



**Western Cape
Government**

Department of the Premier

ANNUAL CITIZENS' REPORT

1 APRIL 2011 TO 31 MARCH 2012

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1. WHO ARE WE

The Department of the Premier is responsible for providing strategic and operational support to the Premier and the Provincial Cabinet in exercising their provincial executive authority in accordance with the Constitution of the Republic of South Africa, 1996, and the Constitution of the Western Cape, 1997. The Department of the Premier coordinates and leads the functions of the Western Cape Government and the provincial departments through the development and implementation of legislation and policy.

2. WHAT DO WE DO

The Department of the Premier does not deliver direct services to the public. It is predominantly a centre of government agency, which means that its functions are internally directed. In accordance with Section 7 (3) (c) of the Public Service Act, 1994, the following core functions are rendered:

- Executive Support providing for the Offices of the Premier and Director-General and Executive Secretariat;

Programme 1: Executive Support (Administration)

PURPOSE	MAIN SERVICES
Efficient and effective administrative support to the Executive.	<ul style="list-style-type: none">• Operational support to the Premier.• Operational and secretariat support to Cabinet, Sector Committees and the Provincial Top Management.• Administrative support, strategic guidance and content on international relations and human rights.• Departmental management and operational support to the Director-General.

- Provincial Strategic Management providing for Policy and Strategy, Strategic Management Information and Strategic Communication;

Programme 2: Provincial Strategic Management

PURPOSE	MAIN SERVICES
<p>Coherent provincial strategic management for the Western Cape.</p>	<ul style="list-style-type: none"> • Enable provincial policy development and transversal strategic management to enable effective provincial governance. • Provision of strategic management information to enable effective provincial governance. • Facilitate meaningful communication with the people of the Western Cape.

Corporate Services consisting of three programmes (Programme 3: Human Capital; Programme 4: Centre for e-Innovation and Programme 5: Corporate Assurance) which are indicated hereunder:

- Human Capital providing for Organisation Development, Provincial Training Institute and Human Resource Management;

Programme 3: Corporate Services Centre

PURPOSE	MAIN SERVICES
<p>Provide a workforce that contributes to optimal service delivery.</p>	<ul style="list-style-type: none"> • Promotion of institutional capacity building through appropriate and evidence based organisational development interventions. • Coordination and enhancement of learning and development within the Western Cape Government. • Rendering human resource management services to departments of the Western Cape Government.

- Centre for e-Innovation providing for Strategic ICT Services and GITO Management Services; and

Programme 4: Centre for e-Innovation

PURPOSE	MAIN SERVICES
<p>Enable optimal service delivery by providing strategic direction and innovative information and communication technologies (ICTs) in the Western Cape Government.</p>	<ul style="list-style-type: none"> • Providing strategic ICT services. • Providing Government Information Technology Officer (GITO)* management services to the Western Cape Government. <p>*GITO management services encompass a broad range of information technology services as described by the Department of Public Service Administration (DPSA) for all national and provincial departments.</p>

- Corporate Assurance providing for Enterprise Risk Management, Internal Audit, Forensic Investigative Unit, Legal Services and Corporate Communication.

Programme 5: Corporate Assurance

PURPOSE	MAIN SERVICES
<p>Provincial Corporate Assurance that ensures good, clean corporate governance.</p>	<ul style="list-style-type: none"> • Ensure efficient and effective risk management systems. • Provide a corporate internal audit service to the Western Cape Government. • Prevent, detect and investigate economic crime. • Rendering of a comprehensive legal support service. • Rendering of corporate communication services.

The Department subscribed to the Provincial Strategic Objectives, being:

- Increasing opportunities for growth and jobs;
- Improving education outcomes;
- Increasing access to safe and efficient transport;
- Increasing wellness;
- Increasing safety;
- Developing integrated and sustainable human settlements;
- Mainstreaming sustainability and optimising resource-use efficiency;
- Promoting social inclusion and reducing poverty;
- Integrating service delivery for maximum impact;
- Creating opportunities for growth and development in rural areas; and
- Building the best-run regional government in the world.

