



Western Cape
Government

Department of the Premier

Premier's Advancement of Youth (PAY) Project

Helping our youth build their future **BETTER TOGETHER.**



Annual Performance Plan
2014/2015

Foreword

The Department of the Premier's planning for the 2014/15 financial year has been informed by the national and provincial strategic imperatives. On a national level the adoption of the National Development Plan, with its significant alignment with the provincial vision and strategic direction, infused much of what the Department set out to do in the last year, especially as it relates to building a capable state and fighting fraud and corruption. The draft Medium Term Strategic Framework (MTSF) was also assessed for alignment to the annual performance plan.

On a provincial level, the Department's work is guided by Provincial Strategic Objective 12: "Building the best-run regional government in the world." The Department identified the need for the strategic objective to be reviewed. The adoption of the One Cape 2040, a multi-stakeholder strategic roadmap for the Province, also necessitates a review of Provincial Strategic Objective 12 to ensure greater strategic coherence. Performance against strategic outcomes must also be assessed with the aim of establishing benchmarks to measure whether we have achieved our objective of becoming the best-run regional government.

The deliverables contained in this Annual Performance Plan have been selected, interrogated and revised to align them to the strategic imperatives, whilst also being specific, measurable, relevant and time-bound. It should also be kept in mind that the Department has not yet fully recovered from the austere conditions under which it implemented its 2012/13 and current annual performance plans.

STRATEGIC DECISIONS THAT INFLUENCED THE ANNUAL PERFORMANCE PLAN

The 2014/15 financial year signifies the end of the current term of government. To ensure stability, strategic goals and objectives remained mostly unchanged. In some instances, where performance measures were contested, they have been removed or amended.

Because the Department has not yet fully recovered from conditions which necessitated austerity measures, certain functions in the Department remain under-capacitated. Key projects that the Department has not yet been able to implement include:

- The establishment of a monitoring and evaluation capacity in the Department, distinct from the transversal role performed by the Chief Directorate Strategic Management Information.
- The deepening of enterprise risk management practices to the subprogramme level.

New priorities that emerged from the planning process include:

- Broadband Strategy and Implementation Plan;
- Additional ICT sites to be connected;
- Bridging finance for the transition of the FIU from outsourcing to insourcing;
- Establishing a Legal Compliance Unit;
- Automation of work to improve performance and productivity. These include the implementation of the human resource module of the Integrated Financial Management System, enterprise content management, business process optimisation and the so-called Biz suite of systems (BizProjects , BizPerformance and BizBrain).

KEY RISKS TO ACHIEVING PERFORMANCE TARGETS

The following key risks to achieving performance targets were identified:

- Underfunding of the Department remains its most pertinent risk to reaching performance targets. The capacity to move forward with the implementation of PSO12. It also places additional pressure on the services that the Corporate Services Centre offers. This may impact on the meeting of agreed service standards.
- Business process maturity of the departments within the WCG remains a challenge.

In mitigation the Department will continue with the development and implementation of a range of technological solutions. For instance, the Integrated Financial Management System/Human Resource solution will be phased in over the Medium Term Expenditure Framework period, starting with smaller, centrally located departments with stable organisational structures. Risks are also mitigated through regular engagement and agreement on departmental programs and services delivered to other departments.

I believe that the deliverables contained in the Annual Performance Plan will lead to increased opportunities for citizens living in the province to realise their full potential and lead lives they value.



.....
Helen Zille

Executive Authority of the Department of the Premier

Official sign-off

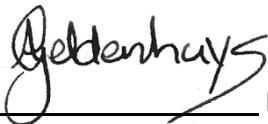
It is hereby certified that this Annual Performance Plan:

was developed by the management of the Department of the Premier under the guidance of Premier Helen Zille;

was prepared in line with the current Strategic Plan of the Department of the Premier; and

accurately reflects the performance targets which the Department will endeavour to achieve given the resources made available in the budget for the 2014/15 financial year.

Mr Drikus Basson Signature:  **Chief Financial Officer**

Mr Almo Geldenhuys Signature:  **Director: Departmental Strategy**

Adv. Brent Gerber Signature:  **Accounting Officer**

Approved by:

Helen Zille Signature:  **Premier (Executive Authority)**

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Abbreviations

AFS	Annual Financial Statements
AG	Auditor-General
APAS	Annual Performance Assessment System
APP	Annual Performance Plan
BAS	Basic Accounting System
BI	Business Intelligence
BPM	Business Process Mapping
BPT	Business Process Tables
BRICS	Brazil, Russia, India, China and South Africa
CD	Chief Director
Ce-I	Centre for e-Innovation
CFO	Chief Financial Officer
CGRO	Corporate Governance Review and Outlook
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
CSC	Corporate Services Centre
DDG	Deputy Director-General
DG	Director-General
DER	Director: Employee Relations
D: HRP&A	Director: Human Resources and Administration
DPME	Department: Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
ECM	Enterprise Content Management
EE	Employment Equity
EPM	Enterprise Project Management

ERM	Enterprise Risk Management
EXCO	Executive Committee
FIU	Forensic Investigation Unit
FOSAD	Forum of South African Directors-General
G&A	Governance and Administration
GIS	Geographic Information System
GMT	Government Motor Transport
HOD	Head of Department
HRD	Human Resource Development
ICT	Information Communication Technology
IFMS	Integrated Financial Management System
IT	Information Technology
IYM	In Year Monitoring
LAN	Local Area Network
LP	Learning Programme
MISS	Minimum Information Security Standards
MPAT	Management Performance Assessment Tool
MTEC	Medium Term Economic Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NPO	Non-Profit Organisation
ODA	Official Development Assistance
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act

PERSAL	Personnel and Salary Administration System
PCC	Presidential Co-ordinating Committee
PID	Project Initiation Document
PIP	Project Implementation Plan
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PTE	People Training and Empowerment
PTM	Provincial Transversal Management
PTMS	Provincial Transversal Management System
PSO	Provincial Strategic Objective
PWMES	Province-wide Monitoring and Evaluation System
RBM&E	Results Based Monitoring and Evaluation
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Realistic and Time bound
SOP	Standard Operating Procedure
UNDP	United Nations Development Program
WAN	Wide Area Network
WCED	Western Cape Education Department
WCG	Western Cape Government

Strategic Overview

Part A: Strategic overview

The Department of the Premier subscribes to the vision and mission of the Western Cape Government and has, as its core mandate, the realisation of the internal provincial vision and mission as described below.

1. Vision

The vision describes the aspirational future envisaged for the Western Cape Government and the Western Cape Province.

- The internal vision is to be the best-run regional government in the world.
- The external vision is to create an open opportunity society for all so that people can live lives that they value.

2. Mission

The mission describes how the vision will be realised. It captures what the Western Cape Government does in order to realise the vision:

- The internal mission is to achieve excellent outcomes with people who are fit for purpose, an appropriate policy agenda, aligned strategies and partnerships.
- The external mission is to protect and promote constitutional rights and to expand opportunities.

3. Values

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

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

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

Accountability (We take responsibility)

- We have a clear understanding of our vision, mission, strategic objectives, roles, delegations and responsibilities.
- We deliver on our outcomes and targets with quality, on budget and in time.

- We hold each other accountable as Public Servants and know we can trust each other to deliver.
- We individually take responsibility for and ownership of our work, actions and decisions.

Integrity (To be honest and do the right thing)

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

Responsiveness (To serve the needs of our citizens and employees)

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

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

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

4. Legislative and other mandates

There have been no significant changes to the Department's legislative mandates.

- Constitution of the Republic of South Africa, 1996
- Constitution of the Western Cape, 1997
- Promotion of Access to Information Act (Act 2 of 2000)
- Promotion of Administrative Justice Act (Act 3 of 2000)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- Public Finance Management Act (Act 1 of 1999)
- Preferential Procurement Policy Framework Act (Act 5 of 2000)

- Broad-Based Black Economic Empowerment Act (Act 53 of 2003)
- Division of Revenue Act (annually)
- Public Service Act, Proclamation 103 of 1994
- Pensions Fund Act (Act 24 of 1956)
- Income Tax Act (Act 58 of 1962)
- Occupational Health and Safety Act (Act 85 of 1993)
- Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993)
- Labour Relations Act (Act 66 of 1995)
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act 4 of 2000)
- Government Employees Pension Law, Proclamation 21 of 1996
- Basic Conditions of Employment Act (Act 75 of 1997)
- Employment Equity Act (Act 55 of 1998)
- Skills Development Act (Act 97 of 1998)
- Skills Development Levies Act (Act 9 of 1999)
- National Archives and Record Service of South Africa Act (Act 43 of 1996)
- Prescription Act (Act 68 of 1969)
- Protected Disclosures Act (Act 26 of 2000)
- Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)
- Financial Intelligence Centre Act (Act 38 of 2001)
- Electronic Communications Security (Pty) Ltd Act (Act 68 of 2002)
- Electronic Communications and Transactions Act (Act 25 of 2002)
- Public Audit Act (Act 25 of 2004)
- State Information Technology Agency Act (Act 88 of 1998)
- Provincial Archives and Records Service of the Western Cape Act (Act 3 of 2005)
- Western Cape Delegation of Powers Law (Law 7 of 1994)
- Western Cape Coat of Arms Act (Act 7 of 1998)
- Western Cape Provincial Commissions Act (Act 10 of 1998)
- Western Cape Provincial Honours Act (Act 9 of 1999)
- Provincial Restaurant Ordinance 23 of 1964

- Consumer Protection Act (Act 68 of 2008)
- Public Service Regulations 2001 (as amended)
- South African Qualifications Authority Act (Act 58 of 1995)
- National Qualifications Framework Act (Act 67 of 2008) (amended by Higher Education Laws Amendment Act (Act 26 of 2010))
- In addition, the Department, as an entity and in fulfilling its role within the provincial government, takes into account national policy mandates, in particular the following:
 - Medium Term Strategic Framework – 2014-2019
 - National Monitoring and Evaluation Framework – White Paper, October 2009
 - National Strategic Framework of the Department for Women, Children and People with Disabilities
 - Specific National Policy Frameworks on Gender and Women's Empowerment, Disability and Children
 - The White Paper on the Transformation of the Public Service (1995)
 - The White Paper on Public Service Training and Education (1997)
 - The White Paper on a New Employment Policy for the Public Service (1997)
 - The White Paper on Human Resources Management in the Public Service
 - The White Paper on Transforming Public Service Delivery [Batho Pele] (1997)
 - National Skills Development Strategy (I, II and III)
 - National Youth Policy (2009-2014) of the National Youth Development Agency
 - Policy Frameworks of the National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service
 - National Measurable Outcomes
 - National Development Plan (2012)
 - Policy Framework for a Government Wide Monitoring and Evaluation System (2007)
 - National Treasury Framework for Managing Programme Performance Information (2007)
 - Green Paper on National Performance Management (2009)
 - National Evaluation Framework (2011)

4.1 Constitutional mandates

The Department acts in accordance with the mandates as determined by the Constitution

of the Republic of South Africa, 1996, and the Constitution of the Western Cape, 1997, or as assigned by national legislation.

4.2 Legislative mandates

The Department complies with its constitutional and legislative mandates. Additional capacity has been created in the Department to ensure compliance with all legal responsibilities that relate to the Department's mandates.

4.3 Policy mandates

The Provincial Strategic Plan, particularly Strategic Objective 12, is the Western Cape Government's policy mandate. Another policy imperative is the National Development Plan, which was adopted by the National Cabinet during August 2012. Provincial Strategic Objective 12 shows great synergy with the notion of a capable and developmental state as put forward in the National Development Plan. The One Cape 2040 initiative will further inform the Province's strategic direction, especially as it refers to the "Leading Cape" transition.

4.4 Relevant court rulings

All judgments relevant to the operations of the Department as handed down by the Constitutional Court, the Supreme Court of Appeal, the High Court and the Labour Court are perused and implemented where appropriate. There have been no recent significant cases impacting on the business operations of the Department with a view to the future.

4.5 Planned policy initiatives

Providing strategic policy and strategy support to the Executive and enabling good corporate governance lies at the heart of the Department of the Premier's budget input for the 2014/15 financial year. Investing in these strategic priorities will benefit the entire Western Cape Government (WCG) as all these priorities have a transversal governance impact on all provincial departments.

The Western Cape Government Broadband Strategy and Implementation Plan aim at co-ordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province.

The vision is that of a Western Cape where every citizen in every town and village has access to affordable high speed broadband infrastructure and services, has the necessary skills to be able to effectively utilise this infrastructure and is actively utilising this in their day to day lives. As such it is a key enabler of the provincial strategic plan and it's supporting provincial strategic objectives. The Western Cape has adopted a three-stream approach to the implementation of Broadband. The three stream approach is intended to leverage the full capacity of all relevant departments and is intended to ensure that provincial and local government can harness the full benefits of having a robust and world class broadband infrastructure. The full implementation of two of the three streams aimed at connecting Western Cape Government (WCG) infrastructure and application development in WCG will require an increase in the organisational structure of the Centre for e-Innovation (Ce-I).

In addition, funds were also made available for additional ICT sites to be connected,

increase in the number of users, increased licencing fees (due to increased user base and exchange rate fluctuations), infrastructure and end user equipment.

The Department took a strategic decision two years ago to outsource its forensic investigative function while it restructured the component to deliver the function internally. Bridging funding has been made available to ensure service delivery continuity during the 2014/15 financial year while the new structure is being filled with suitably qualified and skilled professional staff thereby strengthening the provincial capability in this regard.

The Department established a Legal Compliance Unit which will make a significant contribution towards ensuring that the WCG makes decisions that are well thought through and sound in law. It will contribute to a stable governance environment where the rule of law and the principle of good governance are seen to be embedded. The allocated budget will go towards appointing suitably qualified and skilled professional staff to perform this function.

The automation of work is a key factor in improving performance and productivity. To this end a significant amount has been earmarked for the further development of a range of systems that will have a transversal impact on the Western Cape Government. These are, amongst others, the implementation of the human resource module of the Integrated Financial Management System, enterprise content management, business process optimization and the so-called Biz suite of systems (BizBrain, BizPerformance, BizProjects).

Funding was also provided for the strengthening of professional staff in the following units:

- Strengthening of the supply chain management establishment is critical from a risk perspective.
- An accounting clerk is required to assist with the leases and the administering of the telephone account that has been transferred from Department of Transport and Public Works to Centre for e-Innovation.
- The Provincial Strategic Plan (PSP) and the management of the roll-out of the PSP via the Provincial Transversal Management System is an important transversal contribution to the Department's positive score for strategic management in the Management of Performance Assessment Tool. There is uncertainty about what the strategic direction of the new Cabinet will be. The policy unit must cover the full design of a new 5-year Provincial Strategic Plan that is aligned to all long-term visions and plans (One Cape 2040 and National Development Plan) and to spatial plans (Provincial Spatial Development Framework, Growth Potential of Towns Study) and existing strategies of the Western Cape Government.
- The Strategic Management Information function contributes to improved decision-making and performance as trustworthy data serves to show progress towards results. In other departments this work is conducted by consultants at great cost. This function also provides data in a spatial context which contributes to making strategic and budget decisions in a spatial context.
- The Department adopted a strategy which will establish an Overseas Development Assistance capacity in the Province to leverage assistance from the international donor communities for programmes that will contribute directly to improved outcomes of government. Programmes and projects will be targeted in specific communities.
- Strengthening of professional staff in People Training and Empowerment was required

to address various aspects of skills development required to achieve the capable state. This also impacts on international, national and provincial partnerships involved in this programme, especially Further Educational and Training institutions and universities.

5. Update of situational analysis

5.1 Performance environment

A range of issues impacts on the Department's performance environment.

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

Herein also lies the potential of the Department to add value for the rest of the Western Cape Government. At programme level the Department needs to undertake a determination of its current value-add and also identify areas that may not yet been fully covered.

Whilst the Department provides guidance to the rest of the Province on both a policy and a transactional level it is quite often also dependent on the cooperation of a range of stakeholders in reaching departmental outcomes. The Department is experiencing a steady increase in the demands for its services, most notably in the areas of policy interventions and corporate services. In the area of people management, employees in CSC service departments increased between 2011 and 2013 by 19.5%, while budget increased by 12.44% from 2011/12 to 2012/13 and -0.77% from 2012/13 to 2013/14 (spending R300 LESS per client/official).

The results presented through the Management Performance Assessment Tool (MPAT) process provides a good measure of performance based on the Department's strategic governance support since MPAT is firstly implemented provincially through the Department and MPAT also measures a range of management practices in all departments where the Department of the Premier plays a leading support role or provides the actual service measured. According to the final moderated results of the 2012/13 MPAT cycle as presented to National Cabinet, the Western Cape is the best performing province.

In terms of KPA 1: Strategic Management, the Western Cape recorded the highest percentage of standards (77%) across all departments provincially and nationally that had a rating of 4 (doing things smartly) for this KPA with 95% of all standards rated as fully compliant.

- The Western Cape had the highest percentage (35%) of standards on a level 4 (doing things smartly) for KPA 2: Governance and Accountability with 70% of standards rated as fully compliant.
- The Western Cape had the highest percentage (22%) of standards with final moderated scores at level 4 (doing things smartly) for KPA 3: Human Resource and

Systems Management with 55% of all standards rated as fully compliant.

- The Western Cape had the highest percentage (81%) of standards across all departments that were assessed as fully compliant with 21% rated at level 4 (doing things smartly) for KPA 4: Financial Management.

Strategically, the execution of the Department's mandate is informed by national and provincial strategic imperatives. On a national level the adoption of the National Development Plan holds particular relevance for the Western Cape as a strategic pointer going forward. Due to its significant alignment with the provincial vision and strategic direction it infused much of what the Department set out to do in the last year of the current planning cycle.

The key provincial budget objectives for 2014 are promoting economic growth; increasing employment and decreasing unemployment; reducing poverty, crime and other social ills (such as those related to violence and road trauma and substance abuse); and improving the quality of education and health. Critical success factors underpinning these objectives are: good governance; robust partnerships; effective integration; institutionalised spatial targeting; active citizens and a capable state.

National Outcome 12: "An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship" is in part measured through the FOSAD indicators. The Western Cape has reached the targets set in 13 of the 15 indicators which are the responsibility of the Province.

On a provincial level, the Department's work is guided strategically by Provincial Strategic Objective 12, "Building the best-run regional government in the world." The Department, as custodian of this provincial strategic objective, identified the need for the strategic objective to be internally reviewed. The adoption of the One Cape 2040, a multi-stakeholder strategic roadmap for the Province towards an ideal future in 2040, further necessitates a review of Provincial Strategic Objective 12. Such a review must also achieve greater strategic coherence at the level of strategy making in the Province, a key mandate of this Department. Performance against strategic outcomes must be assessed. It must also provide an evaluation of whether we are on track with delivery at the output level. The internal review will serve as preparation for an external review which will establish benchmarks for a provincial governance framework. The review should determine whether PSO12 fundamentally enables the rest of the Western Cape Government to become the best-run.

The Department further identified the need for greater policy coherence at a provincial level. The Provincial Transversal Management System, the implementation mechanism for provincial policy and strategy, should also take on a role of guardian of the provincial set of policies and monitor deviance from the policies. Ways should also be found to enrich the provincial policy discourse by infusing it with sectoral policy dialogues. It follows that greater policy coherence will enable an improved ability to focus the provincial budget to areas of highest priority.

During 2012/13 the Department achieved 80% (74 out of 93) of its targets. This shows improvement from the 2011/12 financial year when the Department achieved 68% of its targets.

The **Branch Executive Support** will continue to strive to embed value-add supply chain

management practices in the Department as proposed in the National Development Plan. Its support to the Premier, the Director-General, the provincial Cabinet and related executive decision-making bodies will continue to enable the Executive to govern the Province. A deputy information officer function as provided for in the Promotion of Access to Information Act also resides in this branch. The main stakeholders of this branch include the Cabinet, provincial heads of department and the management of the Department of the Premier. External stakeholders include various oversight bodies and national and local government departments and forums. The successful rendering of mandated functions is dependent on several provincial counterparts, such as the Provincial Treasury and the Departments of Transport and Public Works and Community Safety.

A memorandum of understanding exists between this department and the Department of Community Safety which guides professional support in the implementation of security services.

The **Branch Strategic Programmes** will continue to support the Western Cape Government with policy development interventions and strategies, management of strategic transversal and intergovernmental interventions, incoming and outgoing delegations to maximise the growth of tourism, trade and investment opportunities, the promotion of human rights and strategic engagement around priority programmes, as well as strategic communication.

Critical stakeholders of this branch are the Premier and Cabinet, the Director-General and Heads of Department, academic institutions, diplomatic core, non-governmental organisations, national and local spheres of government, etc.

An agreement between the Western Cape Government and the Centres of Higher Education Consortium is managed by this branch. The branch also manages all the international agreements entered into between the Western Cape Government and other regions.

The Branch coordinates a range of transversal programmes of strategic importance to the WCG. The **Chief Directorate: International and Priority Programmes** will continue to strengthen the destination's value proposition by giving effect to the Integrated Events Strategy and highlighting the importance of innovation and design through support of the World Design Capital 2014, ensuring socio-economic benefit beyond that year and across the Province. In terms of the International Relations Strategy the BRICS countries and the rest of Africa will become new focus areas, without neglecting traditional partners. The Branch will also continue to coordinate WCG priority programmes where strong social outcomes are sought. Examples include the redevelopment of District Six, the monitoring and implementation of the Hangberg Peace Accord and Court Order, as well as programmes to prevent violence through urban upgrade.

