

# Vote 1

## Department of the Premier

	2015/16 To be appropriated	2016/17	2017/18
<b>MTEF allocations</b>	<b>R1 332 027 000</b>	<b>R1 411 826 000</b>	<b>R1 443 085 000</b>
Responsible MEC	Premier		
Administering Department	Department of the Premier		
Accounting Officer	Director-General		

### 1. Overview

#### Vision

To be a leading department enabling the Western Cape Government to improve the quality of life of all its people.

#### Mission

To embed good governance and to enable integrated service delivery in the Western Cape through partnerships, innovation and people excellence.

#### Main Services and Core functions

As the Department of the Premier performs a strategic leading role through strategic goal 5: "Embed good governance and integrated service delivery through partnerships and spatial alignment", it will focus on the following main services:

Through the rendering of relevant and timeous executive governance support services to the Executive and the Director-General the Department will:

- Provide operational support to the Premier;

- Provide cabinet secretariat and protocol support services to the top management of the Western Cape Government and the departmental executive committee;

- Provide departmental strategic management services and compliance monitoring of programme performance;

- Provide and ensure strategic leadership and good corporate governance in the Department; and

- Provide departmental financial management and administrative support services.

Through professionally supporting the Premier and Cabinet to effectively exercise their executive authority in respect of provincial strategic and stakeholder management the Department will:

Strategically support the executive in the development and implementation of high-level provincial policies and strategies;

Strategically lead the executive in the development of results-based monitoring and evaluation for the provisioning of relevant and accurate data and information;

Coordinate 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; and

Facilitate strategic linkages and engagements which impact on socio-economic growth and sustainable development of the Western Cape.

Through the rendering of effective, efficient and professional transversal corporate services with excellent people, processes and technology in order to optimise service delivery by the Western Cape Government the Department will:

Provide a highly capable workforce, create an enabling workplace and develop leadership that enables employee engagement and optimal service delivery;

Optimise service delivery in the Western Cape Government through the coordinated implementation of innovative information and communication technologies;

Provide 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;

Provide legal support to ensure Provincial Government's decision-making is sound in law; and

Ensure consistent application of provincial government communication strategy messaging and corporate identity through the rendering of corporate communication services.

## **Core functions and responsibilities**

The main role and function of the Department of the Premier is to provide strategic and operational support to the Premier and the Provincial Cabinet to exercise their provincial executive authority in accordance with the Constitution of the Republic of South Africa, 1996, and the Constitution of the Western Cape, 1997. This entails coordinating the functions of the provincial administration and its departments through the development and implementation of legislation and policy. In support of the role and functions of the provincial Director-General, as reflected in section 7(3)(c) of the Public Service Act, the Department of the Premier will therefore provide the following core functions:

Executive support, providing executive governance support services;

Provincial strategic management, professionally supporting the Premier and Cabinet to effectively exercise their executive authority in respect of provincial strategic management matters; and

A Corporate Services Centre, rendering transversal corporate services on a shared services basis.

## **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 strategic support and transversal corporate services. It also plays an enabling role in the Province through providing the decision-making mechanisms of government, policy guidance and support, 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 providing corporate assurance services to government.

The past five years have seen the implementation of innovative policy approaches including Whole-of-Society, Behavioural Economics and the Provincial Transversal Management System (PTMS). These approaches have contributed in not only enhancing processes, but also creating space for results-based evidence for policy making in the province. The PTMS has resulted in fostering integration and coordination across the provincial government. The establishment of the Corporate Services Centre signified quite a radical organisational design intervention and impacted greatly on the Department yet the corporatisation brought about efficiencies and value add. The department has also received unqualified audits for the entire previous 5-year term (2009 - 2014). There has been a significant improvement in governance maturity levels in the Western Cape Government across sectors and disciplines which have been led by the Department of the Premier.

The introduction of new technologies in programme and project management, annual performance management, people management and practices as well as ICT are also critical progressive steps that have been taken by the Department.

The Forum of South African Directors General (FOSAD) Plan was approved by national Cabinet in 2011 with the objective of improving administrative and managerial efficiency and effectiveness via areas which are within the powers of the accounting officers to address areas which are of concern to citizens, business, labour, parliament and municipalities.

The Management Performance Assessment Tool (MPAT) is a structured self-assessment evidence-based approach to determine the state of management practices in a department. The cornerstone of MPAT is to strive for continuous improvement that goes beyond just compliance

The Department received the award for the best performing small department in the country on the Governance and Accountability key performance area. Only two assessments have been done nationally per department over the past two years and it is the desire of the Department to also improve on the indicator scores.

The Department managed to improve in its achievements of predetermined objectives in the past term. In 2011/12 it achieved 68 per cent of its planned targets, which improved to 80 per cent in 2012/13. For the 2013/14 financial year 89 per cent of planned targets were achieved.

The Department continued to show due diligence in the management of its financial affairs. During the previous term of government it received an unqualified audit with other matters in each financial year, except for the 2013/14 financial year when an unqualified audit with no matters was received. It further spent nearly 100 per cent of its budget annually, varying between 99.1 per cent and 99.9 per cent in the past few years.

The Chief Directorate: Policy and Strategy, in the Branch Strategic Programmes, supported the Provincial Transversal Management System (PTMS), in order to ensure the implementation of the Provincial Strategic Plan.

The People Management Branch delivers its core function of people management through organisational development, people management practices and people training and empowerment. The Branch provides transversal services across WCG departments which range from the high volume transactional to expert advice and consultancy, as well as contributing to the achievement of the strategic goal of the department and the WCG as a whole. The Chief Directorate: People Management Practices was focused on embedding sound people management practices in a consistent way in its formative years whilst constantly seeking to improve its services to the 10 000 clients in 11 departments. This resulted in 2013/14 positive audit outcomes and promising 2013 MPAT findings (best HR component for a large and small department). The Chief Directorate: Organisation Development provides additional ICT Change Navigation as a temporary measure to support the roll-out of specific transversal ICT initiatives for a three year period. Facilitating a transversal ICT readiness programme and facilitating change navigation initiatives at the institutional, team and individual levels will be key focus areas.

*The constraint budget allocation compounded by an increase in demand for services is however placing the ability of the Branch to perform its functions under serious strain. This is compounded by lack of joint planning with departments, as well as an increased number of ad hoc requests for services. It increases the risk to comply with regulatory prescripts and the achievement of national, provincial and departmental outcomes and outputs.*

The demand for Information and Communication Technology, Solutions and Services has grown tremendously due to the fact that the installed base of end-user computers has grown from 14 500 in 2009 to over 22 500 in 2014, an increase of 8 000 or 55 per cent over five years. Should this trend continue, it is estimated that the current installed base could grow by another 8 000 users by 2020 or between 36 and 45 per cent. This is a huge challenge that has major resourcing and infrastructure implications. The number of Government sites to be equipped with ICT infrastructure and end-user computing is expected to grow from 400 to over 700 by 2016/17, which is an increase of 300 or 57 per cent. Furthermore, at least 1 200 schools will have access to broadband connection by 2016 and as many schools are expected to be equipped with School Local Area Networks (SLANs) by 2020. The estimated growth as reflected above is a huge challenge that will have major implications on the capacity, capability, resourcing and skills required to maintain and support the IT Service Desk and IT Support units.

## **Organisational environment**

The programme and sub-programme structure of the Department of the Premier deviates from the approved programme and sub-programme structure as communicated by the National and/or Provincial Treasury. The reason for this can be found in the existence of the Corporate Services Centre, bringing efficiencies 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 received approval from Provincial Treasury for the deviation from the 2015 uniform budget structure.

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

Branch: Executive Support – 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 by the Executive. In addition, the branch enables the Accounting Officer to comply with the corporate responsibilities finance, supply chain management, strategic management, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS).

Branch: Strategic Programmes – provides professional, evidence-based policy advice to the Executive on various strategic issues, supports the transversal implementation of the PSP, quarterly reporting on strategic priorities, leads international relations, enables intergovernmental relations, and manages priority programmes, as well as strategic communication.

Chief Directorate: Strategic Management Information – leads 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.

The Corporate Services Centre (CSC) – 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. A review of the Branch: People Management was aimed at the strategic alignment of its structure to the People Management Strategy adopted by the Provincial Top Management (hence the corresponding change of the Branch's name to People Management). The Branch: People Management seeks to enable service excellence with people through the provision of highly capable people, a performance conducive workplace and leadership that drives employee engagement.

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

Corporate Assurance contributes to the improvement of governance in the WCG.