The Department of the Premier contributed to all these strategic objectives, but is primarily responsible for “building the best-run regional government in the world”, which is also in line with the national outcome: “An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.”

3. WHO IS IN CHARGE

The Premier of the Western Cape is also the Executive Authority of the Department of the Premier, appointed in terms of the Constitution [Chapter 6 (125)] and executes functions as indicated in the Public Service Act [Chapter II, 3 (1)] and is: **Ms Helen Zille**.

The Director-General is the Head of Department and Accounting Officer, appointed and executes functions in terms of the Public Service Act [Chapter III, 7 (3)] and the Public Finance Management Act [Chapter 5, Part 1, 36] and is: **Advocate Brent Gerber**.

4. OUR STANDARDS, HOW WE MET THEM AND THE RESULTS ACHIEVED

On an annual basis, the Department of the Premier develops an Annual Performance Plan, below is an account of how the Department performed in striving to achieve the following strategic objectives:

Programme 1: Executive Support (Administration)

Key service	Clients	Current standard	Actual achievement against standard
Executive Support providing for the Offices of the Premier and Director-General and Executive Secretariat	Premier, Director-General	Render relevant and timeous secretariat services, as well as office administrative support to the Executive of the Western Cape Government.	<ul style="list-style-type: none"> • 104 executive and management engagements were supported. • 21 human rights projects were managed. • 34 international incoming and outgoing delegations were managed. • 6 reports were submitted to Cabinet on delivery against international agreements. • 2 monitoring reports on the provincial benefits derived from the implementation of Regional Leaders' Summit resolutions and other active agreements were submitted. • A new survey to measure the quality of support rendered to the Director-General was successfully implemented. • An unqualified audit with one other matter received for the 2011/12 financial year. • 99.78% of the budget for the 2011/12 financial year was spent. • The vacancy rate in terms of key finance posts was significantly reduced; 78% of vacancies were filled. <p>The achievements in this programme contributed directly to the departmental strategic goal of rendering relevant and timeous secretariat services, office and administrative support to the Executive of the Western Cape Government.</p>

Note: Please refer to the Annual Performance Report 2011/12 financial year for comprehensive information pertaining to Programme 1

Programme 2: Provincial Strategic Management

Key service	Clients	Current standard	Actual achievement against standard
Provincial Strategic Management providing for Policy and Strategy, Strategic Management Information and Strategic Communication	Provincial Cabinet, Provincial Government departments, Citizens of the Western Cape	Ensure coherent management and implementation of the Provincial Strategic Plan through methodologically sound provincial policy and information for the Western Cape.	<ul style="list-style-type: none"> • 1 assessment report containing analysis of the alignment of all 12 departments' annual performance plans with the Provincial Strategic Plan. • 39 policy papers and commentary on national and provincial policies and laws were done. • Provincial Transversal Management Report and Mid-term Review Report for Cabinet Bosberaad were submitted to Cabinet. • The level of maturity tested for Programme and Project Management in the Western Cape Government as per implementation through the Department of the Premier. A level 2.1 maturity was achieved against the target of 2 set in the annual performance plan. • The level of maturity tested for Results-Based Monitoring and Evaluation in the Western Cape Government as per implementation through the Department of the Premier. A level 2.4 maturity was achieved. • The level of maturity tested for Spatial Information Management achieved a level 2.2 maturity rating. • Phase 2 was completed of an automated and integrated

		<p>monitoring and evaluation system for improving the measurement of provincial-wide performance. This delivered a Business Intelligence pilot for the implementation of the Provincial-Wide Monitoring and Evaluation System and Central Repository.</p> <ul style="list-style-type: none"> • A communication and brand compliance report was submitted to Cabinet. <p>Deliverables in this programme contributed directly to Provincial Strategic Objective 12 through inculcating a strategic management approach focusing on performance on the levels of outputs, outcomes and impacts. Measuring of performance enables improved quality and access to services delivered by government. As such, deliverables in this programme also made a significant contribution to national outcome 12.</p>
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Note: Please refer to the Annual Performance Report 2011/12 financial year for comprehensive information pertaining to Programme 2