The contribution of the **Chief Directorate: Policy and Strategy** to an improvement in transversal governance is found in the successful facilitating of the policy and strategy focus and alignment across WCG departments. The Chief Directorate will continue to support the Western Cape Government with the development of priority policies and strategies to address critical socio-economic challenges in the Province, including the International Relations Strategy, the Youth Development Strategy, the Human Rights Strategy, the Food Security Strategy, the Violence Prevention Policy and the Human Settlements Strategy. It also

manages the implementation of high-level policies and strategies through the Provincial Transversal Management System resulting in the alignment of policy planning and budgeting. This system currently consists of three sector committees, eleven steering groups and forty working groups. The system has brought policy integration, alignment and implementation across all provincial departments and with National Government. The Chief Directorate is also responsible for identifying whole-of-society initiatives that will support the realisation of the outcomes of the Provincial Strategic Plan, One Cape 2040, and the National Development Plan.

The branch will also continue to report on the coordination of external communication and ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.

The **Chief Directorate: Strategic Management Information** monitors and measures provincial performance through programme and project performance, performance M&E- and results-based M&E, as well as spatial information.

In terms of the generation of Strategic Management Information, relevant methodologies in the performance M&E area have been reviewed and co-ordinated in the WCG. A guideline 'promoting the use and sharing of administrative data' reflects the combined efforts of the Data Governance Reference Group, established for Provincial Strategic Objective (PSO) 12, under the outcome theme: Management for Results. This work creates a vision for improved data sharing and data quality.

In line with the PSOs, the monitoring of transversal projects is to be done through an Enterprise Project Management System using a reviewed programme and project management methodology to deliver project performance data to the Executive. Indicator measurements using the Results-based Monitoring and Evaluation (RBM&E) approach continue to produce time series data for key indicators and relevant policy thematic areas. Spatial Information using various spatial techniques is producing mapping that informs spatial planning and spatial analysis on key policy related areas.

In line with the performance M&E requirements, the Chief Directorate Strategic Management Information also produces key governance indicators within the context of Institutional Monitoring such as the Management Performance Assessment Tool (MPAT), Forum of South African Directors General (FOSAD) commitments and Front-line Service Delivery (FSDM). This is indicative of the Department's transversal impact in that it coordinated the provincial response to these national focus areas and institutionalised them as an integral part of tracking provincial performance against governance indicators. An approved Provincial Evaluation Plan set the context for evaluations to be implemented over the next three years.

The **People Management (Human Capital) Branch** delivers its core function of people management through organisational development, people management practises and people training and empowerment. The main stakeholders of this branch are Heads of Department and employees of the Western Cape Government, National Department of Public Service and Administration, Public Service Commission, institutions of higher learning, further education and training institutions and PALAMA.

The role of the **Chief Directorate: Organisation Development** is to enable improvements in organisational effectiveness. As a strong, positive, values-driven culture is a key determinant

of any successful organisation, various change navigation and leadership development interventions were implemented within the WCG which resulted in an improvement of the entropy levels within the WCG. The entropy level in this department was reduced by 8% since the previous measurement in 2011 (entropy refers to wasted energy resulting from activities not aligned to organisational goal achievement). The Business Process Optimisation (BPO) project was initiated with a focus on improving the efficiency of the WCG in delivering services to the citizens. Great strides have been made in ensuring that departmental organisational designs are mandate and strategy aligned. The focus will now be shifting from organisational to job design as an effort to improve the productivity of each individual employee. This branch also has an agreement in place with a service provider for the provision of a transversal employee health and wellness service.

The **Chief Directorate: People Training and Empowerment (PTE)** (Provincial Training Institute) ensures human resource development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. The Chief Directorate also conducts training impact assessments on selected learning programmes, and provides feedback to departments as well as facilitating and coordinating learnerships, the placement of students for internships, and facilitating the process for awarding bursaries.

The **Chief Directorate People Management Practices** (Human Resources Management) continues to align its work to strategic People Management in the Province. Good progress is being made with standardising human resource (HR) practises across the Province in addition to ensuring a high level of compliance with regard to public service prescripts. Progress is also being made with the project of converting all HR files to electronic format and the introduction of the Integrated Financial Management System (IFMS) HCM module in the province. The latter is part of the process that will see line managers being provided with real time HR metrics that will assist in the management of their people. In addition it allows employees to access and update certain employment information themselves. The WCG has a Memorandum of Understanding (MOU) with the Department of Public Service and Administration (DPSA) as custodians of the Human Capital Modules on IFMS and it has a business agreement with SITA as the implementing agent of IFMS.

The **Centre for e-Innovation** has made steady progress in respect of the IT Services Modernisation initiative which is evidenced by an improved IT Governance Maturity rating, improved service levels and improved user perceptions of the services provided by the Ce-I.

The introduction of the ICT Mini MTEC has significantly enhanced the ability of the Ce-I to maintain and improve its service standards as it allows for joint planning with Departments. It has also allowed the Province to conclude and resource the Provincial ICT Delivery Plan (which includes key transversal initiatives which will receive priority attention over the MTEF).

Ce-I's service delivery requirements are primarily determined by the number of users connected to the WCG network, the number of sites on the WCG network and the number of applications in the development or maintenance phases.

Significant growth has been experienced in all of these areas over the last three years which impacted on Ce-I's capacity to render quality services to its clients.

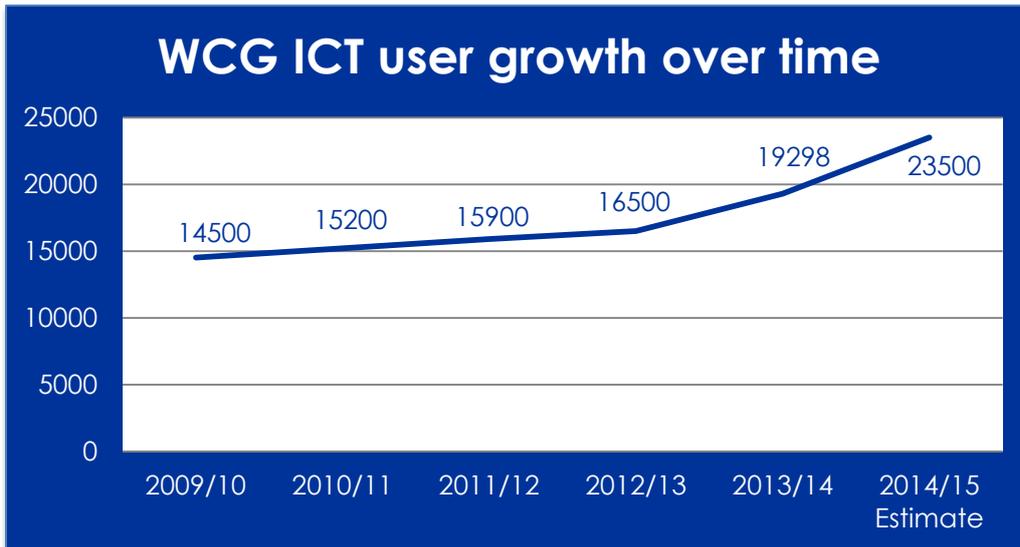


Figure 1: WCG ICT user growth over time

Innovative use of ICTs to improve service delivery by the private sector has led to citizens requiring the same level of service delivery improvement from government. The demand for ICT services is therefore growing daily due to the increasing awareness of the potential benefits of ICTs. As a direct consequence there is an increased demand for process automation in our work place.

Apart from these internal pressures and priorities there are also continuous and rapid external changes in technology, legislation and the economy that challenge the Ce-I's ability to mature as an ICT organisation. In the face of these challenges the Ce-I is committed to provide efficient, reliable and professional ICT services to the WCG through the configuration and continuous development of our people, processes and technologies. However, the increasing demands for ICT services and products together with the growth of the number of sites, users and devices have placed significant pressures on the Ce-I's financial, human and technological resources.

As a direct consequence of these pressures the Ce-I has implemented a process in the 2013/14 financial year whereby departments were required to pay for any new users and sites added to the WCG corporate network. While this process was implemented successfully, questions were raised by departments around issues such as pricing (tariffs), costing and the chargeback model.

The Ce-I has therefore, in collaboration with the Provincial Treasury, developed an ICT tariff policy that provides disclosure and visibility to client departments of the Ce-I's major cost elements, the calculation methodology of the proposed tariffs (pricing structure) and guidelines for the proposed chargeback process.



Figure 2: Number of WCG corporate sites

In total the WCG currently has 338 business applications in its portfolio. To address the fragmented application delivery landscape, the WCG has embarked upon an Application Portfolio Management (APM) process. APM is a framework for managing enterprise IT software applications and software-based services. The goals and benefits of the APM project are to:

- Facilitate improved Ce-I support capability;
- Assist in application life-cycle decisions;
- Foster an interdependent relationship with the ICT planning process;
- Provide long term direction and context for all software & processes, software standards, etc.;
- Consolidate the ICT portfolio by identifying areas of functional duplication;
- Enable greater manageability over the portfolio;
- Lower IT costs through standardisation and rationalisation;
- Embed transparency in current portfolio and resource consumption.

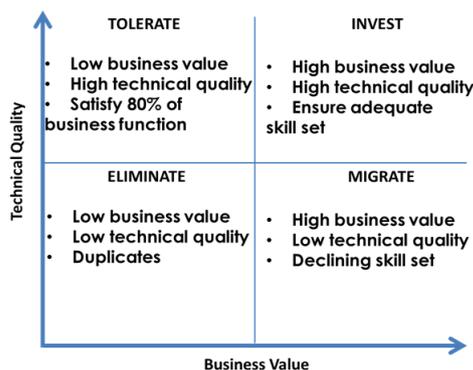


Figure 3: Application Portfolio Management

The APM process will ultimately result in a road-map for the application portfolio. The output includes a quadrant view which will indicate which applications the WCG should *Invest in, Migrate, Tolerate or Eliminate*.

A funding arrangement with departments has been agreed which will ensure that the Ce-I resource allocation is adjusted appropriately to maintain its level of service notwithstanding the changes to the service delivery environment.

Given the importance that the WCG has placed on ICTs as an enabler to achieve its key outcomes, it has become critical that departments communicate their ICT requirements to the CSC to ensure that adequate capacity planning takes place. Departmental Strategic ICT plans as well as the associated departmental ICT implementation plans will be central to achieving an aggregate view of ICT requirements.

The State Information Technology Agency (SITA) is a key stakeholder for the Ce-I and it should be noted that the relationship between the WCG and SITA is regulated by means of a Business Agreement and associated Service Level Agreements.

The **Branch Corporate Assurance** similarly made progress in respect of the various strategic initiatives. An Enterprise Risk Management Maturity model based on ISO31000 directed the risk maturity assessments of departments and 11 departments were assessed to be on level 2 (or basic compliance). This forms the foundation for further maturing and embedding risk management in the organisation.

Internal Audit planning for the 2013/14 financial year was based on the principles of a Combined Assurance Framework, taking account of the key assurance providers and the work each performs. Despite this internal audit services in the Information Technology and Governance domain could not be rendered due to a lack of resources. The establishment of an internal audit team that would focus on Information Technology and Governance is anticipated during the 2014/15 financial year.

The process of re-establishing the Forensic Investigation Unit has commenced. This environment has stabilised significantly and the impact of internalising the service is not anticipated to be disruptive to service delivery.

In the Chief Directorate Legal Services the control post for the Legal Compliance Unit was filled and pro-active legal compliance-related services provided in order to promote legally compliant decision-making.

The transversal communication needs for the Western Cape Government informed the activities of the Directorate Corporate Communications. This Directorate empowers communication teams in the delivery of the brand strategy while playing an oversight and support role.

The key stakeholders of the branch are mostly the departments within the Western Cape Government as well as the six audit committees appointed in an oversight capacity in terms of the PFMA.

The key contract agreements within the branch are with Deloitte for the outsourced rendering of forensic investigative services (which terminates on 30 November 2014) as well as Young and Rubicam (Pty) Ltd and Drafft FCB (Pty) Ltd for communication services.

5.2 Organisational environment

The programme and subprogramme structure of the Department of the Premier deviates from the approved programme and subprogramme structure as communicated by the National and/or Provincial Treasury. The reason for this can be found in the existence of the Corporate Services Centre, bringing efficiencies which render transversal corporate services to the whole Western Cape Government. This frees resources in departments to enable improved service delivery. The structure was approved by the Premier and the Department of Public Service and Administration.

The Department's structure provides for the following four points of reporting to the Director-General:

- **Branch Executive Support** – provides secretariat, administrative and management support to the Premier, Provincial Cabinet and the Director-General in fulfilling their statutory powers, duties and functions.
- **Branch Strategic Programmes** – deals with the development of policies and strategies to achieve provincial strategic objectives, supports their integrated implementation, leads international relations, enables intergovernmental relations, and manages priority programmes, as well as strategic communication, and develops policies and strategies to achieve provincial strategic objectives.
- **Chief Directorate: Strategic Management Information** – measures and monitors the provincial performance through a set of key outcome and governance indicators, through project performance data and generating spatial information based on methodologies and standards, and through a province-wide monitoring and evaluation system.
- **Corporate Services Centre** – delivers a number of approved corporate services to the various line function departments in the Province. The bulk of the Department's resources reside under this Centre. The Centre also provides its external transversal services internally to the Department of the Premier.

The current structure was approved with effect from 1 October 2012 following an organisational design refinement intervention. A further refinement occurred during 2013 in line with the provincial people management strategy. The structure of the Department of the Premier is indicated in Annexure A.

Provincial Strategic Objective 12: "Building the best run regional government in the world" seeks to ensure that the WCG and its people are all able to deliver on the other 11 strategic objectives. The WCG People Management Strategy forms one of the key cornerstones of Objective 12. As such, the core focus of the People Management Strategy presented to the Provincial Top Management is "service excellence with people". At the heart of the strategy is the vision of "leading with people who are proud to serve, and serve proudly together". From a management perspective, the vision in practice thus requires a shift away from current "control-based human resource management and administration" to future "commitment-based people management". People managers must, therefore, assume responsibility for managing employee expectations vis-à-vis management objectives, and reconciling both to ensure employee fulfillment and the realisation of organisational performance objectives.

The review of the Branch Human Capital's structure was thus foremost aimed at the strategic alignment of its structure to the People Management Strategy (hence also the corresponding change of the Branch's name). Furthermore, good practice also requires the review of structures after relatively large-scale organisation redesign interventions, as has happened with the corporatisation of the people management function within the Branch in 2010.

Some of the key shifts that were approved include the following, namely the people development function shifted from Performance Management and Development to People Empowerment; the latter functions were redefined to ensure the rendering of comprehensive skills development facilitation, internship, learnership and bursary services to client departments; the previous Directorate Human Resource Practices and Administration was split into two Directorates, namely Service Benefits, and Recruitment and Selection; and the performance management function moved from Performance Management Development to Service Benefits. The Branch's operational level capacity was also strengthened within the confines of its MTEF budget allocation, with the recruitment and selection function, among others, benefitting from the provision of more appropriate graded posts¹.

Micro structure changes are required to remedy existing capacity constraints in the Department, but, given the constrained financial outlook, cannot be addressed in the short term. A strategic assessment of the department's structure highlighted the need to make human resource provisioning for Overseas Development Assistance, the establishment of a dedicated monitoring and evaluation capacity directed internally in the Department and distinct from the transversal monitoring and evaluation function of the Department and strengthening of the structures for enterprise risk management structure, internal audit and records management. The ability of the Legal Compliance Unit to fulfil its mandate will be dependent on the funding of all the vacancies in that unit. The organisational structure of Programme 4, Ce-I, also requires augmentation to deliver on the provincial broadband strategy.

The Western Cape Government Broadband Strategy and Implementation Plan will have a significant impact on the Department of the Premier. The Strategy and Plan aim at co-ordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province.

The vision is that of a Western Cape where every citizen in every town and village has access to affordable high speed broadband infrastructure and services, has the necessary skills to be able to effectively utilise this infrastructure and is actively utilising this in their day to day lives.

¹ The consequential changes due to the name changes in the Branch: Human Capital still need to be effected in the budget tables.

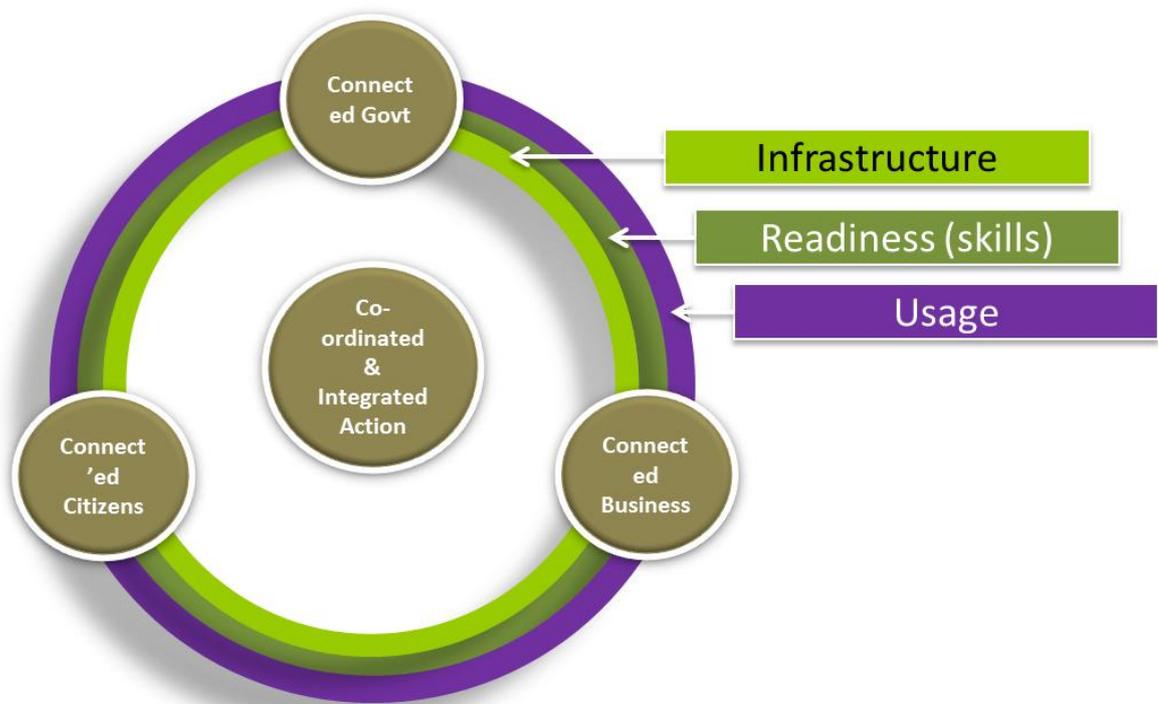


Figure 4: Western Cape Government broadband strategy

The objectives of the Western Cape Broadband strategy and plan include:

- Driving cost efficiency – thereby ensuring that scarce financial resources are utilised for maximum benefit.
- Increasing the effectiveness of government and improving Government Service Delivery to citizens and business.
- Providing a catalyst for Economic and Social Development

An important point to note is that Broadband is a key enabler of the provincial strategy and is linked to the Provincial Strategic Objectives.

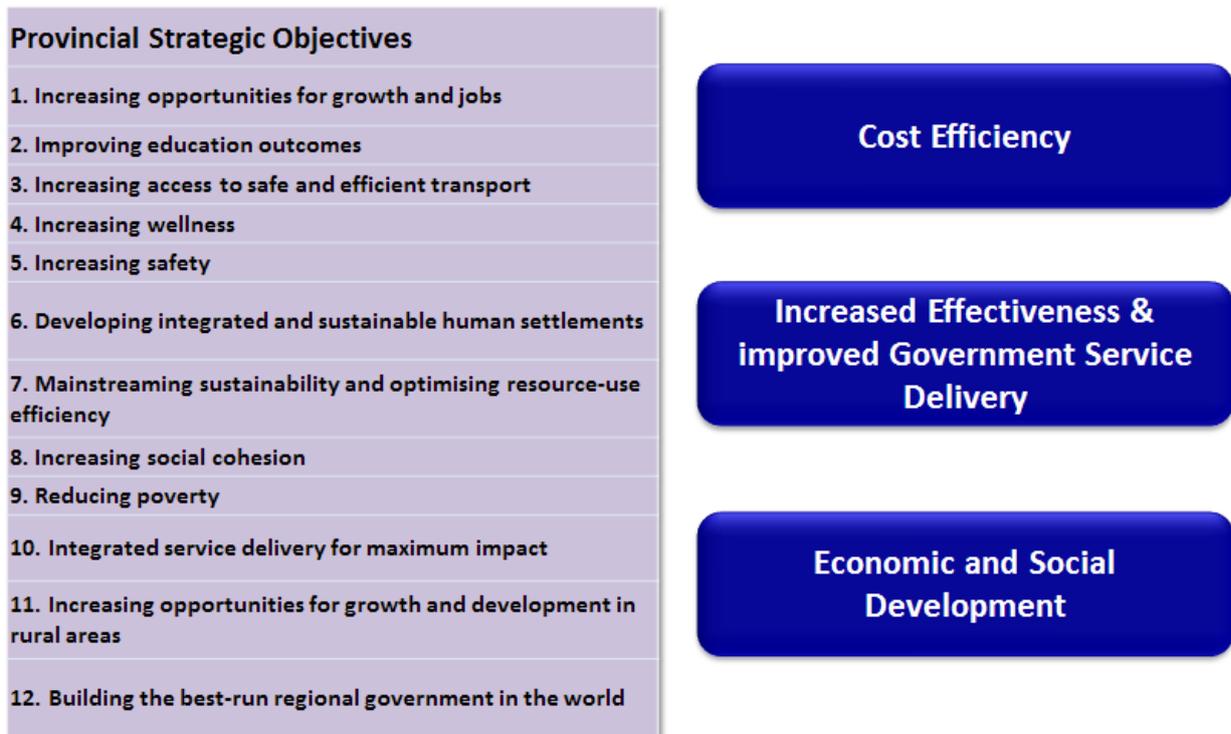


Figure 5: Broadband as enabler of Provincial Strategic Objectives

*Please note that even though there are twelve objectives listed above, Objectives 8 and 9 were merged.