## **Acts, Rules and Regulations**

The legislation applicable to this department is:

- Constitution of the Republic of South Africa, 1996
- Constitution of the Western Cape, 1997
- Public Finance Management Act 1 of 1999
- Intergovernmental Relations Framework Act 13 of 2005
- Public Service Act, Proclamation 103 of 1994
- Pensions Fund Act 24 of 1956
- Income Tax Act 58 of 1962
- State Tender Board Act 86 of 1968
- Prescription Act 68 of 1969
- Occupational Health and Safety Act 85 of 1993
- Compensation for Occupational Injuries and Diseases Act 130 of 1993
- Labour Relations Act 66 of 1995
- Development Facilitation Act 67 of 1995
- Government Employees Pension Law Proclamation 21 of 1996
- National Archives and Record Service of South Africa Act 43 of 1996

Extension of Security of Tenure Act 62 of 1997

Basic Conditions of Employment Act 75 of 1997

Local Government: Municipal Demarcation Act 27 of 1998

Employment Equity Act 55 of 1998

Skills Development Act 97 of 1998

Local Government: Municipal Structures Act 117 of 1998

Skills Development Levies Act 9 of 1999

Promotion of Access to Information Act 2 of 2000

Promotion of Administrative Justice Act 3 of 2000

Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000

Preferential Procurement Policy Framework Act 5 of 2000

Protected Disclosures Act 26 of 2000

Local Government: Municipal Systems Act 32 of 2000

Broad-Based Black Economic Empowerment Act 53 of 2003

Local Government: Municipal Finance Management Act 56 of 2003

Local Government: Municipal Property Rates Act 6 of 2004

Prevention and Combating of Corrupt Activities Act 12 of 2004

Public Audit Act 25 of 2004

South Africa Connect: Creating Opportunities, Ensuring Inclusion: South Africa's Broadband Policy, 20 November 2013

State Information Technology Agency Act 88 of 1998

State Information Technology Act 38 of 2002

Government Immovable Asset Management Act 19 of 2007

Division of Revenue Act (annually)

Prevention of Organised Crime Act 121 of 1998

Financial Intelligence Centre Act 38 of 2001

Electronic Communications Security (Pty) Ltd Act 68 of 2002

Electronic Communications and Transactions Act 25 of 2002

Western Cape Land Administration Act 6 of 1998

Western Cape Law on the Powers and Privileges of the Provincial Legislature (Law 3 of 1995)

Western Cape Direct Charges Act 6 of 2000

Provincial Archives and Records Service of the Western Cape Act 3 of 2005

Western Cape Provincial Public Protector Law 6 of 1994

Western Cape Delegation of Powers Law 7 of 1994

Provincial Development Council Law 5 of 1996

Provincial Development Council Repeal Act 5 of 2011

Western Cape Coat of Arms Act 7 of 1998

Western Cape Provincial Commissions Act 10 of 1998

Western Cape Provincial Honours Act 9 of 1999

Members of the Western Cape Provincial Parliament Code of Conduct Act 3 of 2002

Western Cape Provincial Youth Commission Repeal Act 2 of 2009

Provincial Restaurant Ordinance 23 of 1964

Committees of Inquiry Ordinance 13 of 1978

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)

National policy mandates:

Medium Term Strategic Framework – 2014 – 2019

National Planning Commission – White Paper, October 2009

National Monitoring and Evaluation Framework – White Paper, October 2009

National Plan of Action 2010 – 2014

National Strategic Framework of the Department of 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 Resource 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

Green Paper on National Performance Management 2009

National Treasury Framework for Managing Programme Performance Information 2007

Policy Framework for a Government Wide Monitoring and Evaluation System 2007

## **Aligning departmental budgets to achieve government's prescribed outcomes**

The Department's planning was predominantly informed by the national and provincial strategic imperatives. On a national level the adoption of the National Development Plan 2030 and the supporting Medium Term Strategic Framework (MTSF) 2014-2019 responds strategically to the main challenges facing South Africa: poverty, inequality and unemployment. The National Development Plan put forward a number of national key priorities for the country to be achieved over the next fifteen years in response to main strategic challenges. The MTSF constitutes the first five year delivery plan against the National Development Plan. The alignment of the Department's strategic plan with the national strategic imperatives can be found in the following outcomes:

Outcome 3: All people in South Africa are and feel safe:

This outcome deals predominantly with crime and corruption. The deliverables of Programme 4: Centre for e-Innovation and Programme 5: Corporate Assurance contributes directly to the achievement of this outcome.

Outcome 6: An efficient, competitive and responsive economic infrastructure network:

The deliverables of Programme 4: Centre for e-Innovation contribute directly to this outcome as it relates to strategic initiatives to improve broadband connectivity.

Outcome 12: An efficient, effective and development orientated public service:

The bulk of the deliverables in Programme 3: People Management contributes either directly or indirectly to the achievement of this outcome. There are also areas of alignment with Programme 1: Executive Support and Programme 5: Corporate Assurance.

The Department contributes mainly to Provincial Strategic Goal 5, which aims to embed good governance and integrated service delivery through partnerships and spatial alignment. This strategic goal will be achieved through pursuing the objectives relating to enhancing good governance in the Western Cape Government, fostering of an inclusive society and achieving greater integration between the different strategic agents involved in ensuring outcomes that add public value.

## **Values**

Competence  
Accountability  
Integrity  
Responsiveness  
Caring

## **Demands and changes in services**

Many of the services provided by the Branch: People Management are demand-driven and transversal in nature and the increase in staff of client departments and additional *ad hoc* requests impact on its performance. The streamlined service level agreements with departments are improved and regular engagement with senior officers of departments ensure that there is a clearer understanding of respective roles and responsibilities, more planned and agreed interventions, and improved service delivery. Key policy adoptions and agreed programmes ensure more uniform application of people management processes. National Treasury has issued a new tender and agreed that the Western Cape Government be a pilot site for the new IFMS COTS (Commercial off the shelf) system. The Department of Economic Development and



Tourism (DEDAT) pilot is therefore being disembarked and SITA will issue a close out report for this pilot. The further roll out of IFMS is not yet clear in terms of the new tender issued and managed by National Treasury. The benefits of IFMS in the long and medium term is not disputed, any further roll out must be buttressed with adequate funding, dedicated capacity and a clear governance structure.

## **Budget decisions**

Due to MTEF budget cuts totalling R67 million for the period 2015/16 to 2017/18; all programmes have very little manoeuvrability going forward as discretionary funds are at minimum. The budget was balanced with some difficulty, as austerity measures have saturated to such an extent that it cannot release further gains to release budget pressure. Procurement and other posts sacrificed in the budget process could impact the pace of delivery. Any future budgetary shocks will be difficult to manage from a sustained delivery perspective. A key budget risk going forward is that national salary negotiations are not within our control, yet we have to foot the bill for any salary increases above the budgeted levels.

An amount of R31.7 million has been allocated for technology refresh of capital infrastructure and end user equipment. The collaboration with the City of Cape Town fibre optic broadband connectivity will cost an estimated R7.298 million in 2015/16. Funding was allocated for BizPerformance (APAS); BizProjects (EPM); BizBrain (BI); Business Process Optimisation (BPO) and MyContent (ECM).

## **2. Review of the current financial year (2014/15)**

In line with an earlier commitment made by the DotP leadership to the AGSA, the Department received a clean audit report for the 2013/14 financial year. The AGSA also commended the Department for submitting annual financial statements that were free from material misstatements. The percentage of underspending for the year was less than 1 per cent which compares favourably to the notional benchmark of 2 per cent. Despite its audit achievement, the Department remains committed to increase preventative financial measures, especially as it relates to the ability to prevent irregular expenditure. In this regard, the Department embarked on compulsory Bid Committees training for staff members at salary levels 9 - 16, to ensure that the responsibilities of committee members within the SCM environment are properly understood. Further targeted training in specifications development will be undertaken during the second half of 2014/15.

### **Programme: Provincial Strategic Management**

The Programme continued its work to ensure coordinated and integrated provincial governance through effective transversal management: The Western Cape Government continued to implement a system focusing on policy and strategy driven by the organisational planning cycle which ensures interdepartmental, intergovernmental and external collaboration to achieve policy outcomes.

The Programme focused on actively engaging with the international community and key stakeholders, with the objective of growing the economy while, at the same time, promoting social inclusion within a sustainable development paradigm.

While responding to the electoral mandate, the branch proactively focused on strategic programmes with key stakeholders and on a single, unified provincial brand through proactive and reactive communication, marketing and messaging.

The Sub-programme: Policy and Strategy provided professional, evidence-based policy advice to the Executive on the five Provincial Strategic Plan Goals for the 2014-2019 Provincial Strategic Plan (PSP). It coordinated the development and the finalisation of the PSP across all departments. The PTMS was revised in order to ensure implementation of the Provincial Strategic Plan. Transversal policies and strategies were developed in collaboration with stakeholders and analysis and comments were provided on various provincial and national draft policies, strategies and bills. This included: Implementing Behavioural economics pilot projects, implementing the Whole-of-Society pilots projects; developing the Futures Cape long term policy briefs, contributing to the development of the Human Settlements Strategy and the Food Security Strategy. Other Premier Priority Projects supported were: Cape Higher Education Consortium, the establishment of the Hout Bay Partnership and the design and piloting of the Year Beyond volunteer educational support programme.

The Sub-programme: Strategic Management Information has timeously disseminated the annual publication produced on measuring outcome and governance indicators culminated into five (5) and twenty (20) year data trends to Cabinet to inform the provincial strategic agenda. A spatial data observatory has been developed for access to data and information on a range of thematic areas collected from national and local data sources for analysis on a sub-national level. Advocacy on improving data governance and methodologies continued within the context of Province-wide Monitoring and Evaluation (PWME), the development of standard classifications serves as minimum norms and standards to strengthen the application of results-based M&E and programme and project performance on a sub-national level. The evolution of PWME in the WCG continued towards an integrated and automated solution in order to improve management of strategic data information. BizSystems inclusive of BizProjects, BizPerformance and BizBrain are now at various stages of development and implementation. A collaborative and institutional relationship now exists with the Department of Planning, Performance and Monitoring and Evaluation (DPME). The unit continued to deliver on the annual cycle of MPAT, Frontline Service Delivery, FOSAD indicators and provincial evaluations, which is in line with the DPME focus areas. The Department of the Premier participated in two evaluation pilots as well as periodic engagements with external stakeholders on an international level.

The Sub-programme: Strategic Communication continued to work closely with the media liaison officers in the Ministries and the heads of communications in the provincial departments to ensure that all communication generated by the Western Cape Government is in line with the strategic goals and promotes the "Better Together" philosophy. To ensure greater alignment in all provincial government communication, a greater focus was placed on the cooperation between the Strategic Communication, Corporate Communication and e-Government for Citizens directorates.