Programme 3: Corporate Services Centre

Key service	Clients	Current standard	Actual achievement against standard
Human Capital providing for Organisation Development, Provincial Training Institute and Human Resource Management	Provincial Government departments	Achieve good corporate governance through effective, efficient and professional corporate services in the Western Cape Government.	<ul style="list-style-type: none"> • Provincial Assessment Centre established. • Various interventions (57) that potentially contributed to the reduction of entropy and the improvement of congruence between current and desired organisational culture. • A new provincial employee health and wellness transversal contract was concluded in the fourth quarter. • Organisational design and process improvement projects (13) were conducted to improve the efficacy of organisational service delivery in line with strategic and operational mandates and priorities. • Various initiatives (7) that contributed to the enhancement of citizens' service delivery experiences of Western Cape Government institutions were implemented. • Initiatives (3) that contributed to competency bases human resource practices were implemented. • 45 transversal human capital development programmes were designed/updated/delivered as guided by the workplace skills plans. • 4 impact assessments on the delivering of transversal human capital development programmes were done.

			<ul style="list-style-type: none"> • 66 Human Resource Management reports submitted to Heads of Department to inform the strategic management of human resources. • The progress with the development of a people management strategy. • 7 employment equity plans and 4 human resource plans for client departments. • The extension of a transversal response handling service and the introduction of an online application service. <p>The deliverables achieved in the programme during the period under review made a significant contribution to the achievement of Provincial Strategic Objective 12 and national outcome 12.</p>
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Note: Please refer to the Annual Performance Report 2011/12 financial year for comprehensive information pertaining to Programme 3

Programme 4: Centre for e-Innovation

Key service	Clients	Current standard	Actual achievement against standard
Centre for e-Innovation providing for Strategic ICT Services and GITO Management Services	Provincial Cabinet, Provincial top management, Government, Civil servants, Business, Citizens	Contribute towards the achievement of good corporate governance through effective, efficient and professional corporate services in the Western Cape Government.	<ul style="list-style-type: none"> • 98.42% resolution rate of Western Cape requests received at the Presidential Hotline within 36 hours of being logged (baseline: total number of requests received). • 6 Cape Access e-Community Centres established, fitted and operationalised. • 1 249 SAQA accredited training opportunities provided to citizens

			<p>through the Cape Access programme.</p> <ul style="list-style-type: none"> • 5 771 educators and public servants trained in Information Communication Technologies in order to optimise service delivery by the Western Cape Government. • 236 new and enhanced ICT applications delivered. • 99.74% systems and 99.16% network uptime and availability maintained over the year for a 24/7 service. • 8 538 end-user equipment items implemented (new or replacement) in order to sustain service delivery capability. • 7 548 users migrated to a new technology platform in terms of the IT Modernisation Improvement Plan. <p>This programme contributed fully to the strategic outcome in the Provincial Strategic Objective 12 that relates to e-Government and also contributed directly to national outcome 12, particularly the outputs related to service delivery quality and access, and citizen participation.</p>
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Note: Please refer to the Annual Performance Report 2011/12 financial year for comprehensive information pertaining to Programme 4

Programme 5: Corporate Assurance

Key service	Clients	Current standard	Actual achievement against standard
Corporate Assurance providing for Enterprise Risk Management, Internal Audit, Forensic Investigative Unit, Legal Services and Corporate Communication	Provincial Government departments	Contribute towards the achievement of good corporate governance through effective, efficient and professional corporate services in the Western Cape Government.	<ul style="list-style-type: none"> • 38.21% Strategic high risk areas included in internal audit coverage plans. • 54.25% Practical value-added recommendations implemented with action plans by departments. • Bi-annual report containing analysis of all provincial litigation matters and associated awards and judgements to determine litigation trends and to highlight and advise on risks and shortcomings in decision-making processes submitted. • 36 training interventions were conducted on Promotion of Administrative Justice Act (PAJA) and 37 on Promotion of Access to Information Act (PAIA) in the form of a one-day workshop with three hours allocated to each topic. 687 officials were reached. • A brand and communication strategy has been approved and is currently being executed through Corporate Communication. • All government communication products requests received were executed.