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

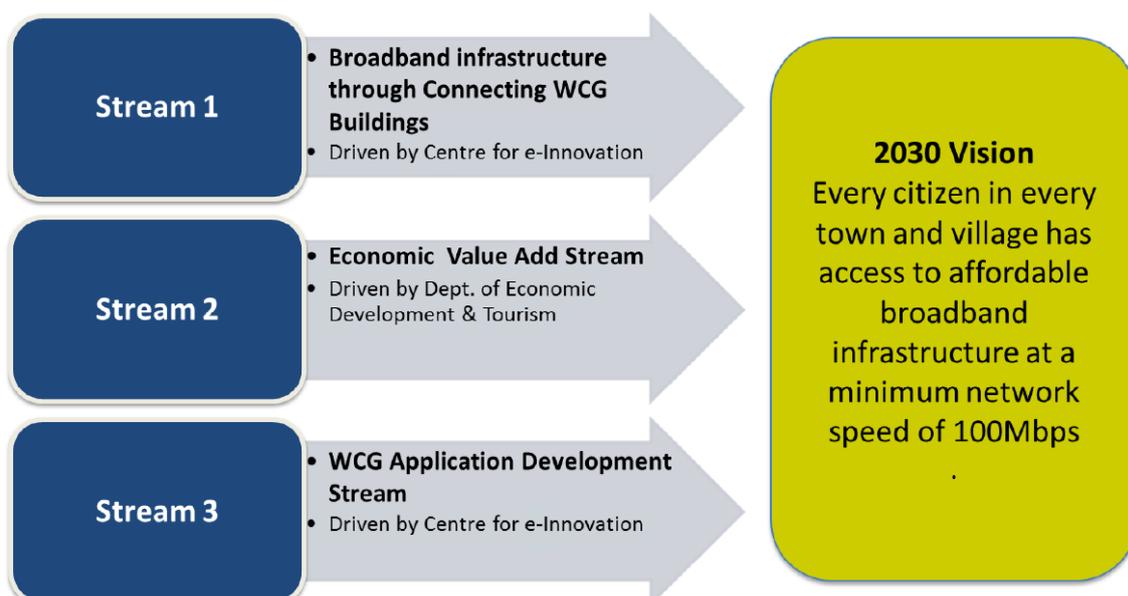


Figure 6: Three-stream approach to broadband implementation

Stream 1 is responsible for driving Broadband infrastructure provision to the WCG, and is driven by the Department of the Premier. This will ensure that a scalable high bandwidth network connects all provincial government buildings (including schools) through a long-term contract, and that this infrastructure can be leveraged to support the socio-economic goals of the WCG.

Stream 2 is responsible for ensuring that the Economic/Value Added Stream (VAS) goals of the WCG continue to take place, and is driven by DEDAT.

Stream 3 is an application development stream, driven by the Department of the Premier or the relevant line-function department. This stream includes supportive systems, processes and other applications to run on the above-mentioned broadband infrastructure in order to maximise utilisation and thereby improve the efficiency and effectiveness of the provincial government. In order for the Department of the Premier to adequately fulfil its transversal and governance roles, it requires sufficient professional staff with appropriate expertise to support the Executive and the provincial government.

The Department submitted the U-Amp to the Department of Transport and Public Works outlining the department's office accommodation requirements. This included current accommodation in provincially owned buildings as well as in rented space. Most of the offices are located in the Cape Town Central Business District (CBD), except for the Provincial Training Institute that is situated at Kromme Rhee, Stellenbosch. There are no regional offices of the Department and accommodation outside of the CBD is mainly utilised by the Centre for e-Innovation.

The organisational structure provides for the following posts in the Department of the Premier to give effect to the mandate of the Department.

Table 1: Employment and vacancies by programme, 31 July 2013

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate %
Programme 1	156	124	20.5%
Programme 2	70	62	11.4%
Programme 3	356	340	4.5%
Programme 4	403	367	8.9%
Programme 5	151	129	14.6%
Total	1136	1022	10.0%

Table 2: Employment and vacancies by salary bands, 31 July 2013

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate %
Lower skilled (1-2)	26	25	3.8%
Skilled(3-5)	160	155	3.1%
Highly skilled production (6-8)	234	195	16.7%
Highly skilled supervision (9-12)	656	580	11.6%
Senior management (13-16)	60	59	1.7%
Senior Management (Levels 13 – 16) Staff in excess after Modernization	0	6	N/A
Special Advisors	0	2	N/A
Total	1136	1022	10.0%

With reference to Tables 1 and 2, the Department had a vacancy rate of 10% as at 31 July 2013. Although the vacancy rate has improved, the filling of vacant posts with the requisite skills, competencies and experience is an on-going challenge. The attraction as well as the retention of critical skills has been raised as a strategic priority for most of the Department's business units. This was taken up in the Adjusted Human Resource Plan of the Department as at 1 April 2013 and has been closely monitored for improvement over the medium term.

Despite austerity measures during the previous financial year that, amongst others, limited the filling of posts, the Department has been able to deliver on its mandate. The refinement of the organisational structure as well as the advertising of vacant posts during the third quarter of the previous financial year has been aimed at the reduction of the number of contract employments and the vacancy rate.

5.3 Description of the strategic planning process

The Department of the Premier's planning process commenced during July 2013 with the issuing of a circular outlining the strategic imperatives that need to inform the development of the 2014/15 annual performance plan as well as the process that will be followed with time frames attached.

An Annual Performance Plan Task Team was established whose terms of reference include:

- assess whether the proposed indicators are credible beyond reproach;
- analyse and take note of lessons learnt during the 2012/13 audit process and incorporate these learnings into the departmental planning sessions;
- review the 2013/14 indicators to ensure their usefulness and reliability before being used in the 2014/15 annual performance plan;
- advise on programme performance indicator development (guided by National Treasury's Performance Information Handbook and the Framework for Managing Programme Performance Information);
- ensure that 2014/15 indicators are aligned to the Provincial Strategic Plan, strategic outcome goals and objectives, PSO12 and the National Development Plan;
- review first draft annual performance plan before and after the departmental planning session; and
- assist with the final editing of the draft annual performance plan before submission.

The Task Team consisted of a representative from each of the five departmental programmes, a representative from the Directorate Enterprise Risk Management and an independent monitoring and evaluation expert from the Department of Transport and Public Works.

During July 2013 the Task Team reviewed the 2013/14 indicators and submitted written feedback to programme managers to assist them with planning for the 2014/15 financial year. During the same period, the Directorate Departmental Strategy conducted sessions with programme and subprogramme managers either at their management or strategic planning sessions with a view to bring about improvements to the 2014/15 annual performance plan. At these sessions feedback was given on the audit outcomes on predetermined objectives and a proposed data management plan was discussed. The

sessions also highlighted pertinent aspects of monitoring and reported progress on performance against predetermined objectives.

The preparatory work culminated in a departmental planning session which was held on 15 and 16 August 2013 where the Head of Department, Superintendent-General, programme and subprogramme managers as well as key directors and middle managers deliberated the deliverables for the 2014/15 annual performance plan. The Annual Performance Plan Task Team was also in attendance. The programme provided for the assessment of alignment between the Department's draft annual performance plan with the National Development Plan, MTSF (especially as it relates to national outcome 12), the One Cape 2040 strategy and the provincial Cabinet strategic session assessment results of PSO12.

At the session an interactive environmental scan was done which served to identify strengths and weaknesses. Particular attention was paid to the Department's performance against MPAT, financial governance, predetermined objectives, FOSAD indicators, PSO12, audit results and other performance-related imperatives.

An assessment was also done of the Department's overall performance against strategic objectives over the past three years. The results of these assessments found their way into further iterations of the departmental annual performance plan.

The performance measures were interrogated per subprogramme and programme managers were requested to make improvements where possible.

The planning session further identified the potential MTEC policy proposals that will ensure a credible budget in support of the Department's strategic direction.

The management of the Department preferred to ensure delivery stability in the last year of the current term of government and, therefore, opted to keep strategic goals and objectives largely unchanged. Changes were made to strategic objectives to make them less ambiguous and more specific without detracting from their strategic intent and are attached as Annexure B. This will have a positive impact on the Department's ability to provide a credible review of its Strategic Plan at the end of the current term.

Following the submission of the first draft during August 2013, the Strategic Planning Task Team conducted a further assessment to ensure that proposed indicators conform to the relevant guidelines and that Annexure C adequately describes the indicators. It should be noted that given the constitutional mandate of this department twelve out of forty-six indicators are demand driven, making it difficult to accurately estimate performance in advance. For these indicators percentage targets were set. Special care was taken to ensure that numerators and denominators for these percentage based indicators were described in Annexure C. Although the targets for these indicators are therefore not numerically based in the Annual Performance Plan, the numbers will be reported in the quarterly performance reports.

The Department participated in the MTEC process, where it detailed the value-add and transversal impact of the Department, the efficiencies brought by the various components, and the alignment of the Annual Performance Plan with the strategic imperatives. The Department also put forward a number of budget options as articulated by the Executive, oversight bodies and Department-specific deliverables, which will enable a state capable of

delivering on its mandates.

The strategic approach followed with the development of the annual performance plan provided programme managers with the opportunity to take responsibility and be accountable for the planning and budgeting of their components' delivery against the predetermined objectives.

6. Strategic outcome oriented goals of the institution

The strategic goals of the Department were aligned to PSO12 and, where they are aligned with PSOs, the National Development Plan. The strategic goals contribute directly to the PSO12 outcomes of good governance and value-add to citizens. The goal, executive governance support service, provides the mechanism that enables the Executive to govern the Province. The goal of provincial strategic management supports strategic planning and decision-making by the Executive. The goal of efficient and professional corporate services ensures good governance and optimised service delivery to the people of the Province. The goals of the Department remained unchanged for the 2014/15 financial year.

Table 3: Strategic Outcome Oriented Goals

Strategic Outcome Oriented Goal 1	Render executive governance support.
Goal statement	To render relevant and timeous executive governance support services to the Executive and Director-General of the Western Cape Government.
Strategic Outcome Oriented Goal 2	Provide professional support in respect of strategic and stakeholder management.
Goal statement	To support the Premier and Cabinet professionally in order to exercise effectively their executive authority in respect of provincial strategic and stakeholder management.
Strategic Outcome Oriented Goal 3	To render effective, efficient and professional corporate services.
Goal statement	To achieve effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

Strategic Objectives

Part B: Strategic objectives

This section covers the strategic objectives identified for achieving the set goals per budget programme. Performance targets are indicated for the upcoming budget year and over the MTEF for each strategic objective. Performance indicators that will facilitate the assessment of the overall performance of each programme are described, including issues of efficiency, effectiveness, equity and value for money in relation to the use of resources. It should be noted that not all operational indicators appear in the Annual Performance Plan but they have been included in the business plans of the responsible units.

The strategic objectives were reworked in order to formulate them more as output statements and to improve their alignment to the SMART principles (Specific, Measurable, Achievable, Realistic and Time bound) without changing the essence of the objectives. The alignment of strategic objectives with the strategic goals of the Department is indicated in Table 4.

Table 4: Strategic goals and objectives of the Department of the Premier

STRATEGIC GOAL	STRATEGIC OBJECTIVES
1. To render relevant and timeous executive governance support services to the Executive and Director-General of the Western Cape Government.	To provide Cabinet secretariat and protocol services in support of all meetings requested by the Provincial Cabinet, top management of the Western Cape Government and the departmental executive committee.
	To provide departmental strategic management services by facilitating the development of strategic plans (including annual performance plans) and compliance monitoring of programme performance.
	To ensure strategic leadership and good corporate governance in the Department as reflected by the audit opinion obtained in respect of the previous financial year.
	To improve departmental financial management and administrative support services through the annual implementation of a corporate governance review and outlook action plan.
2. Support the Premier and Cabinet professionally in	To support the Executive strategically in the development and implementation of high-level

order to exercise effectively their executive authority in respect of provincial strategic and stakeholder management.	provincial policies and strategies.
	To lead the development of results-based monitoring and evaluation for the provisioning of relevant and accurate data and information within the province-wide Monitoring and Evaluation System.
	To report on the coordination of external communication and public participation in order to ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.
	To report on the facilitation of strategic linkages and engagements which impact on the socio-economic growth and sustainable development of the Western Cape.
3. To achieve effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.	To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.
	To optimise service delivery in the Western Cape Government through the coordinated implementation of innovative information and communication technologies.
	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.
	To provide legal support encompassing legislative drafting, litigation support, and legal compliance and advisory services, ensuring Western Cape Government decision-making that is sound in law.
	To ensure consistent application of Western Cape Government communication strategy messaging and corporate identity branding through the rendering of corporate communication services.

7. Programme 1: Executive support (administration)

Purpose: To render relevant and timeous executive governance support services to the Executive and Director-General of the Western Cape Government.

The programme strategically supports the Department of the Premier, Cabinet and the Accounting Officer and the provincial top management by providing good governance support and seamless executive secretariat support services for effective decision-making. In addition, the programme enables the Accounting Officer to comply with his corporate responsibilities, e.g. finance, supply chain management, strategic management, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS).

The programme pursues the following strategic objectives:

Executive Council Support: To provide Cabinet secretariat and protocol services in support of all meetings requested by the Provincial Cabinet, top management of the Western Cape Government and the departmental executive committee.

Departmental Strategy: To provide departmental strategic management services by facilitating the development of strategic plans (including Annual Performance Plans) and compliance monitoring of programme performance.

Office of the Director-General: To ensure strategic leadership and good corporate governance in the department as reflected by the audit opinion obtained in respect of the previous financial year.

Financial Management: To improve departmental financial management and administrative support services through the annual implementation of a corporate governance review and outlook action plan.

This programme contributes to the provincial strategic objective aimed at building the best run regional government through the outcome theme "Financial Management". It also contributes indirectly to the outcome theme "People Management" as it relates to output targets for occupational health and safety and security services.

The indicators identified for 2014/15 were informed by a review of performance in the 2013/14 financial year. This performance review highlighted the following challenges:

- Difficulty in fully delivering on specific key projects because of budgetary constraints;
- Negative impacts on the financial management and administration component as critical administrative posts could only be filled incrementally.

There is also a linkage with the draft 2014/2019 Medium Term Strategic Framework as it relates to obtaining a positive audit outcome, payment of unopposed invoices within 30 days, maintenance of financial delegations and a procurement system that delivers value for money.

7.1 Strategic objectives

Table 5: Programme 1: Strategic objectives:

7.1.1 Strategic objective	Provide Cabinet secretariat and protocol services.
Objective statement	To provide Cabinet secretariat and protocol services in support of all meetings requested by the Provincial Cabinet, top management of the Western Cape Government and the departmental executive committee (subprogramme 1.3).
Baseline	The unit provided services to 119 engagements in 2012/13.
7.1.2 Strategic objective	Provide departmental strategic management services.
Objective statement	To provide departmental strategic management services by facilitating the development of strategic plans (including annual performance plans) and compliance monitoring of programme performance (subprogramme 1.4).
Baseline	Six strategic documents were submitted in 2012/13.
7.1.3 Strategic objective	To ensure strategic leadership and good corporate governance.
Objective statement	To ensure strategic leadership and good corporate governance in the Department as reflected by the audit opinion obtained in respect of the previous financial year (subprogramme 1.5).
Baseline	Unqualified audit opinion with two other matters obtained in 2012/13.
7.1.4 Strategic objective	Provide financial management support services.
Objective statement	To improve departmental financial management and administrative support services through the annual implementation of a corporate governance review and outlook action plan (subprogramme 1.6).
Baseline	Corporate governance review and outlook plan for 2013/14.

7.2 Strategic objective annual targets for 2014/15

Table 6: Programme 1: Strategic objectives and annual targets

Strategic Alignment (e.g. FOSAD, National Outcomes and/or PSO12)	Strategic objective	Strategic objective indicator	Audit/Actual Performance			Estimated Performance	Medium-term targets		
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	2015/16 (Targets)	2016/17 (Targets)
Subprogramme 1.3: Executive Council Support									
	To provide Cabinet secretariat and protocol services in support of all meetings requested by the Provincial Cabinet, top management of the Western Cape Government and the departmental executive committee.	Percentage of meetings held supported.	96 (74%)	104 (104%)	119 ² (119%)	100%	100%	100%	100%
Subprogramme 1.4: Departmental Strategy									
PSO 12 MPAT	To provide departmental strategic management services by facilitating the development of strategic plans (including annual performance plans) and compliance monitoring of programme performance.	Number of statutory reports submitted to Provincial Treasury ³ .	New indicator	New indicator	New indicator	6	7	6	6
Subprogramme 1.5: Office of the Director-General									
PSO 12 FOSAD NO 12 MTSF	To ensure strategic leadership and good corporate governance in the Department as reflected by the audit opinion obtained in respect of the previous financial year.	Audit opinion obtained.	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit
Subprogramme 1.6: Financial Management									
	To improve departmental financial management and administrative support services through the annual implementation of a corporate governance review and outlook action plan.	Percentage spend achieved on the budget of the Department in respect of the preceding financial year.	88.7%	99.6%	99.8%	99%	98%	99%	99%

² This indicator was measured in numbers up to the 2012/13 financial year. From 2013/14 the targets were changed to percentages due to the unpredictable nature of the indicator. For information purposes the numbers in preceding years were also stated as percentages.

³ In 2014/15 an additional statutory document, the five year strategic plan, will be submitted.

7.3 Risk management

The main risk to the achievement of the strategic objectives of this programme relates to sufficient human and financial resources to adequately and comprehensively implement the programme's mandate. A review of the programme's operating environment suggested the need for a dedicated departmental monitoring and evaluation capacity to assist the Department in managing its performance more effectively. Capacity to fully implement legislative requirements in respect of the Provincial Honours Act, the Occupational Health and Safety Act and the Protection of State Information Act needs to be augmented to mitigate the risk of potential legal action and/or reputational damage to the Department. This will require an organizational structure review and a proposal to this effect will be registered with the Chief Directorate Organisation Development.

7.4. Programme performance indicators and annual targets for 2014/15

Table 7: Programme 1 performance indicators and annual targets for 2014/15

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO12)	Programme Performance Indicator		Audit/Actual performance			Estimated performance	Medium-term targets							
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 Targets	Reporting cycle	Q 1	Q 2	Q 3	Q4	2015/2016 (Targets)	2016/2017 (Target)
Subprogramme 1.3 Executive Council Support														
	1.3.1	Percentage of meetings held supported.	96 (74%)	104 (104%)	119 (119%)	100%	100%	Quarterly	100%	100%	100%	100%	100%	100%
Subprogramme 1.4: Departmental Strategy														
PSO 12	1.4.1	Number of OHS Management Overview training opportunities provided.	New indicator	New indicator	New indicator	New indicator	2	Annually	-	-	-	2	2	2
PSO 12 MPAT	1.4.2	Number of statutory reports submitted to Provincial Treasury.	New indicator	New indicator	New indicator	6	7	Quarterly	2	2	1	2	6	6
Subprogramme 1.5: Office of the Director-General														
PSO 12 FOSAD NO 12 MTSF	1.5.1	Audit opinion obtained.	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Annually	-	Unqualified audit	-	-	Unqualified audit	Unqualified audit
Subprogramme 1.6: Financial Management														
PSO 12 MPAT MTSF	1.6.1	Percentage spend achieved on the budget of the Department achieved in respect of the preceding financial year.	88.7%	99.6%	99.8%	99%	98%	Annually	98%	-	-	-	99%	99%
	1.6.2	Percentage of unopposed invoices paid within 30 days of receipt.	Not measured	Not measured	25 ⁴	99%	99%	Quarterly	99%	99%	99%	99%	99%	99%

⁴ The indicator in the 2012/13 financial year was measured in numbers and not in percentage.

7.5 Reconciling performance targets with the Budget and MTEF

Table 8: Expenditure estimates Executive Support (Administration)

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand							
1 Programme Support	1 585	1 601	1 568	1 644	1 718	1 784	1 880
2 Office of the Premier	10 666	12 962	13 289	14 145	15 223	15 721	16 453
3 Executive Council Support	11 741	11 192	7 363	7 229	8 614	9 344	9 660
4 Departmental Strategy	2 656	3 353	3 818	5 215	5 436	5 715	5 934
5 Office of the Director-General	6 010	9 179	9 868	9 850	11 375	12 219	12 795
6 Departmental Finance and Administration	19 483	20 644	24 362	32 053	29 383	30 674	32 128
Total	52 141	58 931	60 268	70 136	71 749	75 457	78 850

Economic classification

Current payments							
Compensation of employees	34 110	42 280	48 367	49 746	57 913	61 605	64 955
Goods and services	9 083	9 131	9 931	13 338	13 591	13 532	13 790
of which:							
Communication	562	737	729	590	593	593	593
Computer services	389	31	68	571	51	51	51
Consultants, contractors and special services	1 036	820	668	1 050	1 305	1 194	1 378
Inventory	615	729	847	1 087	1 545	1 019	1 023
Lease Payments	200	294	333	269	300	240	240
Travel and subsistence	794	669	1 236	1 581	1 485	1 469	1 528
Venues and Facilities	543	886	770	1 287	1 052	1 552	1 552
Other	4 944	4 965	5 280	6 903	7 260	7 414	7 425
Interest and rent on land	64	43					
Financial transactions in assets and liabilities	43	103	158				
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts	7 500	2 943	3	5	5	5	5
Universities and technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions		40	34				
Households	42	2 662	21	6 697			
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment	1 299	1 729	1 754	350	240	315	100
Cultivated assets							
Software and other intangible assets							
Transport equipment							
Total	52 141	58 931	60 268	70 136	71 749	75 457	78 850

Performance and expenditure trends

This programme shows an increase in 2013/14 due to the pay-out in order to comply with a court judgement: Social Transformation Programme.