The Sub-programme: Strategic Programmes prepared and participated in the 7<sup>th</sup> Regional Leaders Summit in Atlanta, Georgia. The themes for the experts' meetings were Events for Economic Development and Sustainability, as well as growing the economy through Logistics. As a consequence of our participation in the Regional Leaders Summit, the Executive Summary of the Integrated Events Strategy was produced and distributed. Marking 20 years of Democracy and Freedom, in collaboration with various stakeholders, the Chief Directorate coordinated a number of commemorative days, including Africa Day and Youth Day (June 16<sup>th</sup>). The interface between the private and public sectors with respect to events continued to be streamlined and new leverage opportunities explored in order to continue growing jobs and social inclusion. A public art competition was launched to align the revamped Dorp Street precinct and the 2014 World Design Capital, which generated significant interest in the art sector. The annual Premier's Brunch included popularising the World Design Capital among the diplomatic community resulting in innovative foreign support.

## **Programme: People Management**

In the year under review the Branch contributed to The Department of the Premier as well as a number of other departments obtaining clean audits.

The Chief Directorate: Organisation Development's finalised a number of organisation design interventions of varying focus and scope across the thirteen provincial departments, as part of a continuous process of adapting departments to evolving internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements. The Work Organisation policy that embeds the principles of affordability and proven need was also finalised and consulted. The Business Process Optimisation (BPO) project conceptualised in the previous financial year was implemented in a phased approach across all departments. In addition to the initiation of the BPO project, core citizen-centric and support processes were identified across the WCG departments for improvement. All Batho Pele related interventions were facilitated, including the coordination of the Public Service Excellence Awards. Competency assessments for senior and middle management across various occupations continue to be coordinated or conducted to determine person-job-fit and development areas. Change navigation support was provided for large-scale ICT systems changes (e.g. IFMS-HCMR, EPM, and APAS) and for the implementation of redesign interventions. The leadership development intervention "9 Conversations in Leadership" was further rolled out. The Employee Health and Wellness (EHW) contract was managed and departmental EHW calendar interventions for 11 departments (excluding Departments of Health and Education) were executed.

The Chief Directorate: People Training and Empowerment (PTE) has designed and delivered courses for 43 different people training and empowerment programmes, incorporating e-learning systems including the management of course administration. Workplace readiness training was provided to the Premier's Advancement of Youth (PAY) interns as well as the management of the project was taken over by this chief directorate. The PAY project is an attempt by the WCG to address the growing youth unemployment and skills challenge in South Africa, more specifically the Western Cape. A total of 768 PAY interns were appointed.

The Chief Directorate: People Management Practices implemented the Corporate Services Centre (CSC) Audit Protocol with the Auditor-General of SA, and ensured a smooth audit process with timeous and thorough responses to Requests for Information (RFIs) and Communication of Audit Findings (ComAFs). The WCG continues to be the only province where 100 per cent of its Senior Managers submit their financial disclosure documentation by the required due date to the Public Service Commission. A number of people management policies are being reviewed in addition to monthly People Barometer and quarterly trend analysis reports issued to enable people managers to make informed decisions regarding people matters.

Employee Relations successfully managed and coordinated various Collective Bargaining matters to deal with any labour issues. A dedicated panel of presiding officers were appointed and it has resulted in improved timelines for dealing with disciplinary cases. Training interventions to improve the capacity of people managers to deal with labour issues are provided on a continuous basis.

### **Programme: Centre for e-Innovation**

The Centre for e-Innovation (Ce-I) continued to fulfil its transversal role in respect of ICTs as well as providing IT solutions to departments.

Negotiations with Neotel were concluded over a period of two months after the conditional awarding of the contract to provide a WCG Broadband service for a period of ten years. The final award has been made with the total amount of the service over the ten year period being approximately R3.73 billion (consisting of R2.89 billion awarded to Neotel and R833 million awarded to SITA). While the contract commencement date was 1 August 2014 the bulk of services will be commissioned from May 2015. Temporary Capacity was created in the Ce-I for the implementation of the WCG Broadband Strategy.

Ce-I supported the WCG installed base of over 22 500 corporate workstations. The Ce-I also supported a substantial installed base in more than 1 400 schools (which includes over 56 000 workstations).

Additionally, significant progress was made in respect of the implementation of the following policy initiatives:

Migrating the Provincial Government IT operating system to a technologically more advanced system. A total of 22 500 users have been migrated to the new technology platform.

The continued implementation and support of a number of multi-year transversal ICT projects, including BizProjects, BizPerformance and BizBrain; which supports operational efficiency and effectiveness through the automation of, amongst others, provincial-wide M&E and organisational performance management systems.

Supporting the Department of Cultural Affairs and Sport with the provincial implementation of MyContent (ECM or Enterprise Content Management System) and ensuring the consolidation of software licenses, central support and maintenance, as well the consolidation of the central and common hosting infrastructure.

Particular emphasis was placed on the implementation of the IT Service Delivery Improvement Plan (SDIP) which set out to address service delivery challenges in the general environment. The three key elements of the plan related to connectivity and broadband, core infrastructure optimisation and business productivity optimisation.

Highlights of the SDIP implementation were as follows:

The continued collaboration with the City of Cape Town in respect of broadband resulted in 43 sites being connected to date;

The enhanced IT Disaster Recovery Plan and the Business Continuity Plan is currently being implemented;

An average network and system uptime and availability of 98 and 99 per cent respectively were maintained; and

Calls to the IT Help-desk were resolved within 3 days.

Major strides were made in the ICT governance domain to establish a common corporate-wide approach to ICT governance. This saw a shift from ICT Governance to the true corporate governance of ICT. Though still in its infancy stage, ICT Governance was mainstreamed within all departments of the WCG. Mainstreaming the corporate governance of ICT implies the gradual shift of responsibility for ICT governance from the Centre for e-Innovation to departments. The following achievements were key to the improved governance maturity of Ce-I:

The continued implementation of the IT Governance Improvement programme that guides a series of initiatives, this includes Managing IT related audits centrally. Audit findings are analysed, root causes identified and a strategy implemented to prevent audit findings occurring or recurring elsewhere.

More closely aligning IT Risk Management to the Enterprise Risk Management. A risk strategy is implemented to provide guidance for various IT Risk Management environments. Many departments are on track in integrating their IT risks into the departmental risk registers where it is managed on a quarterly basis through the Enterprise Risk Management process.

The enforcement of the Change Control Board across Ce-I to review, approve and manage changes.

The enforcement of standardisation of software configurations on end-user equipment across the WCG (including software tools for remote management, support and software updates of end-user equipment) have also improved the level of ICT maturity in the organisation.

The monitoring of service levels in respect of services provided to departments is being done monthly.

Monthly Quality of Service Meetings are held between Ce-I and the State Information Technology Agency (SITA).

Our citizen-facing-e-government channels indicate constant steady increase of uptake and usage. To date, from April 2014 to January 2015, the WCG e-government channels of the WCG (Portal, Contact Centre, Intranet, Social Media and Cape Access) assisted 17,847,145 times with information and services (Contact tickets). The Presidential Hotline for the Western Cape, as administered by Ce-I, achieved a resolution rate of 99.75 per cent, showing an improvement from the 2013/14 financial year's 99.11 per cent. This is demonstrating efficiency and effectiveness even though there is an increase in citizen demand. Momentous gains were achieved for the official Western Cape Government website during this financial year. During September 2014 the highest number of monthly users were achieved (2.07 million users) and January 2015 was the second highest month (1.85 million users). The Cape Access programme will establish eight new centres during this financial year of which five have been completed.

### **Programme: Corporate Assurance**

The Directorate Enterprise Risk Management continued to deliver on the Risk Management Implementation Plan as agreed with each respective department. These deliverables attempt to, over a period of time increase the level of risk management maturity in the province and to embed risk management in strategic planning, decision making and general management, and are based on the available resources in the Directorate. Due to available resources, embedding of risk management in the organisation is focused on a programme level.

The Chief Directorate Internal Audit was still faced with challenges to fully execute its mandate. This was mainly due to the fact that the current capacity does not allow for the full execution of the mandate as captured in the legislative framework. The application of the combined assurance principles in the development of the Internal Audit Plans during 2014/15 has further improved audit coverage and credibility.

The contract for the complete outsource of forensic services expired on 30 November 2014. Key positions have been advertised and filled, and the resourcing of the unit is receiving priority. Further transitional arrangements have been made, amongst other, extending the outsource of the forensic services on a reduced basis to provide resources whilst in the process of filling the posts.

The Chief Directorate Legal Services rendered advice in the form of legal opinions for the Provincial Executive, provincial departments and provincial public entities. Advice of an ongoing nature was provided with regard to key projects and programmes. Contracts and correspondence were drafted or edited, with the aim of safeguarding the best interests of the Western Cape Government and its departments. Litigation matters were managed and facilitated through active participation in litigation processes and in rendering assistance to the State Attorney and advocates that were briefed to appear on behalf of the Western Cape Government.

The Legal Compliance Unit provided training to a number of departments on legislation such as the Promotion of Access to Information, Promotion of Administrative Justice and Protection of Personal Information Acts, and continued to roll out training on the provincial Contract Management Guide that was adopted and issued during April 2013.

The Directorate: Legislation played a key role during the drafting processes of the following ground-breaking legislation which was assented to by the Premier during April 2014:

The Western Cape Independent Health Complaints Committee Act 2 of 2014;

The Western Cape Land Use Planning Act 3 of 2014; and

The Western Cape Monitoring and Support of Municipalities Act 4 of 2014.

A significant milestone was reached in the Province with the enactment of the Western Cape Land Use Planning Act 3 of 2014. This Act consolidates legislation in the Province pertaining to spatial planning in the Province, and repeals old order legislation pertaining to planning.