		<ul style="list-style-type: none"> • 4 annual reports designed and printed for client departments. • Provided an oversight role to ensure that the design of all annual performance plans adhered to the brand corporate identity. • 1 newsletter published for the Department of Social Development. • 104 Provincial Government Gazettes published (ordinary and extraordinary). • 3 advertising and marketing campaigns implemented. • 8 media and public relations campaigns implemented. • All requests for translation and editing services were delivered on. • 4 337 hits were recorded through media monitoring. <p>The deliverables pursued by this programme during the period under review contributed to the progressive realisation of the strategic outcomes in Provincial Strategic Objective 12 as well as national outcome 12.</p>
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Note: Please refer to the Annual Performance Report 2011/12 financial year for comprehensive information pertaining to Programme 5.

For the Western Cape Government, success means the effective and efficient delivery of its mandate so that it earns the acknowledgement of being the best-run regional government in the world and thus is able to realise its vision of an “Open Opportunity Society for All”, allowing the people of the Western Cape to live lives they value. Hence the Provincial Strategic Objective (PSO) 12: “Building the best-run regional government in the world” was adopted.

The strategic case for PSO 12 was presented to Cabinet which then approved the development of a strategic directive for the PSO. PSO 12 also informed the strategic planning of the Department of the Premier for the 2012/13 financial year.

Some achievements of the Department of the Premier for the 2011/12 financial year include the following:

- 6 Human rights projects aimed at strengthening the rights and responsibilities of citizens were pursued under the strategic guidance of the Premier. The projects related to the enforcement of payment of child maintenance, implementation of the provincial sexual harassment policy, a teenage pregnancy intervention plan, a disability access programme, human trafficking intervention and a campaign to encourage citizens to participate in voluntary HIV/Aids testing;
- The provincial transversal management system served to ensure the integrated and across-the-board implementation of the provincial strategic plan. This system was reviewed and improved upon where required;
- The Department spearheaded a mid-term review which was conducted in February 2012 and which informed the strategic planning for the rest of the term of government;
- A communication strategy was developed and implementation of the strategy commenced. A brand architecture was finalised and the implementation thereof announced;
- The Integrated Events Strategy (IES) for Cape Town and the Western Cape, developed as a leverage platform and a plan to catalyse further growth, was adopted by the provincial Cabinet on 28 September 2011;
- In an attempt to improve the organisational culture prevalent in the Department, all business units developed specific plans and started implementation of interventions to inculcate the provincial values in the Department;
- Progress was made with the development of an institutional model for the Provincial Training Institute to make it a more viable business unit. Progress was also made with the development of a people strategy aimed at embedding modern human resource practices in the organisation;
- The Centre for e-Innovation successfully managed to improve the ICT governance maturity in the Western Cape Government to a level 3 rating (based on the 5-level Control Objectives for Information Technology scale). A resolution rate of 98.42% was achieved against a planned performance of 80% in respect of all calls received at the Presidential Hotline for resolution by the province;
- Significant progress was made with the implementation of the modernisation blueprints as approved and prioritised by the provincial Cabinet. 7 548 of the user base (total 14 500) migrated to a new technology platform in terms of the IT Modernisation Plan;

- The Department of the Premier plays a central role in making sure that good governance principles are adhered to across the Western Cape Government. In further pursuit of this goal strategic and operational enterprise risk management was driven in a much more strategic and focused manner. Continuous identification of emerging risks was embedded at the management level;
- The forensic investigative function was outsourced in an attempt to strengthen investigative capacity. This resulted in a gradual decrease in investigation backlogs and an increase in the quality of investigations;
- While eight functional training interventions in areas such as the promotion of administrative justice and access to information, conclusion and management of contracts and the provincial legislative processes were planned, the Department managed to deliver 37 interventions within limited resources;

Building regional partnerships to assist with the implementation of the Provincial Strategic Plan led to 2 visits abroad; Bavaria, Germany and Upper Austria from 23 September to 2 October 2011, and Namibia from 24 to 25 January 2012.