8. Programme 2: Provincial Strategic Management

Purpose: To support the Premier and Cabinet professionally in order to effectively exercise their executive authority in respect of provincial strategic and stakeholder management.

The strategic objective in respect of policy and strategy remained unchanged. The strategic objectives related to Strategic Management Information, Strategic Communication and International Relations and Priority Programme Coordination were edited to make it more specific without detracting from its strategic intent.

The programme pursues the following strategic objectives:

1. **Policy and Strategy:** To support the Executive strategically in the development and implementation of high-level provincial policies and strategies.
2. **Strategic Management Information:** To lead the development of results-based monitoring and evaluation for the provisioning of relevant and accurate data and information within the Province-wide monitoring and evaluation system.
3. **Strategic Communication:** To report on the coordination of external communication and public participation in order to ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.
4. **International Relations and Priority Programme Co-ordination (Strategic Programmes⁵):**
To report on the facilitation of strategic linkages and engagements which impact on the socio-economic growth and sustainable development of the Western Cape.

Strategic Management Information will continue to drive over the longer term the outcome 'effective result-based M and E' in response to PSO 12 outcome theme "management for results".

The focus for Strategic Management Information is to generate relevant data and information in the areas of project performance data, indicator data trends and spatial information. The production of the data is supported by sound methodologies and data governance initiatives across the WCG.

8.1 Strategic objectives

Table 9: Programme 2: Strategic objectives

⁵ The subprogramme International Relations and Priority Programmes was previously called Strategic Programmes. This change still needs to be effected in the budget tables

8.1 Strategic objective	Support the Executive strategically with provincial policy and strategy development and implementation.
Objective statement	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies (subprogramme 2.2).
Baseline	A Provincial Strategic Plan (PSP) with 11 Strategic Objectives ⁶ and outcomes was adopted by the Executive. A Provincial transversal management system is in place, consisting of three sector committees, 11 steering groups and 40 working groups, in order to implement the PSP.
8.2 Strategic objective	To lead the development of results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System.
Objective statement	Increase the provisioning of relevant and accurate data and information to inform evidence-based decisions through the development of Results-based M&E (subprogramme 2.3).
Baseline	A results-based M&E model (2010-14); a Province-wide M&E framework (2010-2014), Provincial Evaluation Plan (2013/14-2015/16), Strategic Framework for Spatial Information (2011), the 20-year review indicator trends (2013), annual data releases on outcome indicators and governance indicators (2014). For the 2013/14 financial year the following are to be achieved: Maturity Level of 3.1 for programme and project management achieved in DotP; Maturity Level of 3.2 for results-based monitoring and evaluation achieved in DotP; Maturity Level of 3 for spatial information achieved in DotP.
8.3 Strategic objective	Coordination of external communication and public participation.
Objective statement	To report on the coordination of external communication and public participation in order to ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape (subprogramme 2.4).
Baseline	In 2012/13 nineteen assessment reports on the WCG communication environment were submitted to Cabinet.
8.4 Strategic objective	Facilitation of strategic linkages and engagements.
Objective statement	To report on the facilitation of strategic linkages and engagements which impact on the socio-economic growth and sustainable development of the Western Cape (subprogramme 2.6).
Baseline	Baseline to be established in the 2013/14 financial year.

⁶ Although there are only 11 Strategic Objectives, one is called PSO12 because originally there were 12, of which two later merged.

8.2 Strategic objective annual targets for 2014/15⁷

Table 10: Programme 2: Strategic objectives and annual targets

Strategic Alignment (e.g. FOSAD, National Outcomes and/or PSO12)	Strategic Objective	Strategic objective Indicator	Audit/Actual Performance			Estimated Performance	Medium Term Targets		
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	2015/16 (Targets)	2016/17 (Targets)
Subprogramme 2.2: Policy and Strategy									
NDP PSO 12	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies.	Number of progress reports submitted to Cabinet on the implementation of the Provincial Strategic Plan.	New indicator	2	3	2	1	1	1
Subprogramme 2.3: Strategic Management Information									
PSO 12: Management for Results	To lead the development of results-based monitoring and evaluation for the provisioning of relevant and accurate data and information within the province-wide monitoring and evaluation system.	Level of results-based monitoring and evaluation maturity achieved within the WCG in a given year.	New indicator	New indicator	New indicator	New indicator	1	1	1
Subprogramme 2.4: Strategic Communication									
PSO 12	To report on the coordination of external communication and public participation in order to ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment.	2	12	19	18	12	12	12
PSO 12		Number of public participation policies approved by Cabinet.	New indicator	-	-	-	1	-	-
Subprogramme 2.6⁵: Strategic Programmes									
	To report on the facilitation of strategic linkages and engagements which impact on the socio-economic growth and sustainable development of the Western Cape.	Number of reports submitted on strategic linkages and engagements.	New indicator	New indicator	New indicator	8	8	8	8

⁷ Subprogramme 2.5: 2010 FIFA World Cup is no longer a subprogramme

8.3. Risk management

The most significant risk continues to be the availability of adequate budget. This impacts on key posts being unfunded, which negatively affects service delivery. However, work is being carried out by a few dedicated officials, which is unsustainable in the longer term.

8.4. Programme performance indicators and annual targets for 2014/15

Table 11: Programme 2 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO12)	Programme Performance Indicator		Audit/Actual performance			Estimated performance	Medium-term targets							
			2010/ 2011	2011/ 2012	2012/ 2013	2013/2014 (Current)	2014/15 (Targets)	Reporting cycle	Q1	Q2	Q3	Q4	2015/16 (Targets)	2016/17 (Target)
Subprogramme 2.2: Policy and strategy														
NDP PSP PSO 12	2.2.1	Number of assessment reports submitted to Heads of Department on the alignment of Departments' APP's to the Provincial Strategic Plan.	New indicator	2	1	1	1	Annually	Nil	Nil	1	Nil	1	1
NDP PSP PSO 12	2.2.2	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives.	6	39	29	12	12	Quarterly	3	3	3	3	12	12
NDP PSP PSO 12	2.2.3	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan.	New indicator	2	3	2	1	Annually	Nil	Nil	Nil	1	1	1
Subprogramme 2.3: Strategic Management Information														
	2.3.1	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas.	N/A	N/A	N/A	N/A	1	Annually	Nil	Nil	Nil	1	1	1
	2.3.2	Number of annual publications produced on measuring a set of key governance indicators.	N/A	N/A	N/A	N/A	1	Annually	Nil	Nil	Nil	1	1	1

Subprogramme 2.4: Strategic Communication														
	2.4.1	Number of assessment reports submitted to Cabinet on the Western Cape Government communications environment.	2	12	19	18	12	Quarterly	3	3	3	3	12	12
	2.4.2	Number of public participation policies approved by cabinet.	New indicator	New indicator	New indicator	New indicator	1	Annually	Nil	Nil	Nil	1	-	-
Subprogramme 2.6: Strategic Programmes														
	2.6.1	Number of consolidated reports submitted on strategic international engagements.	New indicator	New indicator	New indicator	New indicator	4	Quarterly	1	1	1	1	4	4
	2.6.2	Number of consolidated reports submitted on strategic priority projects.	New indicator	New indicator	New indicator	New indicator	4	Quarterly	1	1	1	1	4	4

8.5 Reconciling performance targets with the Budget and MTEF

Table 12: Expenditure estimates: Provincial Strategic Management

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand							
1 Programme Support	1 794	2 297	2 197	2 565	2 784	2 783	2 931
2 Policy and Strategy	10 309	8 992	12 042	13 483	13 934	15 166	15 980
3 Strategic Management Information	9 218	9 089	8 148	12 639	43 813	44 287	27 745
4 Strategic Communication	2 313	7 488	2 889	4 056	3 901	4 032	4 251
5 2010 FIFA World Cup	10 806						
6 Strategic Programmes	13 718	9 234	12 778	19 780	20 213	22 104	23 283
Total	48 158	37 100	38 054	52 523	84 645	88 372	74 190
Change to 2011 budget estimate							
Economic classification							
Current payments							
Compensation of employees	26 235	23 256	27 049	32 210	36 739	39 730	41 916
Goods and services	19 477	12 257	9 224	18 789	47 001	47 737	31 369
of which:							
Communication	797	684	695	780	795	785	785
Computer services	700		194	1 000	30 550	30 500	13 633
Consultants, contractors and special services	10 942	5 229	4 034	10 287	9 635	9 616	10 045
Inventory	1 009	377	242	429	435	435	435
Lease Payments	43	176	1	68	75	75	75
Travel and subsistence	1 537	1 657	1 246	2 169	1 530	2 169	2 169
Venues	680	267	289	800	810	850	850
Other	3 769	3 867	2 523	3 256	3 171	3 307	3 377
Interest and rent on land	45	19					
Financial transactions in assets and liabilities			3				
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts	28			5	5	5	5
Public corporations and private enterprises			230				
Non-profit institutions	591	1 003	1 177	1 400	900	900	900
Households		200	45	31			
Payments for capital assets							
Buildings and other fixed structures	835						
Machinery and equipment	947	365	326	88			
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets							
Total	48 158	37 100	38 054	52 523	84 645	88 372	74 190

Performance and expenditure trends

This programme shows an increase in expenditure due to the funding of the late former President Nelson Mandela's State Funeral arrangements within the province and local municipalities, and the full year cost of Human Rights and International Relations directorates from Executive Support to Strategic Programmes at Provincial Strategic Management, which was done during 2012/13 adjustments estimate process.

9. Programme 3: Human Capital (People Management)

Purpose: Render effective, efficient and professional corporate services to the provincial government with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

The programme is an integral part of the Corporate Services Centre that has transversal as well as department-specific responsibilities and hence supports the departmental strategic goal aimed at achieving effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

9.1 Strategic objective

The strategic objective of the programme remains:

To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.

The strategic objective is aligned to the National Development Plan, specifically the achievement of a capable state and the Provincial Strategic Objective of building the best run regional government, specifically the outcome themes for People Management and for Citizen Centric service delivery. There is thus an acknowledgement of the centrality that people management plays in achieving these strategic goals.

The purpose of Programme 3 is reflected in the people management functions that it performs through its three subprogrammes viz:

- 3.2 Organisation Development;
- 3.3 Provincial Training Institute (People Training and Empowerment);
- 3.4 Human Resource Management (People Management Practices).

Organisation Development is the practice of planned interventions to bring about improvements in organisational effectiveness. To achieve its aim of improvement, Organisation Development needs to enable both employee engagement (positive work-related state of mind) and service excellence (performance). One cannot be achieved without the other. Therefore the core purpose of the Chief Directorate Organisation Development is "continuous organisational improvement" and in doing so will contribute to the creation of an enabling organisational environment that will enhance efficient and effective service delivery.

The Directorate Organisational Behaviour enables productive service delivery behaviours and the wellbeing of the WCGs people through the following initiatives:

- Broaden the scope and reach of the Provincial Assessment Centre to promote a competency-based approach to people management in the WCG.
- Institutionalise continuous behaviour research and change navigation as practice within the WCG in order to optimise people's productive service delivery behaviours.
- Facilitate the development and maintenance of a wellness culture by providing psycho-social support to people and promoting healthy lifestyles.

The Directorate Process Design and Improvement enables people to work smarter and deliver services more efficiently through the following initiatives:

- Business Process Optimisation flagship project which will ensure that departmental and supply chain management process architectures are defined and a set of process improvement selection criteria compiled; departmental core processes prioritised for improvement and prioritised to-be business processes per department developed and implemented.

The Directorate Organisation Design contributes to good governance and maintains a system that makes it possible to execute the functions of government and to allocate accountability for service delivery through the following initiatives:

- Development of a generic role performance framework that standardises and mainstreams an output and competency based approach to job design in the WCG.
- Continuous refinement of organisational designs due to the changes to departmental operational management and service delivery environments.

The Chief Directorate: People Training and Empowerment (PTE) offers people development opportunities to employees of the WCG in specified core learning areas such as Management and Leadership Development, Governance and Financial Management.

The PTE plays a critical role in the effective design, delivery, quality assurance and impact assessment of management, generic and functional transversal training throughout the WCG, in line with identified development needs of employees, departmental human resources development (HRD) and training implementation plans. The PTE also facilitates and coordinates learnerships and the placement of students for internships, as well as facilitating the process for awarding bursaries and mentorship programmes.

The PTE also plays a broader strategic role in the governance and management of transversal HRD and training in the province, taking into account the strategic objectives and plans of provincial departments in planning interventions.

The PTE services the 13 provincial departments as primary clients while employees from Local Government and locally based national departments are also accommodated on request in terms of venues and training interventions.

The Chief Directorate: People Management Practices through its four directorates is responsible for driving strategic workforce planning and effective people management administration as part of the people management value chain.

The Directorate Policy and Planning drives the initial phases of the talent management process by working with departments to ensure they have the right number of people with the competencies and skills at the right time in place to deliver on their mandates.

The Directorate Employee Relations' primary objective is to promote and maintain sound labour relations. The aim is to ensure that both the rights of the individual employee and that of the Department are well managed at all times. This is achieved through promoting healthy relations with organised labour, as well as keeping abreast with the latest developments in labour relations.

The Directorate Recruitment and Selection has as its primary objective to administer the highly regulated recruitment process to ensure that vacant posts get filled in the shortest possible period once a line manager has activated the process.

The Directorate Service Benefits administers the numerous service benefits to which employees are entitled as well as the performance management system.

The Auxiliary Services unit, located in the Chief Director's office, manages the Contact Centre as well as the HR Registry. The Chief Directorate is intrinsically involved with the development of the Electronic Content Management System which will ultimately lead to the electronic storage of all HR documentation, as well as the Human Capital Module (HCM) of the Integrated Financial Management System (IFMS). The further roll-out and implementation of the latter however remains dependent on national lead departments such as the National Treasury.

The strategic objective of the Programme is reflected below

Table 13: Programme 3: Strategic objectives

9.1 Strategic objective	To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.
Objective statement	To enable a mature people management environment through initiatives, policies, practices and processes for a highly capable workforce, an enabling workplace and leadership (subprogrammes 3.2, 3.3 and 3.4).
Baseline	The baseline will be determined in terms of a people management maturity model which is being developed.

9.2 Strategic objective annual targets for 2014/15

Table 14: Programme 3: Strategic objective and annual targets

Strategic Alignment (e.g. FOSAD, National Outcomes and/or PSO12)	Strategic Objective	Strategic objective Indicator	Audit/Actual Performance			Estimated Performance	Medium Term Targets		
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	2015/16 (Targets)	2016/17 (Targets)
Subprogramme 3.2, 3.3 and 3.4: Organisation Development, Provincial Training Institute (People Training and Empowerment) and Human Resource Management (People Management Practices)									
National Outcome 12: Human Resource Management and Development; PSO 12: People Management; FOSAD	To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.	A People Management Maturity model Developed.	N/A	N/A	N/A	Develop People Management Maturity model and determine baseline.	Development of People Management Maturity Model finalised and baseline determined.	- ⁸	-

⁸ Maturity level will be measured in terms of the developed model from 2015/16

9.3. Risk management

The following risks have been identified:

The key risks to the strategic objective of the programme are primarily driven by the transversal nature of the services rendered. The vast number of transactional activities has necessitated the review of processes and systems that underpin these activities.

The fact that many services provided in the Branch are demand-driven and thus outside its control is aggravated by the large number of *ad hoc* requests received from client departments with their growing staff complements as well as last minute cancellations of interventions due to non-attendance. This places further strain on the financial resources and people professionals in the programme.

In order to mitigate the issues, the staffing structure needs to be constantly monitored to build in a measure of flexibility to be able to respond to the changes. The latter also needs to be balanced by introducing technologies which assist in driving core deliverables. Further mitigation is attempted through regular engagement and agreement on departmental programmes.

The IFMS HCM solution will be phased in over the Medium Term Expenditure Framework period, starting with smaller, centrally-located departments with stable organisational structures. A steering committee has already been established to plan and monitor the implementation process, and to give guidance on the implementation process. In addition to this, a memorandum of agreement has been drafted to demarcate the roles and responsibilities of the project team. The further roll-out and implementation of the IFMS however remains dependent on national lead departments such as the National Treasury.

9.4 Programme performance indicators and annual targets for 2014/15

Table 15: Programme 3 performance indicators and annual targets for 2014/15

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Programme Performance Indicator		Audit/Actual performance			Estimated performance	Medium-term targets							
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	Report- ing cycle	Q 1	Q 2	Q 3	Q 4	2015/16 (Targets)	2016/17 (Targets)
Subprogramme 3.2: Organisation Development														
PSO12 NO 12 NDP - Capable state	3.2.1	Percentage of scheduled organisational behaviour interventions conducted.	New indicator	New indicator	New indicator	90%	90%	Annually				90% ⁹	95%	95%
PSO12 NO 12 NDP - Capable state	3.2.2	Percentage of business process improvement projects completed.	New indicator	New Indicator ¹⁰	New indicator	90%	90%	Annually				90%	95%	95%
PSO12 NO 12 NDP - Capable state	3.2.3	Percentage of scheduled organisation design projects completed.	New indicator	New indicator	New indicator	90%	90%	Annually				90%	95%	95%
Subprogramme 3.3: Provincial Training Institute (People Training and Empowerment)														
PSO12 NO 12 NDP - Capable state	3.3.1	Number of learning programmes offered.	41	41	51	43	43	Annually	0	0	0	43	45	47
PSO12 NO 12 NDP - Capable state	3.3.2	Number of learning programmes assessed for training impact.		4	4	6	7	Annually	0	0	0	7	8	8

⁹ The 90% target stems from the service level standard

¹⁰ During previous years this indicators were measured in numbers, but since 2013/14 it has been measured in percentages, as it is a demand-driven service

Subprogramme 3.4: Human Resource Management (People Management Practices)														
PSO12 NO 12 NDP - Capable state	3.4.1	Number of projects to introduce the integrated financial management system.	New indicator	New indicator	New indicator	1	1	Annually	0	0	0	1	1	1
PSO12 NO 12 NDP - Capable state	3.4.2	Number of HR management related reports submitted to departments.	New indicator	144	44	Not measured	44	Quarterly	11	11	11	11	44	44
PSO12 NO 12 NDP - Capable state	3.4.3	Number of strategic people management projects implemented in order to establish the WCG as an employer of choice.	New indicator	New indicator	New indicator	New indicator Not measured	1	Annually	0	0	0	1	1	1

9.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 16: Expenditure estimates: Human Capital (People Management) (Corporate Services Centre)

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand							
1 Programme Support	1 617	1 695	2 054	2 210	2 344	2 398	2 525
2 Organisation Development	26 675	29 130	35 110	43 975	61 094	78 650	89 368
3 Provincial Training Institute	16 310	17 761	21 572	22 039	27 546	27 838	28 744
4 Human Resource Management	41 012	79 109	79 334	89 896	88 491	78 028	82 204
Total	85 614	127 695	138 070	158 120	179 475	186 914	202 841

Economic classification

Economic classification							
Current payments							
Compensation of employees	65 534	101 202	111 058	115 172	128 311	136 017	143 495
Goods and services	18 045	25 244	23 673	41 969	51 149	50 882	59 331
of which:							
Communication	849	1 053	1 144	806	790	790	790
Computer services	3 864	1 260	867	12 705	22 955	28 630	37 445
Consultants, contractors and special services	3 135	4 009	5 454	10 949	14 127	9 259	8 903
Inventory	746	861	750	834	730	730	730
Lease Payments		287	62	52			
Travel and subsistence	1 355	1 742	1 354	1 059	1 059	1 059	1 059
Venues	106	332	57	634	80	80	70
Other	7 990	15 700	13 985	14 930	11 408	10 334	10 334
Interest and rent on land	30	52					
Financial transactions in assets and liabilities	23		1				
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts			14	15	15	15	15
Universities and technikons							
Public corporations and private enterprises							
Non-profit institutions			1 000				
Households	889	145	402	609			
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment	1 093	1 052	1 893	355			
Transport equipment							
Software and other intangible assets			29				
Land and subsoil assets							
Total	85 164	127 695	138 070	158 120	179 475	186 914	202 841

Performance and expenditure trends

This programme shows an increase during 2013/14 due to roll-out of the Integrated Financial Management System for which funding was specifically earmarked.

10. Programme 4: Centre for e-Innovation

Purpose: Render effective, efficient and professional corporate services to the provincial government with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

The programme pursues the strategic objective: "To optimise service delivery in the Western Cape Government through the co-ordinated implementation of innovative information and communication technologies." While the Centre for e-Innovation's (Ce-I's) objectives and deliverables are comfortably positioned in the MTSF Outcome 12 - An efficient, effective and development oriented public service – it does play an enabling role in all of the other eleven outcomes as well.

Improving e-Government capability in the Western Cape is one of the key elements of Provincial Strategic Objective 12. This objective confers the responsibility on the Centre for e-Innovation to consolidate disparate e-Government initiatives and activities under a single e-Government strategy. The Ce-I will therefore drive e-Government maturity in the Western Cape as its co-ordinator and integrator. The ultimate goal is to achieve a level four maturity stage (this is defined as "connected" government according to the United Nations Development Program's ((UNDP's) e-Government maturity model). The key outcomes of the e-Government strategy are improved e-Government services, enhanced e-governance and digitally enabled communities. This will be informed by the citizen-centred service delivery outcome theme of Provincial Strategic Objective 12.