During June and September 2014 the Directorate: Legislation provided functional training to officials entitled: "Overview of the Legislative Process in the Western Cape", at the Provincial Training Institute.

The Directorate assisted client departments by drafting subordinate legislation and by preparing and vetting collated comments prepared in respect of draft national legislation that impacts on the Province.

### **3. Outlook for the coming financial year (2015/16)**

**Programme 1: Executive Support** will continue the roll-out of its preventative financial (SCM) training by ensuring that each and every staff member participates in an e-learning initiative that seeks to raise awareness of the Department's SCM policy and delegations. This will assist in the prevention of irregular expenditure and will improve the overall level of governance within the Department. The Department is also prioritising strategic sourcing training to facilitate value add to the supply chain management processes. In addition, the Department will prioritise its OD assessment of the supply chain management unit to ensure that the unit is adequately capacitated to perform its support function effectively.

## Programme 2: Provincial Strategic Management

The Sub-programme: Policy and Strategy will continue to provide professional, evidence-based policy advice to the Executive on various issues, as required. The transversal implementation of the new PSP will be supported by the revised PTMS and regular quarterly reporting on strategic priorities. It is also responsible for ensuring alignment of budgets and Annual Performance Plans with the 5-year Provincial Strategic Plan.

Support will be given to the newly established Premier's Delivery Support Unit. This unit, which comprises of special advisors, that will steer the "game changers" in respect of the 2014 - 2019 Provincial Strategic Plan. Transversal policies and strategies will be developed or supported by the chief directorate, in collaboration with stakeholders. The sub-programme will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills.

A number of special projects will also continue under the direction of the sub-programme in collaboration with other internal and external partners for example:

- Futures Cape long term policy planning model;

- Behavioural Economics (ongoing);

- Managing the research work with the Cape Higher Education Consortium (CHEC); and

- Supporting the Year Beyond afterschool support programme.

The Sub-programme: Strategic Management Information will embed Results-based Monitoring and Evaluation in the WCG for the provisioning of relevant and accurate data and information within the Provincial Wide Monitoring and Evaluation Systems (PWMEs). The approach is to improve governance by focusing on measuring desired results or outcomes, rather than merely focusing on outputs. It is also based on one of the most central features of the reforms in government, which has been to improve performance. The domain of Province-wide Monitoring and Evaluation in the context of Governance-wide Monitoring and Evaluation (GWM&E) will broaden, due to the increased focus to generate data and information for evidence-based development. The increased scope includes the functional shift on managing provincial performance information and additional focus on service delivery monitoring. There is a shift of Planning and Monitoring processes to the Department of the Premier from Provincial Treasury. Frontline Service Delivery Monitoring will be complemented with Citizen-based Monitoring initiatives. The spatial data observatory will be sustained with the better use and sharing of official and administrative data on local municipal level. These will be supported by the institutionalisation of the Bizsystems, which provides an integrated and automated business information technology solution.

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

The Sub-programme: Strategic Programmes will continue to explore new ways of maximising the impact of engagements with a broad array of international and local stakeholders. This includes embedding a strategic approach to the stimulation and growth of the events sector guided by the Integrated Events Strategy. This includes:

Increased emphasis in growing events outside of the City of Cape Town, i.e. developing the "rural jewels" concept;

Development and standardisation of indicators to measure the impact of events;

Extending global networks in the area of events and human rights;

Assisting in the assessment of the impact of the WDC2014 and promoting the Western Cape Design Strategy, as part of the legacy of 2014; and

Strengthening the social media component of the web portal.

Annual events such as the Cape Town Cycle Tour and Cape Town Jazz Festival remain jewels in the provincial crown through both their contribution to the regional economy. The sub-programme continues to improve the coordination of human rights mainstreaming through the management of national commemorative days. A platform for constructive debate by the youth remains a priority and the objective is to replicate programmes that have operated successfully in the Metropole in pre-identified areas in a more rural setting. Community development initiatives remain a focal area. The coordination and support of the Hangberg Peace and Mediation Forum will be expanded to include a knowledge management component that will allow the learnings from this process to be used when assisting other communities with similar challenges.

Through its International Relations Strategy, the Directorate will continue to create an enabling environment to facilitate trade, tourism and attract strategic investment, develop skills and best practices through knowledge sharing in all social sectors of the WCG and improve environmental resilience and adaptation to climate change and increase sustainability. Emphasis will be placed on awareness creation amongst WCG stakeholders and monitoring the effective implementation of the International Relations strategy and the transversal International Relations Forum will be used to monitor implementation within the WCG. The annual Premier's Brunch, which provides an opportunity to engage the Diplomatic Corps on the strategic, social and economic priorities in the Western Cape, will focus on the Provincial Strategic Plan. The Africa Day event will be used to further cooperation with the African Consular Corps but more importantly encourage and promote intra-Africa trade, investment and tourism. During 2015 the focus will be on promoting dialogue on innovation, disability and inclusion, Africa's challenges and opportunities as well as involving the next generation of business leaders in Africa.

### **Programme 3: People Management**

Training and Empowerment will continue with engagements with departments on transversal Human Resource Development (HRD) and training in the province in line with the strategic objective and plans of provincial departments. The development of an on-boarding strategy for new entrants into the public service will be one of the focus areas. Training impact assessments on selected learning programmes and assisting in the development of Workplace Skills Plans will continue as well as administering and facilitating learnerships, the placement of interns and the process for awarding bursaries. Subject to funding the PAY project will continue to play a pivotal role as part of the strategy to respond to the need of empowering and giving young people opportunities.

The following initiatives have been identified for the coming year to give effect to a key focus area of improving the way work is organised:



The development of effective, efficient and sustainable (cost-effective) structures. This will be envisaged through partnering with the Departments to create mandate alignment structures in line with the newly approved Work Organisation Policy. It will also be envisaged to create organisation design models and norms for transversal staff support functions.

The second initiative will focus on Job Designs that are output, outcome and competency based. This will be done through sourcing an electronic job profiling solution and to conduct Job evaluations linked to e-profiling.

The Business Process Optimisation (BPO) project will continue with the roll out of Phase 2 aimed at priority business processes to be optimised within each provincial department to improve efficiency and effectiveness of service delivery to citizen and transversally across the WCG. Business process design and improvement will continue in the People Management Practices functional area to enable people professionals to work smarter and deliver services more efficiently and in a consistently uniform manner.

Planned initiatives in People Management Practices will focus on implementing the following initiatives:

- Strategic business partnerships that include collective bargaining, people analytics and intelligence reporting and the development of people policies and plans that enables sound people management decision making;

- People practices innovation that aim to improve the way we do business focusing on people, processes, systems and technology;

- Transactional excellence within transactional areas of recruitment and selection, service benefits, performance management, employee relations and contact centre; and

- People management and professional empowerment aimed at the development of tools and toolkits and the development of people.

The implementation of the People Management Maturity Model will be piloted to test the integrity, reliability and comprehensiveness of the model and measurement tools. Projects linked to PSG 5 will, subject to funding and capacity, continue to be rolled out. Monitoring of these projects will be through the BizProjects initiative.

#### **Programme 4: Centre for e-Innovation**

The purpose of this programme is to enable service excellence to the people of the Western Cape through the use of ICTs. The Centre for e-Innovation will drive the optimisation of service delivery in the WCG through coordinated implementation of innovative information and communication technologies, solutions and services, with a focus on the delivery of broadband connectivity across the Western Cape Province, provincial transversal applications and major departmental applications and solutions. The programme contributes to Provincial Strategic Goal 5, which is aimed at enhancing good governance and specifically improving e-Governance Maturity and Connectivity. The Centre for e-Innovation is responsible for streams 1 and 3 of the Connected Cape initiative. Stream 1 focuses on connectivity and Stream 3 on transversal applications for improved governance and efficiency. This programme has linkages with South Africa Connect (South Africa's broadband strategy) and the National Development Plan in respect of contributing towards its vision for the ICT sector.

Key delivery areas for this programme are:

Improving ICT Governance Maturity within the WCG, which includes the improvement of processes in line with industry standards, developing ICT policies and standards, facilitating ICT planning and designing architectures;

Maintaining the WCG corporate network inclusive of the network infrastructure, storage and hosting services, network security, user directory and profile management, as well as the desktop environment of all WCG users;

Providing dedicated Service Management services to all WCG departments to ensure that their requirements are addressed;

Rolling out and maintaining the Broadband network of the WCG to all corporate sites and schools in order to drive cost efficiency, improved service delivery and serve as a catalyst for economic & social development. This programme will therefore aim to provide the WCG with broadband connectivity for efficient service delivery and enable delivery of a pervasive broadband network in the WCG. From a socio-economic perspective it will contribute to affordable broadband connectivity for every citizen and contribute to economic and social development in general;

Centrally managing the developing, testing, deployment and maintenance of transversal applications and providing integrated ICT systems to WCG. This includes providing a responsive support to the WCG user community, rationalisation of ICT Systems/Applications and providing innovative business solutions;

Managing and enhancing the eight citizens interface channels of the WCG, which comprise of e-mail, telephone (WCG Contact Centre), Short Message Service (SMS), Facebook, Twitter, YouTube, walk-in-centre, Internet and the Presidential Hotline;

Maintaining current and establishing new e-Centres that provide public access to ICTs in rural communities; and

Performing ICT research and development on new and existing technologies.