Benefits that derived from the Bavaria/Upper Austria visits included the strengthening of the bilateral relations with the two regions, arguably the Western Cape's second most successful cooperation agreements with regions abroad. The visit also served to promote the Western Cape as a preferred trade and investment destination in both regions.

The purpose of the visit to Namibia was to learn from the Khomas region in Windhoek/Namibia about the operating of an economic zone where alcoholic beverages are sold. The fact-finding tour at the Single Quarters, Eveline and Bonn Street gave the delegation an opportunity to see how the "high-street" model was implemented in that region. The visit encouraged information sharing with various stakeholders where best practices and challenges were discussed. Following the visit, a pilot location is being investigated for viable economic activities that could enhance the economic zone in addition to the sale of liquor.

5. HOW WE INTEND IMPROVING OUR SERVICES

In order to continuously improve our service, the Department, in accordance to the Public Service Regulations, 2001, [RSR, 2001, Part III, C1 and C2) developed Service Delivery Improvement Plans for 2010-2013, which contains the current service standard and the target service standard. The actual achievement on the Service Delivery Improvement Plans is reported on in the Annual Report of the Department (Part 4).

The Department of the Premier's Strategic Plan 2010/11 – 2014/15 contains programmes that the Department will embark on during this period.

During the 2008/09 financial period, the Service Charter and Service Delivery Improvement Programme were launched on 17 November 2008. The Service Charter is therefore outdated and is being addressed in the 2012/13 reporting cycle.

Our Service Delivery Improvement Plan for 2010-2013 is available on request and is obtainable from the Director: Process Design and Improvement, Mr Jacob Boonzaaier. His contact details are: Tel (021) 466 9500, E-mail: Jacob.Boonzaaier@westerncape.gov.za.

6. ORGANISATION AND STAFFING

The Department's total staff establishment on 31 March 2012 was 1 052.

The following table provides a summary of the total workforce profile per occupational levels.

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

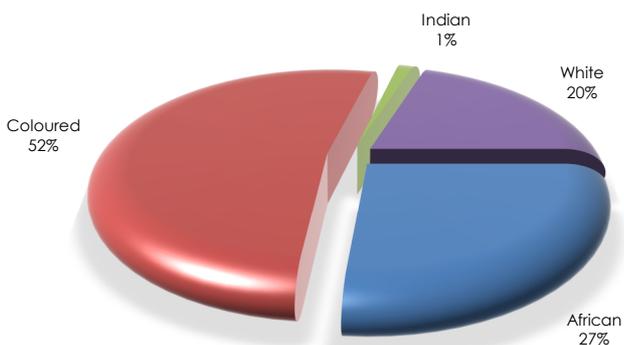
Total number of employees (including employees with disabilities) in each of the following occupational levels as on 31 March 2012

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	3	6	-	5	1	-	1	5	-	-	21
Senior management (Level 13)	7	11	1	10	3	7	-	6	-	-	45
Professionally qualified and experienced specialists and mid-	13	50	2	35	16	36	3	18	-	-	173

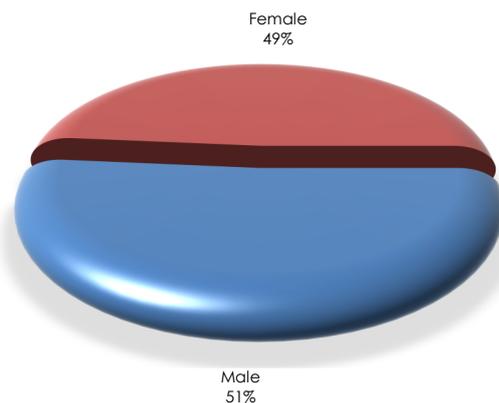
management (Levels 11-12)												
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	77	161	3	60	84	96	2	41	-	-		524
Semi-skilled and discretionary decision making (Levels 4-7)	24	50	-	8	44	111	2	21	-	-		260
Unskilled and defined decision making (Levels 1-3)	6	8	-	1	2	12	-	-	-	-		29
Total	130	286	6	119	150	262	8	91	-	-		1052
Temporary employees	-	-	-	-	-	-	-	-	-	-		-
Grand Total	130	286	6	119	150	262	8	91	-	-		1052

Note: Occupational levels are prescribed by the Department of Labour. Temporary employees refer to persons employed on contract for a period of 3 months or less.