The Western Cape Government Broadband Strategy and Implementation Plan which aims at co-ordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province will receive priority attention in 2014/15. The implementation of Streams 1 and 3 of the implementation Plan is the responsibility of the Department of the Premier.

Stream 1 is responsible for driving broadband infrastructure provision to the WCG. This will ensure that a scalable high bandwidth network connects all provincial government buildings (including schools) through a long-term contract, and that this infrastructure can be leveraged to support the socio-economic goals of the WCG. Stream 3 is an application development stream. This stream will ensure that supportive systems, processes other applications are in place to run on the above-

mentioned broadband infrastructure. The implementation of Stream 3 will see a more efficient provincial government, both for internal operations as well as citizen-facing services using broadband as a major medium for communication and improved services.

Additionally, the following policy initiatives will receive attention:

- The implementation of the Provincial ICT Delivery Plan with a focus on transversal ICT initiatives.
- In collaboration with the Department of Cultural Affairs and Sport, a uniform e-filing system will be implemented in the Western Cape Government (WCG) with a focus on the consolidation of software licenses, central support and maintenance, as well as the consolidation of the central and common hosting infrastructure.
- The implementation of the IT Service Delivery Improvement Plan (SDIP) will continue to address service delivery challenges in the general environment. The three key elements of the plan relate to connectivity and broadband, core infrastructure optimisation and business productivity optimisation.

Broadband capability in the Province will be expanded in collaboration with the City of Cape Town and the State Information Technology Agency (SITA) and in accordance with the Provincial Broadband Strategy. This initiative has the potential to create developmental opportunities for citizens through the use of ICT. These opportunities are currently being researched and will be addressed in the value-add stream of the WCG Broadband Strategy.

The Ce-I will contribute to the Corporate Governance Review and Outlook (CGRO) by improving IT governance maturity in accordance with international best practices. The maturity level will be further embedded at a maturity level of three plus and a concerted effort will be made to improve the Ce-I service standards compliance from 75% to 80%. The budget structure of the programme remains unchanged.

10.1 Strategic objectives

Table 17: Programme 4: Strategic objective

10.1 Strategic objective	Co-ordinated implementation of innovative information and communication technologies.
Objective statement	To optimise service delivery in the Western Cape Government through the co-ordinated implementation of innovative information and communication technologies (subprogrammes 4.2 and 4.3).
Baseline	In 2012/13 an ICT governance maturity level of 3 was obtained.

10.2 Strategic objective annual targets for 2014/15

Table 18: Programme 4: Strategic objective and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Strategic objective	Strategic objective Indicator	Audit/Actual performance			Estimated performance	Medium-term targets		
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	2015/16 (Targets)	2016/17 (Targets)
MTSF 2014/15 – 2019/20 PSO 12: e-Government	To optimise service delivery in the Western Cape Government through the coordinated implementation of innovative information and communication technologies (subprogrammes 4.2 and 4.3).	Level of ICT governance maturity achieved.	3	3	3	3	3	3	3

10.3 Risk management

The key risks relating to the strategic objective for Ce-I relate primarily to the following areas:

- The successful conclusion of the Western Cape Government Broadband tender.
- The dependence on service delivery by the State Information Technology Agency (SITA) and other third parties.
- Ageing network infrastructure and end-user equipment.
- The timeous procurement of IT goods and services which are dependent on the relevant contracts and tenders being in place.
- Exchange rate risk, given the large proportion of goods and services which are priced in foreign currency.

The following steps are being taken to address the abovementioned risks:

- The WCG will conclude a Memorandum of Agreement with SITA to regulate the Broadband tender process and clearly define roles, responsibilities and time-frames.
- The relationship with SITA and third parties will be managed through the relevant contractual arrangements (through the Business Agreement and the Service Level agreements (SLA) with SITA and SLA's with third parties).
- A technology renewal plan to address the ageing network infrastructure will be compiled. Departments will be involved in order to encourage them to address their end-user equipment challenges.
- Key role-players will be engaged with to ensure that the necessary tenders and contracts are in place.
- Exchange rate fluctuations will be factored into the procurement of those goods and services which are foreign currency denominated.

10.4 Programme performance indicators and annual targets for 2014/15

Table 19: Programme 4 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Programme Performance Indicator	Audit/Actual performance			Estimated performance	Medium-term targets								
		2010 / 2011	2011 / 2012	2012 / 2013	2013/2014 (Current)	2014/15 (Targets)	Reporting cycle	Q1	Q2	Q3	Q4	2015/16 (Targets)	2016/17 (Targets)	
Subprogramme 4.2: Strategic ICT Services														
PSO 12: Enhanced e-governance	4.2.1	Level of ICT governance maturity achieved.	3	3	3	3	3	Annually	-	-	-	3	3	3
PSO 12: Enhanced e-governance	4.2.2	Number of departmental ICT plans reviewed.	8	12	10	13	13	Quarterly	0	13	0	0	13	13
PSO 12: Enhanced e-Government	4.2.3	Level of e-Government maturity achieved.	New indicator	New indicator	2	2	2	Annually	-	-	-	2	3	3
PSO 12: Improved e-Government services	4.2.4	Resolution rate of Western Cape requests received at the Presidential Hotline.	81%	98.42%	80%	98.93%	90%	Quarterly	90%	90%	90%	90%	90%	90%
PSO 12: Improved e-Government services	4.2.5	Number of new Cape Access e-Community Centres established.	Nil	6	9	7	8	Quarterly	1	2	2	3	8	8

Subprogramme 4.3 GITO Management Services														
IT Services Improvement Blueprint PSO 12: Enhanced e-Government	4.3.1	Average percentage systems uptime and availability maintained.	-	94.74%	99.73%	99%	98%	Quarterly	98%	98%	98%	98%	98%	98%
IT Services Improvement Blueprint PSO 12: Enhanced e-Government	4.3.2	Average percentage network uptime and availability maintained.	98.31%	99.16%	99.21%	99%	98%	Quarterly	98%	98%	98%	98%	98%	98%
IT Services Improvement Blueprint PSO 12: Enhanced e-Government	4.3.3	Average turnaround time in days for resolving Helpdesk calls maintained.	4.22	4.06	2.82	3	3	Quarterly	3	3	3	3	3	2
PSO12	4.3.4	Number of WCG corporate sites migrated to broadband using the City of Cape Town's Fibre Optic infrastructure.	-	-	22	11	11	Annually	-	-	-	11	-	-
PSO12	4.3.5	Percentage of contractually agreed upon government sites and schools provided with Broadband connectivity.	-	-	-	-	90%	Annually	-	-	-	90%	95%	100%

10.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 20: Expenditure estimates: Centre for e-Innovation (Corporate Services Centre)

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand							
1 Programme Support	6 353	10 109	6 688	7 863	16 119	26 328	29 299
2 Strategic ICT Services	31 595	42 817	67 352	90 249	93 443	91 618	84 706
3 GITO Management Services	325 538	336 800	347 351	426 614	467 215	506 568	514 871
Total	363 486	389 726	421 391	524 726	576 777	623 014	628 876
Economic classification							
Current payments							
Compensation of employees	93 313	119 008	135 706	152 721	183 110	200 511	215 078
Goods and services	228 582	239 385	249 105	312 016	336 684	361 093	359 586
of which:							
Communication	2 168	2 008	2 205	2 278	2 244	2 244	2 244
Computer services	211 005	224 148	220 089	293 753	310 251	343 858	342 351
Consultants, contractors and special services	4 392	1 766	18 143	890	9 702	480	480
Inventory	1 978	1 672	854	1 377	1 406	1 405	1 405
Lease Payments	361			45			
Travel and subsistence	1 934	2 476	2 063	3 897	3 630	3 630	3 630
Assets<R5 000	2 350	1 180	454	430	350	350	350
Other	4 394	6 135	5 297	9 346	9 101	9 126	9 126
Interest and rent on land	134	80					
Financial transactions in assets and liabilities	51						
Transfers and subsidies to:							
Provinces and municipalities			9 000	10 000	10 702	7 298	
Departmental agencies and accounts			5	6	6	6	6
Non-profit institutions	5 600	9 800	10 500	11 500	12 200	12 200	12 200
Households		31	94	125			
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment	35 806	21 409	16 828	38 358	34 075	41 906	42 006
Transport equipment							
Software and other tangible assets		13	153				
Total	363 486	389 726	421 391	524 726	576 777	623 014	628 876

Performance and expenditure trends

Expenditure in this programme has increased during 2013/14 due to the funding of special projects (Business Intelligence, Annual Performance Assessment System, Enterprise Portfolio Management and Enterprise Content Management).

11. Programme 5: Corporate Assurance (Corporate Services Centre)

Purpose: Render effective, efficient and professional corporate services to the provincial government with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

This programme supports the strategic goal relating to “rendering effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government”, by pursuing the following strategic objectives:

- **Corporate Assurance:** To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance for fraud and corruption.
- **Legal Services:** To provide legal support encompassing legislative drafting, litigation support, and legal compliance and advisory services, ensuring Western Cape Government decision-making that is sound in law.
- **Corporate Communication:** To ensure consistent application of Western Cape Government communication strategy messaging and corporate identity branding through the rendering of corporate communication services.

The provincial strategic objective “Building the best-run regional government in the world” has a significant impact on the outputs, indicators and targets for this programme. During the 2014/15 financial year this programme will focus specifically on:

- improving the level of risk and control maturity in the Province. This will be achieved by further embedding enterprise risk management within all departments in the Western Cape Government at a programme level and planning internal audit work based on an accepted combined assurance framework. Combined assurance is a concept introduced by the King Report on Governance, which aimed to optimise assurance coverage obtained from three levels, i.e. management, internal assurance providers and independent assurance providers on the key risk areas of the Province. The role of internal audit is to independently assess the efficiency and effectiveness of the controls in place to mitigate and reduce these key risks, which will result in the eventual improvement in the control framework maturity of the Province.
- improving the level of fraud awareness in the Province. A combination of preventative initiatives (including awareness sessions) will contribute to this, as well as completing investigations within an acceptable timeframe (dependant on the specific matter at hand) and ensuring that instances of fraud and corruption are appropriately dealt with and communicated within departments.
- improvement of governance through the work of the Legal Compliance Unit, which offers proactive legal services to all provincial departments, inclusive of functional legal training and pro-active assessments of compliance by departments with legislation and the requirements for legally sound decision-making.

To this end, the following critical deliverables are applicable for the 2014/15 financial year:

- Performing ERM maturity assessment on all departments and all votes.
- Ensuring that high-quality internal audit reports are issued in an attempt to improve the control framework and follow up with departments to ensure that all recommendations made by Internal Audit and agreed to by management, are implemented.
- Further establishing of the Forensic Investigation Unit towards the expiry of the outsourcing contract in November 2014.
- Providing legal training opportunities in areas such as the promotion of administrative justice and access to information, conclusion and management of contracts and the provincial legislative process, in conjunction with People Training and Empowerment.

The budget structure of the programme remains unchanged.

11.1 Strategic objectives

Table 21: Programme 5: Strategic objectives

Strategic objective	To provide provincial corporate assurance services that contribute to a mature control framework.
Objective statement	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption (subprogrammes 5.2, 5.3 and 5.4).
Baseline	The baseline will be determined when the risk and control maturity assessment tool has been finalised.
Strategic objective	To provide legal support services.
Objective statement	To provide legal support encompassing legislative drafting, litigation support, and legal compliance and advisory services, ensuring Western Cape Government decision-making that is sound in law (subprogramme 5.5).
Baseline	During 2012/13 1897 requests for legal services were referred and attended to.
Strategic objective	To provide corporate communication services.
Objective statement	To ensure consistent application of the Western Cape Government communication strategy and corporate identity branding through the rendering of corporate communication services (subprogramme 5.6).
Baseline	Oversight of the brand and communication strategy implementation in Departments. A total of 3 Brand Assessment Reports were completed during the 2012/13 financial year period.

11.2 Strategic objective annual targets for 2014/15

Table 22: Programme 5: Strategic objectives and annual targets for 2014/15

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Strategic objective	Strategic objective Indicator	Audit/Actual performance			Estimated performance	Medium-term targets		
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	2015/16 (Targets)	2016/17 (Targets)
Subprogramme 5.2: Enterprise Risk Management									
PSO 12 Outcome – Mature Internal Control Framework	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.	Number of ERM maturity assessments performed.	New indicator	New indicator	New indicator	New indicator	13	13	13
Subprogramme 5.3: Internal Audit									
PSO 12 Outcome – Mature Internal Control Framework	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.	Percentage of internal audit areas completed as per approved internal audit coverage plans. Baseline 2012/13 financial year – 90% (numerator = 66; denominator = 73).	New indicator	New indicator	90%	90%	90%	90%	90%
Subprogramme 5.4: Forensic Investigations									
PSO 12 Outcome – Mature Internal Control Framework	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.	Number of fraud health checks conducted.	New indicator	New indicator	Indicator differently formulated	1	1	1	1
Subprogramme 5.5: Legal Services									
PSO 12: Adherence to the rule of law	To provide legal support encompassing legislative drafting, litigation support, and legal compliance and advisory services, ensuring Western Cape Government decision-making that is sound in law.	Number of requests referred to Legal Services assigned to legal advisers.	New indicator	New indicator	New indicator	1 750	1 850	1 850	1 850
Subprogramme 5.6: Corporate Communications									
PSO 12: A single unified provincial brand	To ensure consistent application of the Western Cape Government communication strategy messaging and corporate identity branding through the rendering of corporate communication services.	Number of on-brand creative execution assessment reports issued.	New indicator	New indicator	3	4	4	4	4

11.3 Risk management

The most significant risk in this branch is inadequate human resource capacity to provide the required level of service to all provincial departments in line with the Corporate Services Centre service schedules. This includes the number of people available as a result of the current budget constraints and the diversity of skills required to deliver an efficient service.

In response to this risk, specific development programmes will be implemented to address the diversity of skills. In addition, the further implementation of the combined assurance framework will direct assurance effort to the risks where assurance is required and reduce duplication of assurance effort. Until the budgetary constraints are addressed, we will, however, need to ensure that all units function efficiently.

11.4 Programme performance indicators and annual targets for 2014/15

Table 23: Programme 5 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Programme Performance Indicator	Audit/Actual Performance		Estimated Performance		Medium-term targets									
		2010/ 2011	2011/ 2012	2012 / 2013	2013/ 2014 (Current)	2014/15 (Targets)	Reporting Cycle	Q1	Q2	Q3	Q4	2015/16 (Targets)	2016/17 (Targets)		
Subprogramme 5.2: Enterprise Risk Management															
PSO 12 Outcome – Mature Internal Control Framework	5.2.1	Number of ERM maturity assessments performed.	New indicator	New indicator	New indi- cator	New indicator	13	13	Annually	Nil	Nil	Nil	13	13	13
PSO 12 Outcome – Mature Internal Control Framework	5.2.2	Number of enterprise risk management implementatio n plans approved by Accounting Officers.	New indicator	New indicator	New indi- cator	13	13	13	Annually	13	Nil	Nil	Nil	13	13
Subprogramme 5.3: Internal Audit															
PSO 12 Outcome – Mature Internal Control Framework	5.3.1	Percentage of internal audit areas completed as per approved internal audit coverage plans. Baseline: 2012/13 financial year: 90% (numerator = 66; denominator = 73).	New indicator	New indicator	90%	90%	90%	90%	Annually	Nil	Nil	Nil	90%	90%	90%
PSO 12 Outcome – Mature Internal Control Framework	5.3.2	Percentage internal audit recommendati ons incorporated into agreed action plans. Baseline: 2012/13 financial year: 87% (numerator = 514; denominator = 590).	New indicator	New indicator	87%	80%	85%	85%	Annually	Nil	Nil	Nil	85%	85%	85%

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Programme Performance Indicator		Audit/Actual Performance		Estimated Performance		Medium-term targets							
			2010/2011	2011/2012	2012/2013	2013/2014 (Current)	2014/15 (Targets)	Reporting Cycle	Q1	Q2	Q3	Q4	2015/16 (Targets)	2016/17 (Targets)
PSO 12 Outcome – Mature Internal Control Framework	5.3.3	Percentage of action plans expired by the end of the third quarter followed up. Baseline 2 nd quarter 2013/14 financial year: 77% (numerator = 483; denominator = 626).	New indicator	New indicator	Indicator differently formulated	75% Note: indicator was formulated slightly differently	80%	Annually	Nil	Nil	Nil	80%	80%	80%
Subprogramme 5.4: Forensic Investigation Unit														
PSO 12 Outcome-Mature Internal Control Framework	5.4.1	Number of fraud health checks conducted.	New indicator	New indicator	1	1	1	Annually	Nil	Nil	Nil	1	1	1
National Outcome 12: Corruption tackled effectively FOSAD commitment 21: Finalisation of all anti-corruption hotline cases	5.4.2	Percentage of FIU recommendations followed up. Baseline 3 rd quarter 2013/14 financial year: 82% (numerator = 457; denominator = 555).	New indicator	New indicator	Indicator differently formulated	80%	80%	Quarterly	80%	80%	80%	80%	80%	80%
	5.4.3	Percentage of fraud prevention activities allocated to the FIU implemented. Baseline 2012/13 financial year: 113% (numerator = 114; denominator = 101).	New indicator	New indicator	113%	90%	90%	Annually	Nil	Nil	Nil	90%	90%	90%
Subprogramme 5.5: Legal Services														
PSO 12: Adherence to the rule of law	5.5.1	Number of reports containing analysis of all provincial litigation matters and associated awards and judgments submitted.	Nil	Nil	2	2	2	Bi-Annually	Nil	1	Nil	1	2	2
PSO 12: Adherence to the rule of law	5.5.2	Number of legal training opportunities provided to employees of the Western	Nil	8	16	30	40	Quarterly	10	10	10	10	40	40

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSO 12)	Programme Performance Indicator		Audit/Actual Performance		Estimated Performance		Medium-term targets							
			2010/ 2011	2011/ 2012	2012 / 2013	2013/ 2014 (Current)	2014/15 (Targets)	Reporting Cycle	Q1	Q2	Q3	Q4	2015/16 (Targets)	2016/17 (Targets)
		Cape Government.												
PSO 12: Adherence to the rule of law	5.5.3	Number of requests referred to Legal Services assigned to legal advisers.	New indicator	New indicator	New indi- cator	1 750	1 850	Quarterly	462	462	462	464	1 850	1 850
Subprogramme 5.6: Corporate Communication														
PSO 12: A single unified provincial brand	5.6.1	Number of on- brand creative execution assessment reports issued.	New indicator	New indicator	3	4	4	Quarterly	1	1	1	1	4	4
PSO 12: A single unified provincial brand	5.6.2	Number of Better Together Magazines published to communicate the vision, values and brand to Western Cape Government employees.	New indicator	New indicator	3	6	6	Annually	Nil	Nil	Nil	6	6	6
PSO 12: A single unified provincial brand	5.6.3	Number of reports issued on completed client- generated products and services.	New indicator	New indicator	2	2	2	Bi-Annually	Nil	1	Nil	1	2	2

11.5 Reconciling performance targets with the Budget and MTEF

Table 24: Expenditure estimates: Corporate Assurance (Corporate Services Centre)

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
R thousand							
1 Programme Support	934	1 415	1 709	2 073	2 126	2 306	2 369
2 Enterprise Risk Management	4 296	4 852	5 519	7 581	7 843	7 798	7 862
3 Internal Audit	25 693	29 866	32 714	35 982	40 579	42 575	46 037
4 Forensic Investigations	13 210	16 963	18 669	16 562	18 456	16 885	16 833
5 Legal Services	17 108	18 624	20 607	23 585	32 886	35 150	34 710
6 Corporate Communication	10 278	7 273	10 164	11 817	13 218	15 207	15 078
Total	71 519	78 993	89 382	97 600	115 108	119 921	122 889
Economic classification							
Current payments							
Compensation of employees	47 214	51 931	55 918	61 797	85 260	92 957	95 877
Goods and services	23 006	25 794	32 290	35 419	29 845	26 961	27 009
of which:							
Communication	546	434	1 162	418	518	668	668
Computer services	543	439	426	950	1 070	1 070	1 070
Consultants, contractors and special services	16 236	21 597	23 761	28 953	22 045	19 353	19 401
Inventory	1 094	558	652	1 005	948	965	965
Operating leases	369	77		195	398	588	588
Travel and subsistence	380	438	346	528	628	778	778
Venues	6	267	46	445	465	445	445
Other	3 832	1 984	5 897	2 925	3 773	3 094	3 094
Interest and rent on land	19	50					
Financial transactions in assets and liabilities			9				
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts			2	3	3	3	3
Public corporations and private enterprises							
Non-profit institutions	50						
Households	692	553	49	267			
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment	538	665	1 114	114			
Transport equipment							
Software and other intangible assets							
Land and subsoil assets							
Total	71 519	78 993	89 382	97 600	115 108	119 921	122 889

Performance and expenditure trends

The increase during 2013/14 is due to filling of posts regarding scarce resources.

Links to other plans

Part C: Links to other plans

12. Links to the long-term infrastructure and other capital plans

The department does not manage long term infrastructure programmes.

13. Conditional grants

Not applicable.

14. Public entities

Not applicable.

15. Public-private partnerships

There are no public-private partnerships planned for the 2014/15 financial year.