The Ce-I will be working towards achieving the following in the 2015/16 financial year:

With the service provider being duly procured and appointed, the Ce-I will be aiming to roll out Broadband to 90 per cent of sites as per the approved project plan;

After managing to achieve an ICT Governance maturity rating of 3 in terms of the CoBIT 4.1 maturity model, the Ce-I will adopt the latest CoBIT 5 model as assessment tool for its governance maturity level. Due to the higher level of stringency of CoBIT 5 the Ce-I's baseline rating has dropped to level 1. All efforts will therefore be channeled into achieving a maturity level of 2 in 2015/16;

In order to improve e-Government maturity the Ce-I will plan to automate at least one significant citizen facing service through the development of a new system;

Through the IT Service Management project the Ce-I has embarked on a comprehensive process improvement programme to increase the effectiveness and efficiency of its services to the WCG. Through this process the Ce-I will be aiming to achieve a 4 day mean time to resolution rate for all calls logged at the IT helpdesk; and

Stream 3 of the WCG Broadband initiative will ensure that supportive systems, processes and other applications are established in order to run on the above-mentioned broadband infrastructure. During the 2015/16 year the Ce-I plans to properly embed the current BizSuite application set to ensure that strategic decision-making and operational efficiency in the WCG is improved.

**Programme 5: Corporate Assurance**

The Directorate Enterprise Risk Management and the Chief Directorate Internal Audit will ensure that the available resources are applied effectively and efficiently to contribute to an increased control maturity in the Province. The increased internal audit coverage of significant risks is envisaged; which will be progressively realised through the recognition of all assurance providers in the control environment within the principles of the Combined Assurance Framework.

The forensic capacity will be fully internalised and will continue to investigate all allegations of fraud, theft and corruption in line with its mandate. Focus will also be placed on proactive fraud awareness campaigns and/or interventions; and

The Chief Directorate Legal Services, in addition to its reactive and demand-driven services (such as the rendering of legal opinions, attending to provincial contracts, managing litigation, drafting provincial legislation and commenting on draft national legislation) will strengthen its pro-active services by further capacitating the Legal Compliance Unit and institutionalising the services of the unit across all provincial departments, through which compliance (due diligence) assessments and training will be provided.

Corporate Communication will continue to focus and support flagship projects such as the Better Together magazine and explore fresh ideas on how to strengthen it.

A key priority will be to analyse the departmental communication plans for 2016/17 to identify areas of collaboration and to ensure that the high impact projects are being focused on.

The maintenance of the Corporate Identity and communication strategy will remain a priority. Training interventions to empower communication teams to better deliver the brand will continue.

Capacitating the unit with sufficient resources to ensure a quality service to the client departments, will be a priority. Another area of focus will be to conduct an external survey on how the citizen experiences the WCG brand.

## 4. Receipts and financing

### Summary of receipts

Table 4.1 hereunder gives the sources of funding for the vote.

**Table 4.1 Summary of receipts**

Receipts R'000	Outcome			Main appro- pria-tion  Adjusted appro- pria-tion  Revised estimate			Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				2015/16	2014/15	2016/17	2017/18			
Treasury funding										
Equitable share	457 684	494 049	657 326	765 830	1 086 471	1 086 471	836 268	( 23.03)	1 129 229	1 139 829
Financing				16 300	16 300	16 300	249 452	1 430.38	35 750	56 373
Provincial Revenue Fund				16 300	16 300	16 300	249 452	1 430.38	35 750	56 373
Own receipts (Provincial Treasury)	233 041	251 789	233 041	244 971	244 971	244 971	245 625	0.27	246 129	246 129
Total Treasury funding	690 725	745 838	890 367	1 027 101	1 347 742	1 347 742	1 331 345	( 1.22)	1 411 108	1 442 331
Departmental receipts										
Sales of goods and services other than capital assets	526	670	3 170	643	643	643	671	4.35	707	742
Interest, dividends and rent on land	38	6	8	10	10	10	11	10.00	11	12
Sales of capital assets		1	10							
Financial transactions in assets and liabilities	1 156	650	982							
Total departmental receipts	1 720	1 327	4 170	653	653	653	682	4.44	718	754
Total receipts	692 445	747 165	894 537	1 027 754	1 348 395	1 348 395	1 332 027	( 1.21)	1 411 826	1 443 085

### Summary of receipts:

Total receipts decreased by R16.368 million or 1.21 per cent from R1.348 billion (2014/15 revised estimate) to R1.332 billion in 2015/16.

### Treasury funding:

Equitable share funding decreased by R250.203 million or 23.03 per cent from R1.086 billion (2014/15 revised estimate) to R836.268 million in 2015/16.

### Financing:

Provincial Revenue Fund increased by R233.152 million or 1 430.38 per cent from R16.300 million (2014/15 revised estimate) to R249.452 million in 2015/16. Own receipts (Provincial Treasury) as a financing instrument increases from R244.971 million (2014/15 revised estimate) to R245.625 million in 2015/16 and remains at more or less this level over the MTEF.

### Departmental receipts:

Departmental own receipts for 2015/16 are estimated at R682 000 of which R511 000 is attributed to the sale of Provincial Government Gazettes.

## Donor funding (excluded from vote appropriation)

None.

## 5. Payment summary

### Key assumptions

Provisions for improvement of conditions of service are made on the assumption that the increase will be at a maximum rate of 7.8 per cent (inclusive of a maximum of 2 per cent pay progression). A key budget risk going forward is that national negotiations are not within the Department's control, yet we have to foot the bill for any salary increases above the budgeted levels.

### Programme summary

Table 5.1 below shows the budget or estimated expenditure per programme and Table 5.2 per economic classification (in summary). Details of the Government Financial Statistics (GFS) economic classifications are attached as an annexure to this vote.

**Table 5.1 Summary of payments and estimates**

Programme R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14	Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Executive Support (Administration)	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091
2. Provincial Strategic Management	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639
3. People Management (Corporate Services Centre)	127 695	138 070	142 556	179 475	182 699	182 699	194 382	6.39	197 987	194 818
4. Centre for E-Innovation	389 726	421 391	543 820	576 777	908 780	908 780	850 921	(6.37)	949 649	966 001
5. Corporate Assurance (Corporate Services Centre)	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536
<b>Total payments and estimates</b>	692 445	747 165	894 537	1 027 754	1 348 395	1 348 395	1 332 027	(1.21)	1 411 826	1 443 085

Note:

Programme 1: Premier's total remuneration package as at 23 February 2015: R1 888 315 with effect from 1 April 2013. The proclamation in terms of Gazette number 38470, determining the remuneration of Public Office Bearers with effect from 1 April 2014, is still under consideration.

The budget structure of this Department deviates from the national sectoral (generic) structure due to a modernisation process whereby the organogram was revised and the programme structure was brought into line with the organisational design of the Department.

## Summary by economic classification

**Table 5.2 Summary of payments and estimates by economic classification**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Current payments	649 732	702 321	821 781	969 603	1 270 875	1 270 875	1 248 902	( 1.73)	1 342 854	1 373 868
Compensation of employees	337 677	378 098	400 434	491 333	476 088	476 088	529 345	11.19	573 755	610 243
Goods and services	311 811	324 223	421 347	478 270	794 787	794 787	719 557	( 9.47)	769 099	763 625
Interest and rent on land	244									
Transfers and subsidies to	17 377	22 576	33 594	23 836	23 836	23 836	26 732	12.15	18 434	16 481
Provinces and municipalities		9 000	12 600	10 702	10 702	10 702	7 298	( 31.81)		
Departmental agencies and accounts	2 943	24	24	34	34	34	34		34	36
Public corporations and private enterprises		230								
Non-profit institutions	10 843	12 711	12 907	13 100	13 100	13 100	19 400	48.09	18 400	16 445
Households	3 591	611	8 063							
Payments for capital assets	25 233	22 097	38 986	34 315	53 684	53 684	56 393	5.05	50 538	52 737
Machinery and equipment	25 220	21 915	38 986	34 315	53 684	53 684	56 393	5.05	50 538	52 737
Software and other intangible assets	13	182								
Payments for financial assets	103	171	176							
Total economic classification	692 445	747 165	894 537	1 027 754	1 348 395	1 348 395	1 332 027	( 1.21)	1 411 826	1 443 085

### Infrastructure payments

None.

### Departmental Public Private Partnership (PPP) projects

None.

## Transfers

### Transfers to public entities

**Table 5.3 Summary of departmental transfers to public entities**

Public entities R'000	Outcome						Medium-term estimate			
							% Change from Revised estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14	Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Western Cape Provincial Development Council	2 943									
Total departmental transfers to public entities	2 943									

### Transfers to other entities

**Table 5.4 Summary of departmental transfers to other entities**

Entities R'000	Outcome						Medium-term estimate			
							% Change from Revised estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14	Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
South African Broadcasting Corporation Limited		24	34	34	34	34	34		34	34
Total departmental transfers to other entities		24	34	34	34	34	34		34	34

### Transfers to local government

**Table 5.5 Summary of departmental transfers to local government by category**

Departmental transfers R'000	Outcome						Medium-term estimate			
							% Change from Revised estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14	Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Category A		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Total departmental transfers to local government		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		

## 6. Programme description

### Programme 1: Executive Support (Administration)

**Purpose:** To provide executive governance support services.

#### Analysis per sub-programme

##### **Sub-programme 1.1: Programme Support**

to provide administrative support to the management of this programme

##### **Sub-programme 1.2: Office of the Premier**

to provide operational support to the Premier

##### **Sub-programme 1.3: Executive Council Support**

to manage the provision of secretariat, logistical and decision support services to the Cabinet, the Premier's intergovernmental relations forums, the provincial top management and the Department of the Premier's executive committee

##### **Sub-programme 1.4: Departmental Strategy**

to provide strategic management, coordination and governance support services by facilitating the departmental strategic management processes, and the safety and security arrangements for the Department

##### **Sub-programme 1.5: Office of the Director-General**

to provide operational support to the Director-General

##### **Sub-programme 1.6: Financial Management**

to ensure effective budget management, departmental financial accounting services and the application of internal control measures. The management of provisioning, assets, procurement and the departmental records and general support services

#### Policy developments

None.