Distribution by Race



Distribution by gender



The current economic active demographic target for the Western Cape is; African - 29.7, Coloured - 51.2, Indian - 0.9 and White - 18.2

The following table provides a summary of the total number of employees with disabilities in each of the following occupational levels as at 31 March 2012:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Level 13)	-	-	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	-	1	-	1	-	-	-	1	-	-	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	1	1	-	5	1	2	-	2	-	-	12
Semi-skilled and discretionary decision making (Levels 4-7)	-	-	-	-	-	1	-	1	-	-	2
Unskilled and defined decision making (Levels 1-3)	-	-	-	-	-	-	-	-	-	-	-
Total	1	2	-	6	1	3	-	4	-	-	17
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand Total	1	2	-	6	1	3	-	4	-	-	17

Note: Occupational levels are prescribed by the Department of Labour. Temporary employees refer to persons employed on contract for a period of 3 months or less.

The seventeen (17) disabled employees reflected in the above table represent 1.6% of the department's total staff establishment.

7. BUDGET

Our budget for 2011/12 was R694,018,000 and the total expenditure for the financial year ended 31 March 2012 was R692,445,000. Below is the breakdown of the expenditure:

Compensation of employees:	R337, 677, 000
Goods and services:	R311, 811, 000
Interest and rent on land:	R 244, 000
Transfers and subsidies:	R 17, 377, 000
Tangible capital assets:	R 25, 220, 000
Software and other intangible assets:	R 13, 000
Payment for financial assets:	R 103, 000

8. CONTACT DETAILS

For more information, please contact:

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Department of the Premier

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The official languages in the Western Cape are English, Afrikaans and IsiXhosa. Official communication is released in English but translations in Afrikaans and IsiXhosa are available on request.

All reports published by the Department of the Premier are available on:

- Internet portal: <http://www.capegateway.gov.za>
- Intranet portal: <http://intranet.westerncape.gov.za/>

9. WHERE CAN WE BE FOUND

Departmental services are rendered through the Corporate Services Centre, Branch: Human Capital, Branch: Corporate Assurance, Branch: Centre for e-Innovation, Branch: Executive Support and Branch: Provincial Strategic Management, and located at nine sites, namely:

- Provincial Legislature Building, 7 Wale Street;
- Provincial Legislature Building, 15 Wale Street;
- Tower Building, 4 Dorp Street;
- 142 Long Street;
- 148 Long Street;
- Norton Rose House, Riebeeck Street;
- Atterbury House, Riebeeck Street;
- Sanlam Building, Golden Acre, Adderley Street; and
- Provincial Training Institute, Kromme Rhee, Stellenbosch

Below please find the contact information pertaining to the Executive Management within the Department of the Premier:

NAME	CONTACT DETAIL OF PERSONAL ASSISTANT	LOCATION
<p>DIRECTOR-GENERAL: ADVOCATE B GERBER</p> <p>Tel: 021 483 8675 Fax: 021 483 3300 E-mail: Brent.Gerber@westerncape.gov.za</p>	<p>Layla Alwie Tel: 021 483 6032 E-mail: Layla.Alwie@westerncape.gov.za</p>	<p>15 Wale Street 1st Floor CAPE TOWN</p>
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<p>BRANCH PROVINCIAL STRATEGIC MANAGEMENT DEPUTY DIRECTOR-GENERAL: DR L PLATZKY</p> <p>Tel: 021 483 2010 Fax: 021 483 4691 E-mail: Laurine.Platzky@westerncape.gov.za</p>	<p><i>Vicky-Lee Erfort</i> Tel: 021 483 6287 E-mail: Vicky-Lee.Erfort@westerncape.gov.za</p>	<p>15 Wale Street 1st Floor CAPE TOWN</p>
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