16. Annexures

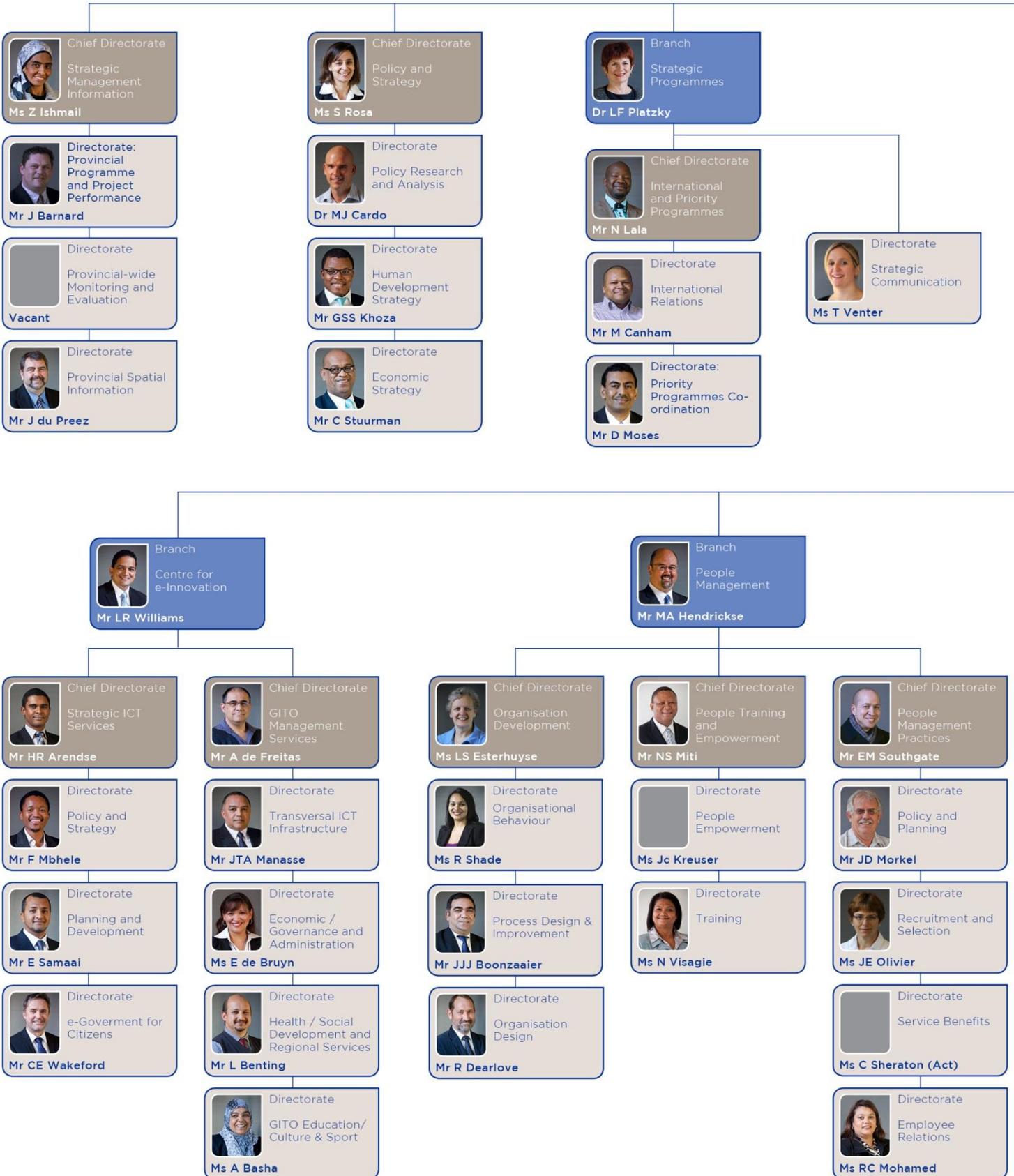
Annexure A: Structure of the Department of the Premier.

Annexure B: Revisions to the 2010/11-2014/15 Strategic Plan of the Department of the Premier.

Annexure C: Technical Indicator Descriptions.



Organisational Structure of the Department of the Premier



Premier

Ms H Zille

Director-General

Adv B Gerber

Branch
Executive Support

Mr LH Grootboom

Office of the Premier

Adv L Elliot

Directorate
Secretariat Services

Mr MC Ahmed

Chief Directorate
Finance and Administration

Mr DG Basson

Directorate
Departmental Strategy

Mr A Geldenhuys

Directorate
Financial Management

Mr PGC O'Brien

Directorate
Director-General Support

Mr R Shaw

Directorate: Supply Chain Management and Administration

Ms E Isaacs

Head: Corporate Services Centre

Mr AF Joemat

Branch
Corporate Assurance

Ms H Robson

Chief Directorate
Legal Services

Mr L Buter

Directorate
Corporate Communication

Ms F Steyn

Directorate
Enterprise Risk Management

Ms B Misrole

Chief Directorate: Internal Audit

Mr J Radebe

Chief Directorate: Provincial Forensic Services

Vacant

Directorate
Legislation

Ms A Vosloo

Directorate
Forensic Investigations Cluster A

Vacant

Directorate
Litigation

Mr R Collins

Directorate
Forensic Investigations Cluster B

Vacant

Directorate
Corporate Legal Advisory Services (Social Cluster)

Ms A Campbell

Directorate: Corporate Legal Advisory Services (Governance and Economic Cluster)

Adv G Reed

Directorate
Legal Compliance Unit

Ms S van Aarde

16.2 Annexure B: Revisions to the 2010/11-2014/15 strategic plan of the Department of the Premier

In order to accommodate the findings from the Auditor-General and the assessment of the Provincial Treasury, the strategic objectives were changed to formulate them more as output statements and to improve their alignment to the SMART principles (Specific, Measurable, Achievable, Realistic and Time bound) without changing the essence of the objectives. The old and the revised objectives are indicated in Table 25.

Table 25: Revised strategic objectives of the Department

STRATEGIC GOAL	STRATEGIC OBJECTIVES 2013/14	STRATEGIC OBJECTIVES 2014/15
1. To render relevant and timeous executive governance support services to the Executive and Director-General of the Western Cape Government.	To provide Cabinet secretariat and protocol services to the Provincial Cabinet and top management of the Western Cape Government and the departmental executive management team.	To provide Cabinet secretariat and protocol services in support of all meetings requested by the Provincial Cabinet, top management of the Western Cape Government and the departmental executive committee.
	To provide departmental strategic, safety and security management services.	To provide departmental strategic management services by facilitating the development of strategic plans (including annual performance plans) and compliance monitoring of programme performance.
	To provide governance support to the Director-General.	To ensure strategic leadership and good corporate governance in the Department as reflected by the audit opinion obtained in respect of the previous financial year.
	To provide departmental financial management and administrative support services.	To improve departmental financial management and administrative support services through the annual implementation of a corporate governance review and outlook action plan.
2. To support the Premier and Cabinet professionally in order to effectively exercise their executive authority in respect of provincial strategic and stakeholder management.	To support the Executive strategically in the development and implementation of high level provincial policies and strategies.	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies over a five year period.
	To support the Executive in the monitoring of provincial performance through the provision of accurate data and information.	To lead the development of results-based monitoring and evaluation for the provisioning of relevant and accurate data and information within the province-wide monitoring and evaluation system.
	To coordinate external communication and public participation to ensure that the Western Cape Government	To report on the coordination of external communication and public participation in order to ensure that the Western Cape Government

	communicates the delivery intents and outcomes of the provincial strategic plan to the people of the Western Cape.	communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.
	To facilitate international relationships and strategic engagements which impact on the socio-economic growth and sustainable development of the Western Cape.	To report on the facilitation of strategic linkages and engagements which impact on the socio-economic growth and sustainable development of the Western Cape.
3. To achieve effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.	To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.	To provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery.
	To enable optimal service delivery by providing strategic direction and innovative information and communication technologies in the Western Cape Government.	To optimise service delivery in the Western Cape Government through the coordinate implementation of innovative information and communication technologies.
	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.	To enable a mature control framework in all departments in the Western Cape Government through embedded risk management, improved business processes and zero tolerance of fraud and corruption.
	To provide legal support, encompassing legislative drafting, litigation support, and legal compliance and advisory services, ensuring Western Cape Government decision-making that is sound in law.	To provide legal support, encompassing legislative drafting, litigation support, and corporate legal advisory services, ensuring Western Cape Government decision-making that is sound in law.
	To ensure consistent application of provincial communication strategy messaging and corporate identity branding through the rendering of corporate communication services.	To ensure consistent application of Western Cape Government communication strategy messages and corporate identity branding through the rendering of corporate communication services.

16.3 Annexure C: Technical indicator descriptions

PROGRAMME 1: Executive Support

Subprogramme: 1.3 Executive Council Support

Indicator number	1.3.1
Indicator title	¹¹ Percentage of meetings held supported.
Short definition	This indicator refers to the number of meetings supported as a percentage of the number of meetings held. These meetings include, but are not limited to Cabinet and Cabinet related meetings, Provincial top management, departmental Executive Management Committee, and intergovernmental relations forums. Support includes logistical support, secretariat and protocol support. The indicator is demand driven. Due to cancellations and requests for additional meetings, the number of meetings to be supported cannot be accurately determined beforehand. The quarterly reports will give an indication of the number of meetings held (denominator) which were supported.
Purpose/importance	The indicator shows how the executive is supported through providing the environment and mechanism for making strategic decisions to govern the Province.
Source/collection of data	Approved meeting calendar, attendance registers, agendas and minutes of meetings.
Method of calculation	Simple count of meetings supported. The numerator refers to the number of meetings held for which support was provided. The denominator is the total number of meetings held. Calculation of percentage: Numerator/denominator x 100.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Secretariat Services and Protocol

Subprogramme 1.4: Departmental Strategy

Indicator number	1.4.1
Indicator title	Number of OHS Management Overview training opportunities provided. Target: 2
Short definition	DoTP management trained in the OHS Management Overview Course. The indicator reflects the number (2) of training opportunities provided to SMS members of the Department of the Premier to attend a specific one day course on OHS Management Overview.
Purpose/importance	The primary purpose is to provide departmental workplace health and safety

¹¹ This is also the strategic objective indicator

	<p>support services to ensure that DotP complies with the provisions of the Occupational Health and Safety Act.</p> <p>Training of SMS will have greatest impact on embedding OHS in the organization, raise awareness about health and safety as an individual responsibility and ensure a safe workplace.</p>
Source/collection of data	Attendance lists and signed registers per training opportunity provided, training assessment survey forms.
Method of calculation	Simple count of the number of one day training opportunities provided.
Data limitations	No attendance register completed.
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Training, development and awareness raising is conducted through two training opportunities provided.
Indicator responsibility	Director: Departmental Strategy
Indicator number	1.4.2
Indicator title	Number of statutory reports submitted to Provincial Treasury. ¹²
Short definition	This indicator refers to the number of legislatively required reports submitted in terms of Provincial Treasury regulations. These include the Annual Performance Plan, four Quarterly Performance Reports and the Annual Report.
Purpose/importance	The indicator measures the performance of the Department against requirements set by Provincial Treasury for the submission of legislatively required reports. This contributes to the strategic objective of provision of departmental strategic, safety and security management and governance support services.
Source/collection of data	Signed Annual Performance Plan, signed quarterly performance reports, signed annual report, proof of submission to appropriate oversight bodies, technical assessment reports, e-mails for electronic submission.
Method of calculation	Simple count of legislative reports submitted.
Data limitations	Quality and accuracy of data provided by programmes may impact on the credibility of the reported information.
Type of indicator	Quantitative, output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new, but wording changed slightly
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Departmental Strategy

¹² This is also the strategic objective indicator

Subprogramme 1.5: Office of the Director -General

Indicator number	1.5.1
Indicator title	Audit opinion obtained. ¹³
Short definition	This is an indication of audit opinions obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas; this subprogramme does not have direct control over the achievement of those areas.
Purpose/importance	It contributes to ensuring that the audit opinion obtained is unqualified. This indicates that the Department manages its finances effectively and has complied with all the necessary financial prescripts. It contributes to providing departmental financial management and support services.
Source/collection of data	Management and audit report from the Auditor -General.
Method of calculation	Simple count of audit opinions obtained.
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not New indicator An amendment from Audit Opinion obtained.
Desired performance	Clean audit report
Indicator responsibility	All programme managers

Subprogramme 1.6: Financial Management

Indicator number	1.6.1
Indicator title	Percentage spend achieved on the budget of the Department achieved in respect of the preceding financial year. ¹⁴
Short definition	This indicator is an indication of the percentage departmental budget spent to its fullest capacity without under spending. The norm is 2% on total budget for a particular financial year.
Purpose/importance	Departments are allocated budgets to perform what their mandate requires. Under spending on the annual budget could indicate that mandates /delivery were not fully realised. It contributes to providing departmental financial management and support services.
Source/collection of data	Adjustments Appropriation Act and Annual Financial Statements.
Method of calculation	Numerator: Amount expended in a financial year as per the Annual Financial Statements, verified by the Auditor-General. Denominator: Approved budget of the Department as per the Adjustments Appropriation Act. Calculation: numerator divided by denominator multiplied by 100.
Data limitations	None

¹³ This is also the strategic objective indicator

¹⁴ This is also the strategic objective indicator

Type of indicator	Quantitative/output
Calculation type	Non-cumulative
Reporting cycle	Annual in respect of preceding financial year
New indicator	Not New indicator
Desired performance	As high a percentage as possible - minimum of 98% with a maximum of 100%.
Indicator responsibility	Director: Financial Management
Indicator number	1.6.2
Indicator title	Percentage of unopposed invoices paid within 30 days.
Short definition	This indicator is an indication of the number of unopposed invoices paid within 30 days of receipt as a percentage of the total number of unopposed invoices received.
Purpose/importance	It measures the percentage of unopposed invoices paid within 30 days (opposed invoices refers to invoices returned to suppliers as a result of errors/inconsistencies on them). Failure to pay invoices within 30days of receipt thereof, could negatively affect the cash flow of SMME's that do business with the Department. Payment of invoices within 30 days shows good financial management. It contributes to providing departmental financial management and support services.
Source/collection of data	BAS/ KITSO report received on a monthly basis. A report of invoices not paid within 30 days of receipt thereof, is submitted to the Provincial Treasury.
Method of calculation	Numerator: Number of unopposed invoices paid within 30 days per annum. Denominator: Total number of unopposed invoices received per annum. Calculation: Numerator divided by denominator multiplied by 100.
Data limitations	The availability and uptime of the BAS system and KITSO report and its accurate updating.
Type of indicator	Quantitative/output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	Higher (100% of unopposed invoices paid within 30 days of receipt thereof).
Indicator responsibility	Director: Financial Management

PROGRAMME 2: Provincial Strategic Management

Subprogramme 2.2: Policy and Strategy

Indicator number	2.2.1
Indicator title	Number of assessment reports submitted to Heads of Department on the alignment of Departments' APPs to the Provincial Strategic Plan.
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. To ensure that this is planned for and achieved, there needs to be alignment between the Provincial Strategic Plan and the APPs of provincial government departments. The indicator is the number of reports written on the alignment of the APPs of various departments with the Provincial Strategic Plan. "Alignment between plans" refers to the motivated causal linkage between the performance measures in plans and the strategic objective attainment. The same linkage should exist between strategic objectives and strategic goals. The assessment of alignment is guided by a checklist applied by the Chief Directorate Policy and Strategy to the APPs of Departments.
Purpose/importance	To measure whether the APPs of various departments are aligned to the Provincial Strategic Plan. An alignment of Provincial Departments' APP's with that of the Provincial Strategic Plan contributes to planning for the achievement of the Provincial Strategic Objectives. It is also intended for the MTEC 1 for budget policy alignment. This contributes to supporting the Executive strategically in the development and implementation of high-level provincial policies and strategies.
Source/collection of data	Information on APP's and PIPs collected from WCG departments and summarised in preparation for MTEC 1 Data Source – Assessment Reports, Assessment guideline. Secondary data: APP's and PIPs Method of data collection: document review. Finalised reports are e-mailed to departments.
Method of calculation	Simple count of assessment reports.
Data limitations	Quality of APP may influence the assessment.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not New indicator
Desired performance	On target would be desired
Indicator responsibility	Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis
Indicator number	2.2.2
Indicator title	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives.
Short definition	The Provincial Strategic Plan provides a roadmap for a specific strategic direction. In order to guide the WCG, all policies and strategies need to be developed in line with the provincial and national strategic imperatives. This indicator refers to the number of policies and strategies written or commented on in response to national and provincial strategic imperatives. This indicator is demand driven.
Purpose/importance	To track the number of high-level policy and strategy papers written and commented on which align to the provincial and national strategic imperatives and serve as guidelines and frameworks for decision-making in

	the WCG. This supports the Executive strategically in the development and implementation of high-level provincial policies and strategies, which enables informed decision-making on the governing of the Province.
Source/collection of data	Requests emanate from national and WCG departments and are captured in a policy database.- Data source: Written policy and strategy papers in response to requests.
Method of calculation	Simple count
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Higher
Indicator responsibility	Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis
Indicator number	2.2.3
Indicator title	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan. ¹⁵
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. The implementation of the PSP should be monitored and reports have to be written on whether implementation is happening as planned. The Provincial Transversal Management System consisting of sector committees, working groups and steering groups make up the implementation mechanism of the PSP. This structure is responsible for the coordination and monitoring of the implementation of the PSP. The indicator measures the number of reports written and submitted to Cabinet based on the implementation of the Provincial Strategic Plan through the PTMS.
Purpose/importance	It tracks the number of reports written to inform Cabinet of progress on the implementation of the Provincial Strategic Plan. This allows for the identification of weak areas and development of corrective actions and therefore supports the Executive in the development and implementation of the Provincial Strategic Plan.
Source/collection of data	Data sources used are monthly PSO rapid reports, comprehensive PSO progress reports and working group minutes. Departmental PSO progress reports are also used. These documents are reviewed to enable the writing of the progress reports.
Method of calculation	Simple count of progress reports.
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

¹⁵ This is also the strategic objective indicator.

Subprogramme 2.3: Strategic Management Information

Strategic Objective Indicator	
Indicator title	Level of results-based monitoring and evaluation maturity achieved within the WCG in a given year.
Short definition	This indicator refers to the maturity level in RBM&E methodology applied by the Department of the Premier using an international acceptable instrument based on the measurement of identified dimensions. Maturity refers to readiness and maintenance of identified dimensions measured for an optimised business environment.
Purpose/importance	The level of maturity assists in benchmarking current levels of RBM&E methodology applied by Department of the Premier, and provides a road map to enhance the level of maturity for the purpose to standardise the application of RBM&E in WCG ultimately for the generation of reliable indicator trends. It supports the executive in making sound decisions in monitoring and evaluations processes.
Source/collection of data	Data custodian: Department of the Premier. Data source: Maturity level testing database.
Method of calculation	<p>Questionnaire based on dimensions and conducting interviews where relevant.</p> <p>Quantitative data analysed will provide a value on a scale of 1-5.</p> <p>Level 1: Initial – at this level, RBM&E processes and practices are performed on an ad hoc basis with no common approach to a specific sequence of steps that is required to build a RBM&E System. Many processes are incomplete and informal. Any pockets of RBM&E maturity that the organization has are based on the experience and initiatives of individuals.</p> <p>Level 2: Repeatable – at this level, there is limited support for RBM&E across the organisation and there is a consistent basic process/ sequence of steps for a RBM&E system that has been developed and has been applied to the policy context. Certain departments are aware of the importance of professional RBM&E and have developed common practices used within their policy domain.</p> <p>Level 3: Defined – at this level, the common approach to RBM&E in the organisation becomes more defined and comprehensive; it has obtained senior management support and is consistently being applied to the policy context. Enterprise awareness, policies, procedures, and standards exist and are generally utilised across all the enterprises.</p> <p>Level 4: Managed – at this level, links to the business planning processes are generated and the common RBM&E methodology is being applied throughout the organisation in a structured manner. A level 4 organisation has many mature and best-in-class practices in RBM&E and utilises audits to ensure compliance.</p> <p>Level 5: Optimising – at this final stage, the organisation is RBM&E-centred and focussing on continuous RBM&E process and practices improvement; at this stage, the organisation also recognises and supports distinct career paths for RBM&E managers. The distinguishing characteristic of a level 5 organisation is the focus on continuous improvement.</p>
Data limitations	Lack of norms and standards
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target

Indicator responsibility	Chief Director: Strategic Management Information
Indicator number	2.3.1
Indicator title	Number of annual publications on measuring a set of outcome indicators within key policy thematic areas.
Short definition	Number of annual publications on measuring a set of key outcome indicators.
Purpose/importance	The publication provides strategic management information that measure and monitor the performance of development outcomes and provide evidence-based pointers in line with national and provincial policy imperatives.
Source/collection of data	Data for report collated from various source systems. Report produced from database with indicators and related trends.
Method of calculation	Simple count
Data limitations	None
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate
Indicator number	2.3.2
Indicator title	Number of annual publications on measuring a set of key governance indicators.
Short definition	Number of annual publications on measuring a set of key governance indicators.
Purpose/importance	The publication provides strategic management information that measure and monitor the performance of development outcomes and provide evidence-based pointers in line with national and provincial governance imperatives.
Source/collection of data	Data for report collated from various source systems. Report produced from database with indicators and related trends.
Method of calculation	Simple count
Data limitations	None
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate

Subprogramme 2.4: Strategic Communication

Indicator number	2.4.1
Indicator title	Number of assessment reports submitted to Cabinet on the Western Cape Government communications environment. ¹⁶
Short definition	This indicator refers to the number of assessment reports which highlight 1. how the Western Cape is performing in print and broadcast media on a monthly basis and; 2. current and possible future risks/issues and their mitigation in the communication environment which might require specific action/attention/response by the relevant Minister/provincial department.
Purpose/importance	1. To measure how the Western Cape Government is performing in print and broadcast media, which is a key way in which it communicates with citizens and; 2. To highlight /identify possible media risks/issues for the Western Cape Government. This is done to protect the image of the Western Cape Government and to plan responses to specific issues faced by the relevant Minister/provincial department. It assists in ensuring that the delivery intents and outcomes of the Provincial Strategic Plan are accurately portrayed.
Source/collection of data	Data source: Assessment reports
Method of calculation	Simple count of assessment reports
Data limitations	Dependent on information supplied by media liaison officers, heads of communication, changes in the political landscape, coverage in free media.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target would be desired
Indicator responsibility	Director: Strategic Communications