#### Changes: Policy, structure, service establishment, etc. Geographic distribution of services

This programme provides for funding of the internal functions of the Department such as providing professional support to the Premier (including the official residence), Executive Council, Director-General and the rest of the Department. All departmental support services are centrally situated in Cape Town. The Internal Control unit was expanded to ensure an improved control environment.

#### Expenditure trends analysis

This programme's budget allocation shows an increase over the MTEF period. This is due to the filling of key middle management posts in Supply Chain Management (SCM) to give partial effect to the intent of the national Medium Term Strategic Framework. Funding was made available for SCM capacity building to try and prevent irregular expenditure within this area. The Department also received capacitation funding to expand the Internal Control Unit, of which posts will be filled in 2015/16. The improved capacitation of the Internal Control Unit will result in improved financial governance in the Department.



## Strategic goal as per Strategic Plan

### Programme 1: Executive Support (Administration)

To improve good governance in the Western Cape Government.

## Strategic objectives as per Annual Performance Plan

### Office of the Premier

None.

### Executive Council Support

None.

### Departmental Strategy

To enable departmental strategic management through facilitating departmental strategic planning processes.

### Office of the Director-General

None.

### Financial Management

To provide proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year.

**Table 6.1 Summary of payments and estimates – Programme 1: Executive Support (Administration)**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				Main appro- priation	Adjusted appro- priation	Revised estimate	2015/16	2014/15	2016/17	2017/18
				2014/15	2014/15	2014/15				
1. Programme Support	1 601	1 568	1 486	1 718	1 718	1 718	2 433	41.62	2 610	2 796
2. Office of the Premier	12 962	13 289	13 512	15 223	15 223	15 223	16 480	8.26	17 668	18 913
3. Executive Council Support	11 192	7 363	7 617	8 614	8 614	8 614	9 281	7.74	9 862	10 469
4. Departmental Strategy	3 353	3 818	3 577	5 436	5 436	5 436	4 936	(9.20)	5 231	5 539
5. Office of the Director-General	9 179	9 868	9 271	11 375	11 375	11 375	10 682	(6.09)	11 465	12 284
6. Financial Management	20 644	24 362	31 796	29 383	30 583	30 583	33 207	8.58	34 677	38 090
Total payments and estimates	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091

Note:

Programme 1: Premier's total remuneration package as at 23 February 2015: R1 888 315 with effect from 1 April 2013. The proclamation in terms of Gazette number 38470, determining the remuneration of Public Office Bearers with effect from 1 April 2014, is still under consideration.

**Table 6.1.1 Summary of payments and estimates by economic classification – Programme 1: Executive Support (Administration)**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	% Change from Revised estimate
				2015/16	2014/15	2016/17				2017/18
Current payments	51 454	58 298	59 062	71 504	72 003	72 003	75 287	4.56	79 891	86 433
Compensation of employees	42 280	48 367	48 653	57 913	58 713	58 713	61 730	5.14	66 773	71 047
Goods and services	9 131	9 931	10 409	13 591	13 290	13 290	13 557	2.01	13 118	15 386
Interest and rent on land	43									
Transfers and subsidies to	5 645	58	6 825	5	5	5	5		5	5
Departmental agencies and accounts	2 943	3	3	5	5	5	5		5	5
Non-profit institutions	40	34	147							
Households	2 662	21	6 675							
Payments for capital assets	1 729	1 754	1 198	240	941	941	1 727	83.53	1 617	1 653
Machinery and equipment	1 729	1 754	1 198	240	941	941	1 727	83.53	1 617	1 653
Payments for financial assets	103	158	174							
Total economic classification	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091

**Details of transfers and subsidies**

Economic classification R'000	Outcome						Medium-term estimate			
							% Change from Revised estimate			
	Audited	Audited	Audited	Main appro- priation	Adjusted appro- priation	Revised estimate				
	2011/12	2012/13	2013/14	2014/15	2014/15	2014/15	2015/16	2014/15	2016/17	2017/18
Transfers and subsidies to (Current)	5 645	58	6 825	5	5	5	5		5	5
Departmental agencies and accounts	2 943	3	3	5	5	5	5		5	5
Entities receiving transfers	2 943	3	3	5	5	5	5		5	5
Western Cape Provincial Development Council	2 943									
Other		3	3	5	5	5	5		5	5
Non-profit institutions	40	34	147							
Households	2 662	21	6 675							
Social benefits	16	21	200							
Other transfers to households	2 646		6 475							

## Programme 2: Provincial Strategic Management

**Purpose:** To provide policy and strategy support as well as strategic management information and to coordinate strategic projects and communication services through partnerships and strategic engagements.

### Analysis per sub-programme

#### Sub-programme 2.1: Programme Support

to provide administrative support to the management of this programme

#### Sub-programme 2.2: Policy and Strategy

to provide professional, evidence-based policy advice to the Executive on various strategic issues, or as required

#### Sub-programme 2.3: 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

#### Sub-programme 2.4: Strategic Communication

to coordinate external communication and public engagement in order to ensure that the Western Cape Government communicates its strategic goals and service delivery outcomes to the people of the Western Cape

#### Sub-programme 2.5: Strategic Programmes

to strengthen the destination's value proposition in order to give effect to the Integrated Events Strategy, facilitate sound international relations and, strategic linkages and to coordinate WCG priority programmes

### Policy developments

The Provincial Strategic Plan was developed internally by all provincial departments and approved by Cabinet. The Plan has been finalised and its implementation, management and monitoring is currently being undertaken; the performance review of the PTMS and the PSP will be undertaken annually.

### Changes: Policy, structure, service establishment, etc. Geographic distribution of services

This programme provides professional support to the Premier, Cabinet and related structures effectively to exercise their executive authority strategically and within the long term vision of OneCape 2040 and the 2030 NDP. Provision is made for the management, monitoring and evaluation and review of provincial strategic content. A strategic communication capability is also provided. The service is centrally situated in Cape Town. The Strategic Projects Facilitation Unit, established in 2011, has been incorporated in the Strategic Programmes sub-programme to ensure a strategic and coherent approach to events, engagements and projects, including the management of International Development Cooperation (IDC) known also as Official Development Assistance (ODA).

### Expenditure trends analysis

This programme's budget allocation shows an increase for 2015/16. This is due to the filling of posts in the Policy and Strategy, and Strategic Communication components that were identified as key to the performance of this programme.

**Strategic goal as per Strategic Plan****Programme 2: Provincial Strategic Management**

To enable strategic decision-making and stakeholder management in the Western Cape Government.

**Strategic objectives as per Annual Performance Plan****Policy and Strategy**

To strategically support the executive in the development and implementation of high-level provincial policies and strategies.

**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.

**Strategic Communication**

To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape.

**Strategic Programmes**

To promote the strategic goals of the Western Cape Government through key partnerships and engagements.

**Table 6.2 Summary of payments and estimates – Programme 2: Provincial Strategic Management**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	% Change from Revised estimate
				2015/16	2014/15	2016/17				2017/18
1. Programme Support	2 297	2 197	2 851	2 784	2 784	2 784	2 887	3.70	3 097	3 318
2. Policy and Strategy	8 992	12 042	12 866	13 934	12 198	12 198	13 596	11.46	14 848	15 635
3. Strategic Management Information	9 089	8 148	12 341	43 813	32 413	32 413	50 945	57.17	18 593	19 708
4. Strategic Communication	7 488	2 889	3 525	3 901	3 901	3 901	5 643	44.66	5 934	6 240
5. Strategic Programmes	9 234	12 778	20 097	20 213	20 363	20 363	19 026	(6.57)	19 865	20 737
Total payments and estimates	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639

**Table 6.2.1 Summary of payments and estimates by economic classification – Programme 2: Provincial Strategic Management**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Current payments	35 532	36 273	47 546	83 740	70 662	70 662	90 681	28.33	60 921	64 160
Compensation of employees	23 256	27 049	31 165	36 739	35 239	35 239	38 269	8.60	41 139	44 145
Goods and services	12 257	9 224	16 381	47 001	35 423	35 423	52 412	47.96	19 782	20 016
Interest and rent on land	19									
Transfers and subsidies to	1 203	1 452	3 908	905	905	905	905		905	950
Provinces and municipalities			2 600							
Departmental agencies and accounts			1	5	5	5	5		5	5
Public corporations and private enterprises		230								
Non-profit institutions	1 003	1 177	1 260	900	900	900	900		900	945
Households	200	45	47							
Payments for capital assets	365	326	226		92	92	511	455.43	511	528
Machinery and equipment	365	326	226		92	92	511	455.43	511	528
Payments for financial assets		3								
Total economic classification	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639

**Details of transfers and subsidies**

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Transfers and subsidies to (Current)	1 203	1 452	3 908	905	905	905	905		905	950
Provinces and municipalities			2 600							
Municipalities			2 600							
Municipal agencies and funds			2 600							
Departmental agencies and accounts			1	5	5	5	5		5	5
Entities receiving transfers			1	5	5	5	5		5	5
Other			1	5	5	5	5		5	5
Public corporations and private enterprises		230								
Public corporations		230								
Other transfers		230								
Non-profit institutions	1 003	1 177	1 260	900	900	900	900		900	945
Households	200	45	47							
Social benefits		45	47							
Other transfers to households	200									

## **Programme 3: People Management (Corporate Services Centre)**

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

### **Analysis per sub-programme**

#### **Sub-programme 3.1: Programme Support**

to provide administrative support to the management of this programme

#### **Sub-programme 3.2: Organisation Development**

to enable improvements in organisational effectiveness through planned interventions with departments

#### **Sub-programme 3.3: People Training and Empowerment**

to ensure human resource development through the identification of training needs by designing and offering relevant learning programmes, developing workplace skills plans and facilitating the awarding of bursaries to serving employees in the 11 CSC departments, as well as internships

#### **Sub-programme 3.4: People Management Practices**

to attract and retain talent through its four directorates that is responsible for driving strategic workforce planning and effective people management practices

### **Policy developments**

This programme is grounded in the decision to establish a Corporate Services Centre and impacts on all departments through the corporatisation processes that was completed during 2010/11.

