provincial Bargaining Councils.
In terms of the Labour Relations Act, 1995 as amended, the PSCBC has the power to abolish and designate bargaining councils in the Public Service. PSCBC Resolution 9 of 2003 had been concluded and makes provision for the dis-establishment of provincial and departmental bargaining councils. The resolution also provides for the establishment of a chamber for each national sectoral council at provincial level as well as the establishment of a provincial co-ordinating chamber of the PSCBC that would deal with transverse matters within a province.

The date for the establishment of the co-ordinating chamber for this province is set for 16 April 2004 and it is envisaged that the Provincial Bargaining Council Western Cape would only be dis-established once clarity is obtained from the GPSSBC on the establishment of the chamber for the GPSSBC so as to prevent the absence of a mechanism to deal with GPSSBC sector specific matters.
 - 4.2.2. Policy framework: Disciplinary Code and Procedures.
The agreement on the policy framework in which the new amendments to the PSCBC Disciplinary Code and Procedures had been incorporated, was finalised.

- 4.2.3. Improving communication lines with regard to collective bargaining issues. The PSCBC Employer caucus was requested to expedite the submission of relevant information per e-mail. The intention being to disseminate such information to all relevant parties timeously. Collective agreements / agreements of the Council are circulated to all provincial departments and trade union parties after finalisation and such agreement are also included in the bundle of discussion documents for meetings.

Information sessions on collective agreements are being done at the relevant forums after conclusion of agreements and are available on request by Departments on the trade unions. A pro forma agenda for Institutional Management and Labour Committees (IMLC's) has been adopted to provide for the sharing of relevant information.

- 4.2.4. Effective functioning of task teams.
A guideline document on the effective functioning of task teams was developed and adopted by the Council.
- 4.2.5. Effective functioning of IMLC's.
An audit on the effective functioning of IMLC's had been conducted and the recommendations for improving the functioning of IMLC's was approved by the Council. The most significant change had been the implementation of a pro forma agenda for all IMLC's to ensure that all relevant issues are being dealt with during meetings.
- 4.2.6. Review of the Organisational Rights Agreement.
The task team reviewed the Organisational Rights Agreement (ORA) and the draft document makes provisioning for the utilisation of bilateral meetings in Departments with no IMLC. It is envisaged that the new ORA would be finalised during April 2004.
- 4.2.7. Improving Consultations / Negotiations.
The task team developed a guideline document that had been implemented on 13 October 2003.
- 4.2.8. Improving discussions / bilaterals.
The task team developed a guideline document that had been implemented on 13 October 2003.
- 4.2.9. Strategic Planning sessions for the Council.
The task team identified priority items for discussion and compiled draft documents on the ORA and Standing Rules for the to be established Co-ordinating Chamber of the PSCBC in preparation for discussion at the strategic planning session, which is reported on later in this report.

5. Meetings / Workshops

- 5.1. Meetings.
A total of 12 meetings were held which include 10 general meetings, 1 Annual General Meeting and 1 Special meeting.
- 5.2. Workshops / Presentation
The Council conducted a workshop on the IT staff issue.

6. Disputes / Grievances

The council dealt with the following disputes / grievances:

- IT Contract staff.
The dispute involves the alleged failure of the Employer to honor contractual obligations in terms of the contracts of IT staff as well as the development of a new IT dispensation. The dispute had been resolved and continuous report on progress is being provided.
- Collective grievance: Oudtshoorn District Office (Social Services).
The dispute involves the unhappiness of staff at the District office regarding the manager of the District office. The staff accepted the recommendations of the Council regarding resolution of the grievance and the implementation thereof is in the process at the time of this report. Feedback is being provided on monthly basis.

- Dispute: Provincial Operating Licensing Board (POLB) (Transport and Public Works). The dispute involves the grievances of employees regarding the organisational structure and working conditions at the Goulburn Centre of the POLB. The EXCO intervened and prevented threatened industrial action by facilitating discussions with the Department and the relevant trade union. This matter had been resolved and processes had been put in place to deal with the grievances.

7. Collective agreements / Policies

The Council concluded negotiations / consultations on the following collective agreements / policies:

NO	AGREEMENT	IMPLEMENTATION DATE
WCPA 2/2003	Policy Framework on Broad Human Resource Management Guiding Principles.	1/8/03
WCPA 3/2003	Policy Framework on Compensation Management.	1/8/03
WCPA 4/2003	Policy Framework on remunerative work outside employment in the Public Service.	1/8/03
P5 /2003	Policy on the Disciplinary Code and Procedures.	13/8/03
P6 /2003	Transfer of assets and liabilities to the Co-ordinating Chamber of the PSCBC for the Province of the Western Cape.	Once the Chamber is established.
WCPA 7/2003	Policy on management of Job Evaluation.	10/9/03
WCPA 8/2003	Policy Guidelines and procedures: Regulation of contract appointments.	1/9/03
WCPA 9/2003	Guideline document on consultation / negotiation.	13/10/03
WCPA 10/2003	Guideline document on informal discussions / bilaterals.	13/10/03
WCPA 11/2003	Guideline document on establishment of task teams / committees.	13/10/03

8. Financial matters

The Council estimated the operational cost at R12 000.00 per reporting year. The parties agreed to contribute R1 000.00 per trade union and R6 000.00 by the Employer to cover such costs. The bank balance as at 31 March 2004 was R6 113.89. The Auditing of financial statements of the Council was in the process at the time of the report and it envisaged to be finalised before the dis-establishment of the Council.

9. Strategic Planning Session

The Council had a strategic planning session on 11 – 12 March 2004 at Goudini Conference Centre. The purpose was to reflect on progress made with the implementation of priority issues identified at the previous strategic planning session held during 2003 and to determine priority issues for 2004–2005. The session was facilitated by the Chairman of the Council, assisted by the chairpersons of Labour Relations- and the Personnel Task Teams.

The two task teams of the Council presented reports on progress made with priority issues identified at the previous planning session. These reports have been adopted. The Council approved the priority issues developed by the Personnel Task Team as well as the draft documents on the ORA and Standing rules for the to be established Co-ordinating Chamber of the PSCBC.

10. Closing remarks

The spirit of co-operation amongst parties to the Council during the past year emphasised the commitment of parties to the promotion of sound labour relations within the Provincial Departments of the Western Cape. The parties will soon enter a new dispensation in the collective bargaining arena with new role players that will come on board. It is trusted that the same level of commitment and co-operation will be pursued at the new bargaining structures to be established after the dis-establishment of the Council.