Indicator number	2.4.2
Indicator title	Number of public participation policies approved by Cabinet
Short definition	This indicator measures the number of policies developed to provide policy guidance to the Western Cape Government on how it will implement public participation in this provincial government.
Purpose/importance	Public participation is enshrined in the Constitution as a principle of the democratic South-Africa. The purpose of this indicator is to measure whether a public participation policy has been developed for the Western Cape Government. It contributes to good governance, an element of which is whether the public is afforded an opportunity to inform decisions made by Government.
Source/collection of data	Approved policy; Cabinet minutes
Method of calculation	Simple count of approved policies

¹⁶ This is also the strategic objective indicator

Data limitations	Availability of stakeholders to be developed
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Director: Strategic Communications

Subprogramme 2.6: Strategic Programmes

Strategic Objective Indicator	
Indicator title	Number of reports on strategic linkages and engagements.
Short definition	This indicator refers to the number of consolidated reports on performance levels with respect to strategic international engagements and strategic priority programmes.
Purpose/importance	These reports highlight: <ol style="list-style-type: none"> 1. The extent to which the International Engagements contribute to the promotion of tourism, trade and investment in line with the international relations strategy. 2. The <i>status quo</i> and progress of strategic priority programmes with respect to human rights mainstreaming, social inclusion, governance improvement and economic transformation.
Source/collection of data	Data Source: Consolidated reports submitted to PTM on strategic international engagements and strategic priority programmes.
Method of calculation	Simple count of consolidated reports on the Western Cape's international engagements and strategic priority programmes.
Data limitations	Dependent on quality of reports received from international stakeholders.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	On target
Indicator responsibility	Chief Director: International Relations and Priority Programmes

Indicator number	2.6.1
Indicator title	Number of consolidated reports submitted on strategic international engagements.
Short definition	This indicator refers to the number of consolidated reports submitted to PTM on strategic international engagements which provide an overview of all international engagements managed for the WC on the promotion of tourism, trade and investment, in line with the IR strategy.
Purpose/importance	The reports provide an indication of the extent to which the International engagements contribute to the promotion of tourism, trade and investment in line with the international relations strategy.. This contributes to the facilitation of international and strategic engagements which impact on the socio-economic growth and sustainable development of

	the Western Cape.
Source/collection of data	Data source: Reports on international engagements, memorandums of understanding; proof of submission of reports. Files are opened regarding all international engagement managed on behalf of the Province and the consolidated report will be based thereon.
Method of calculation	Simple count of quarterly consolidated reports on the WC's international engagements.
Data limitations	Due to the nature of international engagements, it is difficult to do an accurate forecast of them. Incoming delegations cannot be predicted. This may influence the accuracy and quality of information on engagements from Departments.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	On target
Indicator responsibility	Director : International Relations
Indicator number	2.6.2
Indicator title	Number of consolidated reports submitted on strategic priority programmes.
Short definition	This indicator refers to the number of consolidated reports submitted to PTM geared to highlight the status quo and progress of strategic priority programmes. The quarterly report will be disaggregated into the following four themes: 1. Human rights mainstreaming 2. Social inclusion 3. Governance improvement 4. Economic transformation.
Purpose/importance	The reports will measure the interventions undertaken per theme. The reports provide an indication of the <i>status quo</i> and progress of the strategic priority programmes of the Western Cape Government. This contributes to the facilitation of international and strategic engagements which impact on the socio-economic growth and sustainable development of the Western Cape.
Source/collection of data	Data source: Progress reports; proof of submission.
Method of calculation	Simple count of quarterly consolidated reports on strategic priority programmes.
Data limitations	Comparison between programmes may be impossible or limited due to the lack of common measurements within the reports due to the disparate nature of the programmes.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	On target
Indicator responsibility	Director: Priority Programmes Coordination

PROGRAMME 3: Human Capital (People Management)

Strategic Objective Indicator	
Indicator title	A People Management Maturity Model developed.
Short definition	In order to measure the maturity level of people management in the WCG it is first necessary to develop a maturity model that will be used to determine it.
Purpose/importance	People management covers a range of functions and it is necessary to measure the performance in terms of a maturity model.
Source/collection of data	Research documents and notes; draft proposals.
Method of calculation	Determine through observation whether a People Management Maturity Model that is ready for implementation has been developed.
Data limitations	Limitation of models applicable to the public service.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	People Management Maturity Model
Indicator responsibility	Chief Directorate: Organisational Development

Subprogramme 3.2: Organisation Development

Indicator number	3.2.1
Indicator title	Percentage of scheduled organisational behavior interventions conducted.
Short definition	The indicator refers to the number of organisational behaviour interventions conducted as a percentage of the number of organisational behaviour interventions scheduled in departments. Types of interventions: may include competency assessments, employee health and wellness and change navigation interventions. This indicator is demand driven.
Purpose/importance	The interventions are aimed at enabling congruent wellbeing in the WCG, where congruent wellbeing refers to a system where healthy people are integrated within a healthy organisation and bound by a common purpose.
Source/collection of data	CD OD project register, job registers: EHW, PAC and OBI as well as reports and attendance registers where applicable.
Method of calculation	<p>Numerator: Number of completed organisational behaviour interventions conducted per year. Date of completion is the date that service is provided to department or date that CD OD provides deliverable to department.</p> <p>Denominator: Number of scheduled organisational behaviour interventions in departmental programmes per year as reflected in the Chief Directorate Project Register.</p> <p>Calculation: $\text{Numerator} / \text{Denominator} \times 100$</p> <p>The formula will be applied in the job register and fed into the project register from where the final calculation will be made (using weighted averages as appropriate).</p>

	Note: Additional (not scheduled in Chief Directorate Organisation Development Business Plan) interventions will be added to the numerator if completed, but not the denominator.
Data limitations	Dependent on accuracy of Chief Directorate Organisation Development Project and Job Registers.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	90%
Indicator responsibility	Director : Organisational Behaviour
Indicator number	3.2.2
Indicator title	Percentage of scheduled business process improvement projects completed.
Short definition	The indicator refers to the number of business process improvement projects completed as a percentage of the number of business process projects scheduled. The interventions are aimed at helping individuals, components, departments and the WCG as a whole to perform optimally by describing and optimising work processes and creating systems to manage and continuously improve the way people do their work and deliver services. This indicator is demand driven.
Purpose/importance	It refers to the projects completed in the WCG to improve efficiency within a business unit and ultimately a department. It therefore contributes to creating an enabling workplace.
Source/collection of data	Chief Directorate Organisation Development Project Register as well as Business Process Owner Sign-Off Certificate (includes Standard Operating Procedure, Business Process Table and Business Process Map).
Method of calculation	Numerator: Number of completed business process projects per year. Date of completion is the date that CD OD provides deliverable to department. Denominator: Number of business process projects scheduled in departmental programmes per year as reflected in the Chief Directorate Organisation Development Business Plan. Calculation: Numerator / Denominator x 100 Note: Additional (not scheduled in Chief Directorate Organisation Development Business Plan) projects will be added to the numerator if completed, but not the denominator.
Data limitations	Dependent on accuracy of Chief Directorate Organisation Development Project and Job Register.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	90%
Indicator responsibility	Director: Process Design and Improvement
Indicator number	3.2.3
Indicator title	Percentage of scheduled organisation design projects completed.

Short definition	The indicator refers to the number of organisation design projects completed as a percentage of the number of organisation design projects scheduled in departments. This indicator is demand driven.
Purpose/importance	It refers to the organisational design interventions (at the strategic, tactical and operational levels) in selected departments/units of the WCG in order to optimise structure configurations in relation to statutory and strategic mandates, as well as operational service delivery capacity requirements. It, therefore, contributes to creating an enabling workplace.
Source/collection of data	Chief Directorate Organisation Development project register and JE job register as well as organisation design reports.
Method of calculation	<p>Numerator: Number of completed organisation design projects per year. Date of completion is date that CD OD provides deliverable to department.</p> <p>Denominator: Number of annually scheduled organisation design projects in departmental programmes per year.</p> <p>Calculation: Numerator / Denominator x 100.</p> <p>The formula will be applied in the job register and fed into the project register from where the final calculation will be made (using weighted averages as appropriate).</p> <p>Note: Additional (not scheduled in Chief Directorate Organisation Development Business Plan) projects will be added to the numerator if completed, but not the denominator.</p> <p>The baseline is illustrative as this is a demand driven service.</p>
Data limitations	Dependent on accuracy of Chief Directorate Organisation Development Project and Job Register.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	90%
Indicator responsibility	Director: Organisation Design

Subprogramme 3.3: Provincial Training Institute (People Training and Empowerment)

Indicator number	3.3.1
Indicator title	Number of learning programmes offered.
Short definition	Refers to the number of transversal learning opportunities that will be offered in terms of the Prospectus to employees of the Western Cape Government, including local government, and regional offices of national departments.
Purpose/importance	The purpose of this indicator is to illustrate the value-add of the PTE in the WCG, namely to improve the effectiveness and efficiency of employees and improve service delivery. It contributes to a capable workforce.
Source/collection of data	PTE Prospectus of Learning Programmes. Auxiliary sources to the primary source include the Human Resource Development System, course attendance registers and registration forms.
Method of calculation	Simple count of learning programmes offered as per Prospectus.
Data limitations	Changes to Prospectus due to <i>inter alia</i> work place skills plans, legislation amendments, policy changes and or budget constraints.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Not New indicator
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director : Programme Delivery
Indicator number	3.3.2
Indicator title	Number of learning programmes assessed for training impact.
Short definition	Refers to the number of transversal learning programmes that will be assessed to determine impact of training on the workplace, the employee and department.
Purpose/importance	The purpose of this Indicator is to measure the extent to which learning programmes are being gauged for effectiveness of training and to put in place remedial strategies, where necessary. This should contribute to providing a highly capable workforce, resulting in better performance or service delivery.
Source/collection of data	Training Impact Assessment Reports, auxiliary sources include <i>inter alia</i> Kirkpatrick Assessment Instruments, interview results and Interview questionnaires.
Method of calculation	Simple count of learning programmes assessed.
Data limitations	Availability of identified trainees and supervisors for interviews.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Not New indicator
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Programme Design

Subprogramme 3.4: Human Resource Management (People Management Practices)

Indicator number	3.4.1
Indicator title	Number of projects to introduced the integrated financial management system.
Short definition	This indicator refers to a project that has been initiated to phase in the implementation of the IFMS/HCM module in collaboration with SITA and DPSA as part of a national project to ultimately replace the current PERSAL system.
Purpose/importance	The purpose of the IFMS is to serve as a nodal point for all corporate government information in order to drive efficiency and standardise reporting across all spheres of government. This will contribute to provide an enabling workplace.
Source/collection of data	Bi-weekly Steering Committee meeting minutes/agendas and progress reports submitted to the project management office as per the PID.
Method of calculation	Simple count of projects
Data limitations	Quality / reliability of data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not New indicator
Desired performance	One project for implementation of the IFMS/HCM module as per target
Indicator responsibility	Chief Director : Human Resource Management
Indicator number	3.4.2
Indicator title	Number of HR management related reports submitted to departments.
Short definition	The indicator refers to the number of HR barometer reports indicating key management information submitted to departments. to inform people management decisions.
Purpose/importance	The purpose of the indicator is to provide management information to assist with decision making, to highlight trends in different areas in HR, to improve compliance rates indices and to minimise and mitigate risks. This contributes to providing governance information that enables the strategic objective of providing a highly capable workforce, creating an enabling workplace and developing leadership that enables employee engagement and optimal service delivery.
Source/collection of data	Persalshare, PERMIS, signed off HR plans, WSP and departments' annual reports, proof of submission to departments.
Method of calculation	Simple count of number of reports
Data limitations	Accurate input to sources of data
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new but wording changed
Desired performance	44 reports to be issued per annum (1 report per department per quarter; to the 11 client departments).
Indicator responsibility	Directorate: People Management: Policy & Planning

Indicator number	3.4.3
Indicator title	Number of strategic people management projects implemented under the "WCG as an employer of choice" programme.
Short definition	The indicator refers to the number of projects aimed at establishing the WCG as an employer of choice.
Purpose/importance	The purpose of the indicator is to ensure that the WCG is perceived as a desirable organization to work for by job seekers and current job incumbents. This will contribute <i>inter alia</i> to the attraction and retention of high performers and scarce and critical skills within the WCG. This contributes to the strategic objective of providing a highly capable workforce, creating an enabling workplace and developing leadership that enables employee engagement and optimal service delivery.
Source/collection of data	Project Reports
Method of calculation	Simple count of projects implemented
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	On target
Indicator responsibility	Directorate: People Management Policy & Planning

PROGRAMME 4: Centre for e-Innovation

Subprogramme 4.2: Strategic ICT Services

Indicator number	4.2.1
Indicator title	Level of ICT governance maturity achieved ¹⁷ .
Short definition	The level of ICT governance maturity achieved by the Centre for e-Innovation performance as measured against the COBIT Framework for improvement of governance maturity in IT organisations.
Purpose/importance	This indicator measures how the WCG is maturing in terms of the governance and management of ICT technology, people and processes.
Source/collection of data	Collection of data: An annual assessment is performed by either an external entity or by appropriately skilled internal Ce-I resources. Data source: A report is issued upon completion of the assessment which will contain an overall rating of the ICT governance maturity and the COBIT maturity model.
Method of calculation	The COBIT maturity model, which comprises of a rating from 1 to 5, is used for reporting on this indicator.
Data limitations	None
Type of indicator	Outcome indicator
Calculation type	Non-cumulative

¹⁷ This is also the strategic objective indicator

Reporting cycle	Annually
New indicator	Not new
Desired performance	Desired performance is to equal target performance
Indicator responsibility	CD Strategic ICT Services
Indicator number	4.2.2
Indicator title	Number of departmental ICT plans reviewed.
Short definition	<p>This indicator refers to the number of ICT plans reviewed in conjunction with the client departments' management teams to ensure that strategic objectives are met. The reviewed ICT plans are approved by the relevant Accounting Officer.</p> <p>ICT Plans are compiled in accordance with the WCG Strategic ICT Planning Framework, which is aligned to DPSA's Corporate Governance of ICT (CGICT) Policy Framework. The review of the ICT Plan contains a current ICT assessment and also lists the ICT requirements to support the department's mandate. This information is used to compile an ICT roadmap, which lists the department's ICT initiatives that will get it to the desired ICT state. The ICT initiatives are then broken down into a 3-5 year Implementation Plan.</p>
Purpose/importance	The purpose of the indicator is to ensure that departments plan for their IT initiatives and required resources annually in support of their strategic agenda. It also provides Ce-I with an opportunity to ascertain which of the initiatives are cutting across various departments. Importantly, it allows for Ce-I to budget and plan for the service requirements of client departments. It contributes to optimizing service delivery through innovative information and communication technologies.
Source/collection of data	<p>Collection of data: Physical ICT implementation plans are produced and filed by the Directorate Planning and Development after sign-off by the relevant Accounting Officer.</p> <p>Data source: ICT implementation plans.</p>
Method of calculation	Simple count of ICT implementation plans reviewed.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Without change Not New indicator
Desired performance	Equals desired performance
Indicator responsibility	Chief Director: Strategic ICT Services
Indicator number	4.2.3
Indicator title	Level of e-Government maturity achieved
Short definition	<p>This indicator refers to the level of e-Government maturity achieved by the Western Cape Government in improving service delivery to citizens through electronic and digital media. There are various models that can be used for the purposes of the assessment but the Centre for e-Innovation prefers the United Nations' e-Government maturity framework.</p> <p>*** Level Description</p> <ul style="list-style-type: none"> • Level 1 - emerging information services • Level 2 – enhanced services • Level 3 – transactional services • Level 4 – connected services.

Purpose/importance	This indicator reflects progress made by the WCG towards e-Services transformation, e-Governance enhancement and digital enablement of the Western Cape residents. It contributes to optimization of service delivery.
Source/collection of data	External maturity assessment will be performed and a report in this regard will be issued.
Method of calculation	Collection of data: UNDP e-Government maturity metrics is used for assessing the e-Government maturity level of the Western Cape Government. Data Source: A report is issued at the conclusion of the assessment with a score of 1 to 4 being awarded to the WCG based on performance in the field of e-Government.
Data limitations	There is no single means of evaluation. Various models can be used but the UNDP model is preferred as it is an internationally recognized model that is used to assess all countries.
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not New indicator
Desired performance	Equal to target
Indicator responsibility	Chief Director: Strategic ICT Services
Indicator number	4.2.4
Indicator title	Resolution rate of Western Cape requests received at the Presidential Hotline within 36 hours of being logged.
Short definition	This indicator refers to the number of calls having been resolved within 36 hours of it being logged as a percentage of the total number of calls received at the Western Cape Presidential Hotline.
Purpose/importance	This indicator reflects progress made by the WCG towards e-Services transformation, e-Governance enhancement and digital enablement. It also reflects the Province's responsiveness and commitment to ensuring that calls logged by residents are resolved timeously. It contributes to optimization of service delivery through information communication technologies.
Source/collection of data	Collection of data: Reports generated by the nationally administered Call Management System Source of data: National Call Management System
Method of calculation	Resolution rate calculation is based on the percentage of calls resolved that were logged at the Presidential Hotline over a predefined period. Numerator = number of calls resolved within 36 hours in a particular quarter Denominator = Number of calls received in a particular quarter. Percentage = numerator/denominator x 100. For the purposes of quarterly reporting the resolution rates as at the end of June, September, December and March are used. The annual report figure is determined by calculating the average of the four quarters' reported resolution rates.
Data limitations	None
Type of indicator	Output; timeliness; efficiency.
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	Higher than target

Indicator responsibility	Chief Director: Strategic ICT Services
Indicator number	4.2.5
Indicator title	Number of new Cape Access e-Community Centres established.
Short definition	This indicator refers to the number of new Cape Access Centres operationalized (fully equipped and functional) by the Ce-I during the financial year. These centres provide ICT access and training to citizens.
Purpose/importance	This indicator shows the number of new Cape Access centres established during the course of the financial year. The purpose of these centres is to provide access to ICTs and training to citizens in rural areas. It contributes to optimization of service delivery. * Equipped and functional is defined as having a functioning router, switch and server as well as functional pc's. The centre will also be furnished as per the agreed to specification.
Source/collection of data	Collection of data: Monitoring of new centres physically established through completion of an observation sheet or checklist. Data Source: Before and after photo images of the newly established centres will be included in the portfolio of evidence. Memoranda of agreement with service providers, observation sheet/checklist, monitoring report.
Method of calculation	Simple Count of the number of centres which have been equipped with computers and a server. These centres will not necessarily be open to the public by the end of the financial year but they will be equipped and functional.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	Higher than target
Indicator responsibility	Chief Director: Strategic ICT Services

Subprogramme 4.3: GITO Management Services

Indicator number	4.3.1
Indicator title	Average percentage systems uptime and availability maintained.
Short definition	This indicator refers to the average % systems uptime and availability maintained over the year for a 24 hours x 7 day service. Uptime is the amount of time when systems are available for users to utilise. Note: The measurement of uptime and availability excludes scheduled down-time for maintenance.
Purpose/importance	It measures the reliability and availability of systems and applications used across the Western Cape Government which underpin, support and enable service delivery by departments. It contributes to optimization of service delivery.
Source/collection of data	Systems infrastructure availability reports.
Method of calculation	Numerator: Total number of hours uptime required less the amount of hours that systems were down unscheduled. Denominator: Total number of hours uptime required over 24 hours x 7 days over a financial year.

Data collected will be calculated on a monthly basis and aggregated on a quarterly and an annual basis as reflected in the table below:

M	M	M	M	M	M	M	M	M	M	M	M
Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014		
Average for the Financial Year (Apr 2014 – Mar 2015)											

M = Month

Percentage: numerator / denominator x 100 as reflected for the monthly calculation as follows:

Monthly calculation: 31 days x 24 hours in a day = 744 hours

Total no. hours for the month: 744

Less downtime for the month: 0.0

Uptime for the month: 744

Percentage uptime for the month: 100%

Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.

Data limitations	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency.
Type of indicator	Output; accessibility
Calculation type	Non-cumulative for the year
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Maintain systems and applications reliability and availability at 99%
Indicator responsibility	Chief Director: GITO Management Services
Key risk	The reliability of the server infrastructure of the State Information Technology Agency. The risk will be mitigated through monthly Service Level Agreements and Quality of Service meetings with SITA.
Indicator number	4.3.2
Indicator title	Average percentage network uptime and availability maintained
Short definition	This indicator refers to the average % network uptime and availability maintained over the year for a 24 hour x 7 day service. Uptime is the amount of time when the network is available for users to utilise. Note: The measurement of uptime excludes scheduled down-time for maintenance.
Purpose/importance	It measures the reliability and availability of the Wide Area Network (WAN) infrastructure, in order to provide better connectivity to systems and applications across the Western Cape Government. This contributes to optimization of service delivery through information communication technologies.
Source/collection of data	Network infrastructure availability reports.
Method of calculation	Numerator: Total number of hours uptime required less the amount of hours that the Wide Area Network was down unscheduled.