### **Changes: Policy, structure, service establishment, etc. Geographic distribution of services**

This programme provides for the funding of corporatised functions in human capital but excludes corporate assurance, legal services, corporate communications and the Centre for e-Innovation. In the corporatised context the structure of this function was realigned and incorporated resources from the other departments. The Provincial Training Institute is situated outside Stellenbosch, on the farm Kromme Rhee. The remainder of the services are centrally situated in Cape Town.

### **Expenditure trends analysis**

The programme's budget allocation shows an increase over MTEF period. This is due to the establishment of the Internal Control section within People Management Practices. Additional funding was allocated towards the Business Process Optimisation project and the bi-annual Barret Survey that needs to be done in 2015. People Training and Empowerment received additional funding through the retention of revenue to enable the upkeep of the facilities at the institute in Stellenbosch.

## Strategic goal as per Strategic Plan

### Programme 3: People Management (Corporate Services Centre)

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

**Table 6.3 Summary of payments and estimates – Programme 3: People Management (Corporate Services Centre)**

Sub-programme R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Programme Support	1 695	2 054	2 051	2 344	2 344	2 344	2 479	5.76	2 659	2 846
2. Organisation Development	29 130	35 110	39 123	61 094	61 094	61 094	74 819	22.47	70 536	61 430
3. People Training and Empowerment	17 761	21 572	24 116	27 546	27 820	27 820	29 300	5.32	31 218	33 224
4. People Management Practices	79 109	79 334	77 266	88 491	91 441	91 441	87 784	(4.00)	93 574	97 318
Total payments and estimates	127 695	138 070	142 556	179 475	182 699	182 699	194 382	6.39	197 987	194 818

**Table 6.3.1 Summary of payments and estimates by economic classification – Programme 3: People Management (Corporate Services Centre)**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Current payments	126 498	134 731	139 346	179 460	181 330	181 330	192 277	6.04	195 882	192 701
Compensation of employees	101 202	111 058	112 706	128 311	131 035	131 035	141 152	7.72	151 739	162 814
Goods and services	25 244	23 673	26 640	51 149	50 295	50 295	51 125	1.65	44 143	29 887
Interest and rent on land	52									
Transfers and subsidies to	145	1 416	733	15	15	15	15		15	16
Departmental agencies and accounts		14	14	15	15	15	15		15	16
Non-profit institutions		1 000								
Households	145	402	719							
Payments for capital assets	1 052	1 922	2 475		1 354	1 354	2 090	54.36	2 090	2 101
Machinery and equipment	1 052	1 893	2 475		1 354	1 354	2 090	54.36	2 090	2 101
Software and other intangible assets		29								
Payments for financial assets		1	2							
Total economic classification	127 695	138 070	142 556	179 475	182 699	182 699	194 382	6.39	197 987	194 818

**Details of transfers and subsidies**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14	Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
<b>Transfers and subsidies to (Current)</b>	145	1 416	733	15	15	15	15		15	16
Departmental agencies and accounts		14	14	15	15	15	15		15	16
Entities receiving transfers		14	14	15	15	15	15		15	16
Other		14	14	15	15	15	15		15	16
Non-profit institutions		1 000								
Households	145	402	719							
Social benefits	145	402	719							

**Programme 4: Centre for e-Innovation (Corporate Services Centre)**

**Purpose:** to enable service excellence to the people of the Western Cape through ICTs.

**Analysis per sub-programme****Sub-programme 4.1: Programme Support**

to provide administrative support to the management of this programme

**Sub-programme 4.2: Strategic ICT Services**

to render strategic ICT services to the WCG, focusing on planning and development, the coordination of the Corporate Governance of ICTs and the e-Government agenda, this includes the citizen interface

**Sub-programme 4.3: GITO Management Services**

to provide transversal ICT services to the WCG, which includes the management of transversal infrastructure, the IT service desk and IT service management to the Ce-I client departments

**Sub-programme 4.4: Connected Government and Unified Communications**

to provide connectivity to WCG sites through Stream 1 of the Connected Cape initiative

**Sub-programme 4.5: Transversal Applications Development and Support**

to focus on transversal applications development and support through Stream 3 of the Connected Cape initiative

**Policy developments**

The Western Cape Government has identified increased accessibility to broadband as a game changer that could be a catalyst for socio-economic growth in the Province. The Department of the Premier, through the Centre for e-Innovation, has been tasked to provide the infrastructure backbone for the provincial broadband strategy. The WCG Broadband Strategy and Implementation Plan is aimed at coordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province.

Key policy initiatives for the Centre for e-Innovation include the implementation of Streams 1 and 3 of the WCG Broadband Strategy, the implementation of the Provincial ICT Delivery Plan with a focus on transversal ICT initiatives, the collaboration with the City of Cape Town in respect of fibre optic broadband connectivity



and the implementation of electronic content management (e-filing) in the WCG.

### Changes: Policy, structure, service establishment, etc. Geographic distribution of services

The Centre for e-Innovation has grown from two to four chief directorates. The two new chief directorates are "Connected Government and Unified Communications" and "Transversal Applications Development and Support". These chief directorates will focus on Streams 1 and 3 of the WCG Broadband Strategy respectively. The Strategic ICT Services and GITO Management Services chief directorates have undergone amendments to ensure optimal alignment with the new chief directorates. The Centre for e-Innovation renders services across the Province.

### Expenditure trends analysis

This programme's budget allocation shows an increase over the MTEF period due to roll-out of special projects and the inception of the WCG Broadband Strategy and Implementation Plan. The Broadband components will be appointing staff into structures that were created to oversee this new function, which will bring an increase in the Compensation of Employees. A reprioritisation of funding within the programme was done for projects driven within the Ce-I environment to ensure stable service delivery.

### Strategic goal as per Strategic Plan

#### Programme 4: Centre for e-Innovation

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

### Strategic objectives as per Annual Performance Plan

ICT governance maturity improved.

Access to the Western Cape e-Government services.

Improved ICT services provided to the Western Cape Government.

**Table 6.4 Summary of payments and estimates – Programme 4: Centre for e-Innovation (Corporate Services Centre)**

Sub-programme R'000	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Programme Support	10 109	6 688	6 868	16 119	11 119	11 119	7 806	(29.80)	8 367	8 955
2. Strategic ICT Services	42 817	67 352	82 102	93 443	104 843	104 843	88 052	(16.02)	90 831	92 158
3. GITO Management Services	336 800	347 351	454 850	467 215	792 818	792 818	469 291	(40.81)	466 864	485 390
4. Connected Government and Unified Communications							235 223		330 494	344 696
5. Transversal Applications Development and Support							50 549		53 093	34 802
Total payments and estimates	389 726	421 391	543 820	576 777	908 780	908 780	850 921	(6.37)	949 649	966 001

### Earmarked allocation:

Included in the programme is an earmarked allocation amounting to R236.984 million (2015/16), R334.891 million (2016/17) and R349.226 million (2017/18) for the Broadband projects.

**Table 6.4.1 Summary of payments and estimates by economic classification – Programme 4: Centre for e-Innovation (Corporate Services Centre)**

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	358 473	384 811	487 246	519 794	834 892	834 892	773 813	( 7.32)	886 635	902 856
Compensation of employees	119 008	135 706	148 651	183 110	172 936	172 936	191 548	10.76	210 210	220 777
Goods and services	239 385	249 105	338 595	336 684	661 956	661 956	582 265	( 12.04)	676 425	682 079
Interest and rent on land	80									
Transfers and subsidies to	9 831	19 599	21 734	22 908	22 908	22 908	25 804	12.64	17 506	15 506
Provinces and municipalities		9 000	10 000	10 702	10 702	10 702	7 298	( 31.81)		
Departmental agencies and accounts		5	5	6	6	6	6		6	6
Non-profit institutions	9 800	10 500	11 500	12 200	12 200	12 200	18 500	51.64	17 500	15 500
Households	31	94	229							
Payments for capital assets	21 422	16 981	34 840	34 075	50 980	50 980	51 304	0.64	45 508	47 638
Machinery and equipment	21 409	16 828	34 840	34 075	50 980	50 980	51 304	0.64	45 508	47 638
Software and other intangible assets	13	153								
Total economic classification	389 726	421 391	543 820	576 777	908 780	908 780	850 921	( 6.37)	949 649	966 001

**Details of transfers and subsidies**

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Transfers and subsidies to (Current)	9 831	19 599	21 734	22 908	22 908	22 908	25 804	12.64	17 506	15 506
Provinces and municipalities		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Municipalities		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Municipal bank accounts		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Departmental agencies and accounts		5	5	6	6	6	6		6	6
Entities receiving transfers		5	5	6	6	6	6		6	6
Other		5	5	6	6	6	6		6	6
Non-profit institutions	9 800	10 500	11 500	12 200	12 200	12 200	18 500	51.64	17 500	15 500
Households	31	94	229							
Social benefits	31	94	229							

## **Programme 5: Corporate Assurance (Corporate Services Centre)**

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

### **Analysis per sub-programme**

#### **Sub-programme 5.1: Programme Support**

to provide administrative support to the management of this programme

#### **Sub-programme 5.2: Enterprise Risk Management**

to improve WCG governance through embedded risk management

#### **Sub-programme 5.3: Internal Audit**

to improve WCG governance through improved business processes

#### **Sub-programme 5.4: Forensic Investigations**

to improve WCG governance through the prevention of fraud and corruption

#### **Sub-programme 5.5: Legal Services**

to promote executive and administrative decisions and actions that is sound in law through the provision of legal advice

#### **Sub-programme 5.6: Corporate Communication**

to coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape

### **Policy developments**

The Programme: Corporate Assurance is in the final stages of finalising a Combined Assurance Framework for the Western Cape Government. The Combined Assurance Framework is a strategic management tool that builds on the existing enterprise risk management processes and risk registers. It aims to provide accounting officers and management of departments with a formalised documented framework and process to manage the coordination of assurance efforts in an optimal and integrated manner. The general perception is that the assurance gap is significant; however, certain assurance activities are being conducted in the control environment but are not formally recognised and taken into account when the assurance gap is determined. This necessitates a formalised process to comprehensively assess assurance provided in relation to each risk, in order to ensure that assurance gaps and/or excessive assurance are detected and addressed appropriately, through the integration and coordination of assurance efforts. The Combined Assurance Framework will therefore provide a clear process and criteria for recognising these activities and provide reliable information on the assurance gap and extent of risk coverage in each department.