	<p>Denominator: Total number of hours uptime required over 24 hours x 7 days over a financial year.</p> <p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annually basis as reflected in the table below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 Jul – Sep 2014</td> <td colspan="3">Average for Quarter 3 Oct – Dec 2014</td> <td colspan="3">Average for Quarter 4 Jan – Mar 2014</td> </tr> <tr> <td colspan="12" style="text-align: center;">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Percentage: numerator / denominator x 100 as reflected for the monthly calculation as follows:</p> <p style="margin-left: 40px;">Monthly calculation: 31 days x 24 hours in a day = 744 Hours</p> <p style="margin-left: 80px;">Total no. hours for the month: 744</p> <p style="margin-left: 80px;">Less downtime for the month: 0.0</p> <p style="margin-left: 80px;">Uptime for the month: 744</p> <p style="margin-left: 80px;">Percentage uptime for the: 100%</p> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014			Average for the Financial Year (Apr 2014 – Mar 2015)											
M	M	M	M	M	M	M	M	M	M	M	M																										
Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014																												
Average for the Financial Year (Apr 2014 – Mar 2015)																																					
Data limitations	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency.																																				
Type of indicator	Output; accessibility																																				
Calculation type	Non-Cumulative for the Year																																				
Reporting cycle	Quarterly																																				
New indicator	Not new																																				
Desired performance	Maintain network reliability and availability at 98%																																				
Indicator responsibility	Chief Director: GITO Management Services																																				
Key risk	The reliability of the network infrastructure of the State Information Technology Agency. The risk will be mitigated through monthly Service Level Agreements and Quality of Service meetings with SITA.																																				
Indicator number	4.3.3																																				
Indicator title	Average turnaround time in days for resolving Helpdesk calls maintained.																																				
Short definition	This indicator refers to the average turnaround time in days taken for resolving problems and incidents reported to the IT Helpdesk by users across all departments.																																				
Purpose/importance	It measures the services provided by the Helpdesk in order to provide better problem and incident management in support of resolving problems and issues reported by users. It contributes to the optimization of service delivery through information communication technologies.																																				
Source/collection of data	Helpdesk system reports extracted from the database; list of calls resolved.																																				
Method of calculation	Average number of days taken to resolve calls. Calculation based on the time taken to resolve each call averaged out on																																				

	<p>the total number calls reported.</p> <p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annually basis as reflected in the table below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 Jul – Sep 2014</td> <td colspan="3">Average for Quarter 3 Oct – Dec 2014</td> <td colspan="3">Average for Quarter 4 Jan – Mar 2014</td> </tr> <tr> <td colspan="12" style="text-align: center;">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Monthly calculation:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Call 1</td><td>Time logged</td><td>Time resolved</td><td>Time taken to resolveCall</td> </tr> <tr> <td>Call 1</td><td>Time- logged</td><td>Time resolved</td><td>Time taken to resolve call</td> </tr> <tr> <td>Call 3</td><td>Time logged</td><td>Time resolved</td><td>Time take to resolve call</td> </tr> <tr> <td>No of Calls</td><td>Time logged</td><td>Time resolved</td><td>Average time take to resolve calls</td> </tr> </table> <p>Monthly average number of days will be aggregated per quarter and annually for the 12 months of the financial year.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014			Average for the Financial Year (Apr 2014 – Mar 2015)												Call 1	Time logged	Time resolved	Time taken to resolveCall	Call 1	Time- logged	Time resolved	Time taken to resolve call	Call 3	Time logged	Time resolved	Time take to resolve call	No of Calls	Time logged	Time resolved	Average time take to resolve calls
M	M	M	M	M	M	M	M	M	M	M	M																																										
Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014																																												
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Call 1	Time logged	Time resolved	Time taken to resolveCall																																																		
Call 1	Time- logged	Time resolved	Time taken to resolve call																																																		
Call 3	Time logged	Time resolved	Time take to resolve call																																																		
No of Calls	Time logged	Time resolved	Average time take to resolve calls																																																		
Data limitations	Availability and accuracy of information of the Helpdesk system.																																																				
Type of indicator	Output, timeliness, efficiency																																																				
Calculation type	Non-cumulative for the year																																																				
Reporting cycle	Quarterly																																																				
New indicator	Not new																																																				
Desired performance	Average turnaround time in days for resolving Helpdesk calls maintained within three days per call.																																																				
Indicator responsibility	Chief Director: GITO Management Services																																																				
Key risk	The volumes and complexity of calls logged by users to the Help-desk of Ce-I versus the resources available. The risk will be addressed on a daily, weekly and monthly basis through the shifting of additional resources and prioritization of Help-desk calls.																																																				
Indicator number	4.3.4																																																				
Indicator title	Number of WCG corporate sites migrated to broadband using the city of Cape Town's fibre optic infrastructure.																																																				
Short definition	This indicator refers to the number of Western Cape Government Corporate sites (e.g. Government schools, Government buildings, hospitals, clinics) migrated to Broadband using the fibre optic infrastructure of the city of Cape Town. This excludes private schools. It will improve the network bandwidth capacity to better carry applications and systems to service delivery sites.																																																				
Purpose/importance	It measures the number of buildings connected with broadband connectivity using the fibre optic cable infrastructure of the city of Cape Town in order to provide better reliability and better availability of the network, both the Wide Area Network (WAN), Local Area Network (LAN), Internet and e-Mobility infrastructure, in order to provide better																																																				

	connectivity to IT systems, applications and services. It contributes to optimization of service delivery through information communication technologies.
Source/collection of data	Project report and monthly project meetings.
Method of calculation	Simple count of government sites migrated to broadband.
Data limitations	Availability and accuracy of information of reports
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Improved network capacity, reliability and availability in line with the industry best practices by connecting 11 new sites with broadband connectivity.
Indicator responsibility	Chief Director: GITO Management Services
Indicator number	4.3.5
Indicator title	Percentage of contractually agreed upon government sites and schools provided with Broadband connectivity.
Short definition	Percentage of government sites and schools provided with Broadband connectivity as contractually upon with the appointed service provider.
Purpose/importance	It measures the percentage of government sites and schools who will be provided with broadband connectivity and thereby benefit from the use of data, voice and video services. This will contribute to the WCG Telecommunications Strategy.
Source/collection of data	Project report and monthly project meetings.
Method of calculation	Actual no. of government sites and schools provided with broadband / Contractually agreed no. of sites provided with broadband
Data limitations	Availability and accuracy of information of reports
Type of indicator	Output
Calculation type	Non-cumulative for the year
Reporting cycle	Quarterly
New indicator	New
Desired performance	Agreed upon percentage of government sites and schools provided with broadband.
Indicator responsibility	Chief Director: GITO Management Services

PROGRAMME 5 : Corporate Assurance

Subprogramme: 5.2: Enterprise Risk Management

Indicator number	5.2.1
Indicator title	¹⁸ Number of ERM maturity assessments performed.
Short definition	This indicator refers to the assessments that are conducted to determine

¹⁸ This is also the strategic objective indicator

	the risk maturity level per vote.
Purpose/importance	The purpose of the indicator is to measure and monitor the WCG risk maturity against an international / best practice framework. The increase in enterprise risk management maturity over a period of time. It indicates that enterprise risk management is embedded in the operations of the Western Cape Government as indicated by the maturity levels of the ISO 31000 Framework.
Source/collection of data	D:ERM performs electronic assessments and issues a signed report to the respective AO's on the findings and level of maturity.
Method of calculation	Simple count of number of ERM maturity assessments conducted as evidenced by the reports issued to AO's within ten working days after the end of the financial year.
Data limitations	Only one year's data available
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes, new indicator
Desired performance	Equal to targeted performance
Indicator responsibility	Director: Enterprise Risk Management
Indicator number	5.2.2
Indicator title	Number of enterprise risk management implementation plans approved by Accounting Officers.
Short definition	This indicator refers to the number of enterprise risk management plans that are completed within the first quarter of the financial year and approved by the relevant Accounting Officer.
Purpose/importance	The plans drive key provincial ERM deliverables that will embed ERM as well as address key ERM elements that will drive the desired maturity level. This contributes to a mature control framework.
Source/collection of data	Original signed plans are kept with the Accounting Officers and D:ERM retains back-up copies.
Method of calculation	Simple count of number of completed plans signed off by the AO's, excluding the Department of Health and including the Western Cape Provincial Parliament.
Data limitations	Nil
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target (12)
Indicator responsibility	Director: Enterprise Risk Management

Subprogramme 5.3: Internal Audit

Indicator number	5.3.1
Indicator title	¹⁹ Percentage of internal audit areas completed as per approved internal audit coverage plans.
Short definition	The indicator refers to the number of internal audit areas completed as a percentage of the total number of internal audit areas contained in approved coverage plans. It provides an indication of the progress of execution of the approved annual internal audit operational plans. This indicator is driven by the number of significant high risks included in internal audit plans during the annual planning process, therefore the denominator will differ from year to year, depending on the risk profile of departments/votes.
Purpose/importance	This indicator seeks to show the quantitative delivery of internal audit services in the province. It contributes to a mature control framework in all votes through improved business processes.
Source/collection of data	Final internal audit reports issued in the reporting period as reported in the quarterly Audit Committee progress reports. Approved departmental / vote internal audit coverage plans, as might be amended from time to time and subsequently approved by the relevant Audit Committee.
Method of calculation	Numerator: Total number of final internal audit reports issued subsequent to the completion of the IA areas, by the 15th day of the month following the quarter end. Denominator: Total number of IA areas included as per the approved Annual Operational Internal Audit Coverage Plans of all departments/votes. Calculation of percentage: numerator / denominator x 100.
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher. Completion of all (100%) planned internal audit areas are desired.
Indicator responsibility	Chief Audit Executive
Indicator number	5.3.2
Indicator title	Percentage internal audit recommendations incorporated into agreed action plans.
Short definition	This indicator refers to the number of internal audit recommendations which were incorporated into agreed management action plans as a percentage of the total number of internal audit recommendations made. This indicator is dependent on indicator 5.3.1 (i.e. the number of internal audit reports issued is determined by the approved internal audit coverage plans).

¹⁹ Also Strategic Objective Indicator

Purpose/importance	<p>The indicator demonstrates the quality of recommendations that internal audit is making towards the improvement of the control framework and the extent to which clients are acknowledging the work of internal audit and commit to good governance.</p> <p>It is an indication of the value internal audit is contributing to the control framework.</p>
Source/collection of data	Recommendations and agreed action plans as recorded in the final issued internal audit reports.
Method of calculation	<p>Numerator: Total number of recommendations included in management action plans as per final internal audit reports issued during the reporting period.</p> <p>Denominator: Total number of internal audit recommendations made in final internal audit reports issued during the reporting period.</p> <p>The numerator is calculated by adding up all recommendations in agreed action plans. The denominator is calculated by adding up all recommendations made in internal audit reports issued during the reporting period.</p> <p>Percentage calculation: $\text{numerator} / \text{denominator} \times 100$.</p>
Data limitations	Incomplete/inaccurate data in management action plans (where there is no precise indication of what is going to be implemented).
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher - anything above the target recommendations included in management action plans is desired.
Indicator responsibility	Chief Audit Executive
Indicator number	5.3.3
Indicator title	Percentage of management action plans expired by the end of the third quarter followed up.
Short definition	This indicator refers to the number of action plans which have expired by 31 December annually, and which have been followed up by internal audit at the end of the financial year.
Purpose/importance	<p>Measure the extent to which Internal Audit is conducting the follow up on implementation of expired management action plans.</p> <p>This process further provides information to the client and oversight structures on the rate of implementation of the Internal Audit recommendations.</p> <p>This contributes to a mature control framework.</p>
Source/collection of data	<p>The final follow up Internal Audit reports issued indicating the number of management action plans that were followed up. Excel spreadsheet maintained summarizing this information, containing all management action plans clearly indicating the expiry dates.</p> <p><i>Please note:</i> The date of expired management action plans is the one reflected as "Internal Audit Expiry Date" on the final issued internal audit</p>

	<p>reports.</p> <p>The verification process:</p> <ul style="list-style-type: none"> • Confirming the number of expired management action plans reported in the original final internal audit report against that in the excel spreadsheet; and • Validating the number of management action plans reported in the excel spreadsheet against management action plans in the individual final follow up internal audit report per internal audit area.
Method of calculation	<p>Numerator: Number of expired management action plans followed up.</p> <p>Denominator: Total number of management action plans expired as at 31 December annually.</p> <p>The numerator is calculated by adding up all expired management action plans which were followed up by IA The denominator is calculated by adding up all management action plans expired by 31 December. Percentage calculation: numerator / denominator x 100.</p>
Data limitations	Departments not timeously providing information on the implementation of their action plans .
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Anything higher than the target will be acceptable
Indicator responsibility	Chief Audit Executive

Subprogramme 5.4.: Forensic Investigation Unit

Indicator number	5.4.1
Indicator title	²⁰ Number of fraud health checks conducted.
Short definition	This indicator refers to the annual survey conducted by means of an online questionnaire to determine the level of fraud awareness amongst WCG employees .
Purpose/importance	The purpose of the indicator is to determine the level of fraud awareness amongst WCG employees. It contributes to a mature control framework through zero tolerance for fraud and corruption.
Source/collection of data	Consolidated, interactive, electronic results released by service provider on a compact disk subsequent to questionnaire responses received and analysed.
Method of calculation	Simple count of number of reports and accompanying compact disc issued subsequent to the survey.
Data limitations	None

²⁰ Also strategic objective indicator

Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Equal to targeted performance
Indicator responsibility	Deputy Director-General: Corporate Assurance
Indicator number	5.4.2
Indicator title	Percentage of FIU recommendations followed up.
Short definition	The indicator refers to the number of "open" or outstanding FIU recommendations followed up as a percentage of the total number of recommendations made by the Forensic Investigative Unit. These recommendations emanate from the FIU's investigations into cases of alleged fraud and corruption and are contained in the reports issued by FIU once the investigations are completed. This indicator is impacted by the number of forensic investigations completed within a specific reporting period.
Purpose/importance	The purpose of the indicator is to indicate progress made in departments with implementing corrective action recommended subsequent to a forensic investigation. It contributes to a mature control framework through zero tolerance for fraud and corruption.
Source/collection of data	Results of follow-ups as recorded in quarterly HoD and audit committee progress reports.
Method of calculation	<p>Numerator: Number of recommendations followed-up in the specific reporting period.</p> <p>Denominator: Sum of total number of "open" or outstanding recommendations as at end of previous reporting period and total number of recommendations made in reports completed for the specific reporting period.</p> <p>The numerator is calculated by adding up all recommendations which were followed up in a quarter.</p> <p>The denominator is calculated by adding up the total number of "open" or outstanding recommendations as at the end of the previous quarter and the total number of recommendations made in reports completed for the specific quarter.</p> <p>Percentage calculation: numerator / denominator x 100.</p>
Data limitations	Currently manual collection of data from departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or anything higher than the target will be acceptable.
Indicator responsibility	Deputy Director-General: Corporate Assurance
Indicator number	5.4.3
Indicator title	Percentage of fraud prevention activities allocated to the FIU implemented.

Short definition	This indicator refers to the number of fraud prevention activities implemented as a percentage of the number of activities in the approved fraud prevention programme allocated to the Forensic Investigative Unit. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of preventative initiatives approved per department. It contributes to a mature control framework through zero tolerance for fraud and corruption.
Source/collection of data	Fraud prevention implementation plans agreed to with the relevant Accounting Officer or the DDG: Corporate Assurance and progress on status of implementation as recorded in quarterly FIU progress reports to HoD's.
Method of calculation	<p>Numerator: Total number of fraud prevention activities allocated to the FIU finalised. The following explains the stage at which each category of activity is deemed to have been finalized:</p> <ul style="list-style-type: none"> • Update of Fraud Prevention Plans and Fraud Risk Registers – this is finalized by the FIU on the day it is submitted to the relevant department for approval by their respective delegated authority; • Fraud Prevention Implementation Plans – this is finalized by the FIU on the day it is submitted to the relevant department or the DDG: Corporate Assurance; • Fraud Awareness presentations – this is finalized on the day of the actual presentation as evidenced by an attendance register. <p>Denominator: Total number of activities in approved fraud prevention programme allocated to the FIU and indicated on the Fraud Prevention Implementation Plans of each department.</p> <p>The numerator is calculated by adding up all completed fraud prevention activities.</p> <p>The denominator is calculated by adding up all approved fraud prevention activities in the fraud prevention programme.</p> <p>Percentage calculation: numerator / denominator x 100.</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or anything higher than the target will be acceptable.
Indicator responsibility	Deputy Director-General: Corporate Assurance

Subprogramme 5.5. Legal Services

Indicator number	5.5.1
Indicator title	Number of reports containing analysis of all provincial litigation matters and associated awards and judgments submitted.
Short definition	This indicator refers to the number of reports submitted to Cabinet which contain a pro-active analysis of all provincial litigation matters, associated awards and judgments.
Purpose/importance	The purpose of the indicator is to monitor the number of litigation matters that relate to shortcomings in decision-making processes that formed the basis for litigation against the Western Cape Government previously. It

	contributes to ensuring WCG decision-making that is sound in law.
Source/collection of data	Legal Services sources the data from litigation files, awards and judgments.
Method of calculation	Simple count of analysis reports submitted which contain all provincial litigation matters, associated awards and judgments.
Data limitations	N.A.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target. Comprehensive, meaningful and user-friendly reports provided timeously.
Indicator responsibility	Director: Litigation and Chief Director: Legal Services
Indicator number	5.5.2
Indicator title	Number of legal training opportunities provided to employees of the Western Cape Government.
Short definition	The indicator refers to the number of legal training opportunities provided to provincial employees to raise awareness and increase their knowledge of the legislative framework applicable to the Western Cape Government. Training opportunities include: functional training courses provided and awareness sessions conducted at various meetings and forums.
Purpose/importance	The purpose is to enable the organization to improve adherence to legal requirements in decision-making and legislative processes.
Source/collection of data	List of legal training opportunities provided, training programmes and signed attendance registers.
Method of calculation	Simple count of legal training opportunities provided as evidenced in attendance registers completed by attendees of: functional training courses provided and awareness sessions conducted at various meetings and forums. .
Data limitations	N.A.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	On target
Indicator responsibility	Director: Legal Compliance and Chief Director: Legal Services
Indicator number	5.5.3
Indicator title	²¹ Number of requests referred to Legal Services assigned to legal advisers.
Short definition	The indicator refers to the number of requests received by Legal Services and assigned to legal advisers. It is to provide assistance in respect of legal matters. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to provide information on the extent of legal support services provided to the Executive, provincial departments and, in appropriate circumstances, to provincial public entities.

²¹ Also strategic objective indicator

Source/collection of data	File Register containing details of assigned requests and physical files.
Method of calculation	Simple count of requests assigned
Data limitations	N.A.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	On target: 1 850 requests assigned to legal advisers
Indicator responsibility	Chief Director: Legal Services

Subprogramme 5.6: Corporate Communication

Indicator number	5.6.1
Indicator title	²² Number of on-brand creative execution assessment reports issued.
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and HOD's to assess whether paid-for communication is on brand and on message, (i.e. correct logo identity and visual language application and Better Together message).
Purpose/importance	The purpose of the indicator is to measure and improve transversal compliance of brand and Better Together concept by WCG departments. It is important because it supports PSO12 and our objective to have one organisational brand.
Source/collection of data	Assessment reports compiled, issued and distributed electronically to each Head of Communication in the various departments across WCG. The report will be compiled and issued in Powerpoint with a covering letter from the Director Corporate Communication.
Method of calculation	Simple count of assessment reports issued by the 10th working day of the month following the quarter end. Assessments will be done as follows: Quarter 1 report will contain data of April, May and June Quarter 2 report will contain data of July, August and September Quarter 3 report will contain data of October, November and December Quarter 4 report will contain data of January, February and March.
Data limitations	Work not briefed in with Corporate Communication or creative agency
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target: four reports submitted per annum. one per quarter
Indicator responsibility	Director: Corporate Communication
Indicator number	5.6.2
Indicator title	Number of Better Together magazines published to communicate the vision, values and brand to Western Cape Government employees.

²² Also strategic objective indicator

Short definition	This indicator refers to the number of Better Together magazines published and distributed to employees of WCG to engage with them on the vision, values and Better Together brand.
Purpose/importance	The purpose of the indicator is to create awareness of the WCG vision, values and Better Together communication concept in support of PSO12 and to build one, strong organisational brand.
Source/collection of data	Printed Better Together magazines.
Method of calculation	Simple count of Better Together magazines published in the reporting period (one per quarter and two special editions six monthly)
Data limitations	Dependent on participation from WCG employees and WCG departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually reported on in the final quarter
New indicator	Not new
Desired performance	On target: Production of 6 magazines annually
Indicator responsibility	Director: Corporate Communication
Indicator number	5.6.3
Indicator title	Number of reports issued on completed client-generated products and services
Short definition	This indicator refers to the number of reports issued on requests for translations and number of Gazette's published. Translations and the Gazette are both demand driven and completed on request.
Purpose/importance	The Gazette is a statutory requirement and the report is to measure the quantity completed. Translation and editing are to adhere to the three language policy of WCG and the report is to measure the quantity completed. The importance of measuring both is to align resources to the volume of requests received and to understand the extent of adhering to the three language policy.
Source/collection of data	Bi-annual reports relating to completed client-generated products and services and submitted to the Director: Corporate Communications. Collected via Government Gazette request from departments and briefing requests for translations and editing. Signed and adopted. Bi-annual reports.
Method of calculation	Simple count of reports issued on completed client-generated products and service requests. The report will be issued by the 10th working day of the month following the quarter end.
Data limitations	Dependent on request received for service
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual. Second and fourth quarter
New indicator	Not new
Desired performance	On target: Submit two reports per year
Indicator responsibility	Director: Corporate Communication

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