## **Changes: Policy, structure, service establishment, etc. Geographic distribution of services**

The organisational structure of the programme is not ideal; however, it has been designed to reasonably respond to the demand for its services. This is in the context of the weak economic outlook and the reality that additional funding will not be forthcoming over the medium term. Capacity is therefore augmented by insourcing capacity where required and allowed for in relation to budget availability. There are some areas where it is not viable to create permanent posts in structures due to the specific specialism; these skills will be insourced as and when required.

## **Expenditure trends analysis**

This programme's budget allocation shows a slight increase over the MTEF period. This is due to funding being allocated for the implementation of the Protection of Personal Information Act (POPI), which will be driven by Legal Services. Funding was made available for Provincial Forensic Services to appoint the staff needed to take over from the contractor that was delivering the service to the WCG in the last three years. The Corporate Communication function has streamlined processes pertaining to the Better Together Magazine and other projects to enable a cost saving over the MTEF.

## **Strategic goal as per Strategic Plan**

### **Programme 5: Corporate Assurance (Corporate Services Centre)**

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

## **Strategic objectives as per Annual Performance Plan**

### **Corporate Assurance**

To improve Western Cape Government governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption.

### **Legal Services**

To promote executive and administrative decisions and actions that is sound in law through the provision of legal advice.

### **Corporate Communication**

To coordinate paid for communication to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape.

**Table 6.5 Summary of payments and estimates – Programme 5: Corporate Assurance (Corporate Services Centre)**

Sub-programme R'000	Outcome			Main appro- priation  Adjusted appro- priation  Revised estimate			Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				2015/16	2014/15	2016/17	2017/18			
1. Programme Support	1 415	1 709	2 025	2 126	2 126	2 126	2 152	1.22	2 310	2 473
2. Enterprise Risk Management	4 852	5 519	7 099	7 843	7 843	7 843	7 884	0.52	8 455	9 053
3. Internal Audit	29 866	32 714	33 124	40 579	40 279	40 279	40 128	(0.37)	43 013	46 033
4. Forensic Investigations	16 963	18 669	15 030	18 456	18 456	18 456	17 983	(2.56)	15 949	17 065
5. Legal Services	18 624	20 607	22 789	32 886	30 386	30 386	36 042	18.61	36 527	39 128
6. Corporate Communication	7 273	10 164	9 155	13 218	13 218	13 218	13 419	1.52	14 086	14 784
Total payments and estimates	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536

**Table 6.5.1 Summary of payments and estimates by economic classification – Programme 5: Corporate Assurance (Corporate Services Centre)**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	2015/16	2014/15	2016/17	2017/18
Current payments	77 775	88 208	88 581	115 105	111 988	111 988	116 844	4.34	119 525	127 717
Compensation of employees	51 931	55 918	59 259	85 260	78 165	78 165	96 646	23.64	103 894	111 460
Goods and services	25 794	32 290	29 322	29 845	33 823	33 823	20 198	( 40.28)	15 631	16 257
Interest and rent on land	50									
Transfers and subsidies to	553	51	394	3	3	3	3		3	3
Departmental agencies and accounts		2	1	3	3	3	3		3	3
Households	553	49	393							
Payments for capital assets	665	1 114	247		317	317	761	140.06	812	816
Machinery and equipment	665	1 114	247		317	317	761	140.06	812	816
Payments for financial assets		9								
Total economic classification	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536

**Details of transfers and subsidies**

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Transfers and subsidies to (Current)	553	51	394	3	3	3	3		3	3
Departmental agencies and accounts		2	1	3	3	3	3		3	3
Entities receiving transfers		2	1	3	3	3	3		3	3
Other		2	1	3	3	3	3		3	3
Households	553	49	393							
Social benefits	553	49	393							

## 7. Other Programme Information

### Personnel numbers and costs

**Table 7.1 Personnel numbers and costs**

Programme R'000	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014	As at 31 March 2015	As at 31 March 2016	As at 31 March 2017	As at 31 March 2018
1. Executive Support (Administration)	112	146	128	142	141	141	141
2. Provincial Strategic Management	62	63	61	66	72	72	72
3. People Management (Corporate Services Centre)	353	468	368	402	400	400	400
4. Centre for E-Innovation (Corporate Services Centre)	349	430	396	433	471	471	471
5. Corporate Assurance (Corporate Services Centre)	137	162	132	143	207	207	207
<b>Total personnel numbers</b>	1 013	1 269	1 085	1 186	1 291	1 291	1 291
Total personnel cost (R'000)	337 677	378 098	400 434	476 088	529 345	573 755	610 243
Unit cost (R'000)	333	298	369	401	410	444	473

**Table 7.2 Departmental personnel numbers and costs**

Description	Outcome			Main appropriation 2014/15	Adjusted appropriation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
<b>Total for department</b>										
Personnel numbers (head count)	1 013	1 269	1 085	1 291	1 186	1 186	1 291	8.85	1 291	1 291
Personnel cost (R'000)	337 677	378 098	400 434	491 333	476 088	476 088	529 345	11.19	573 755	610 243
<i>of which</i>										
<b>Human resources component</b>										
Personnel numbers (head count)	236	259	249	242	242	242	242		242	242
Personnel cost (R'000)	61 695	64 100	62 354	64 298	64 298	64 298	67 924	5.64	72 100	72 099
Head count as % of total for department	23.30	20.41	22.95	18.75	20.40	20.40	18.75		18.75	18.75
Personnel cost as % of total for department	18.27	16.95	15.57	13.09	13.51	13.51	12.83		12.57	11.81
<b>Finance component</b>										
Personnel numbers (head count)	57	64	74	75	75	75	75		75	75
Personnel cost (R'000)	12 906	18 094	19 211	23 209	23 209	23 209	25 140	8.32	26 591	27 921
Head count as % of total for department	5.63	5.04	6.82	5.81	6.32	6.32	5.81		5.81	5.81
Personnel cost as % of total for department	3.82	4.79	4.80	4.72	4.87	4.87	4.75		4.63	4.58
<b>Full time workers</b>										
Personnel numbers (head count)	813	903	869	1 041	1 021	1 021	1 041	1.96	1 041	1 041
Personnel cost (R'000)	285 917	320 884	348 789	436 333	421 088	421 088	474 345	12.65	518 755	552 491
Head count as % of total for department	80.26	71.16	80.09	80.64	86.09	86.09	80.64		80.64	80.64
Personnel cost as % of total for department	84.67	84.87	87.10	88.81	88.45	88.45	89.61		90.41	90.54
<b>Part-time workers</b>										
Personnel numbers (head count)										
Personnel cost (R'000)										
Head count as % of total for department										
Personnel cost as % of total for department										
<b>Contract workers</b>										
Personnel numbers (head count)	200	366	216	250	165	165	250	51.52	250	250
Personnel cost (R'000)	51 760	57 214	51 645	55 000	55 000	55 000	55 000		55 000	57 752
Head count as % of total for department	19.74	28.84	19.91	19.36	13.91	13.91	19.36		19.36	19.36
Personnel cost as % of total for department	15.33	15.13	12.90	11.19	11.55	11.55	10.39		9.59	9.46

## Training

**Table 7.3 Payments on training**

Programme R'000	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Executive Support (Administration)	85	134	94	391	391	391	1 084	177.24	322	513
<i>of which</i>										
Other	85	134	94	391	391	391	1 084	177.24	322	513
2. Provincial Strategic Management	128	95	263	125	125	125	121	(3.20)	121	125
<i>of which</i>										
Other	128	95	263	125	125	125	121	(3.20)	121	125
3. People Management (Corporate Services Centre)	1 499	1 936	1 900	1 699	1 699	1 699	2 751	61.92	3 005	2 313
<i>of which</i>										
Payments on tuition	370	125	261	500	500	500	500		500	500
Other	1 129	1 811	1 639	1 199	1 199	1 199	2 251	87.74	2 505	1 813
4. Centre for E-Innovation (Corporate Services Centre)	2 071	1 986	1 379	1 770	1 770	1 770	2 546	43.84	2 828	2 999
<i>of which</i>										
Payments on tuition	272	395	426	250	250	250	400	60.00	400	400
Other	1 799	1 591	953	1 520	1 520	1 520	2 146	41.18	2 428	2 599
5. Corporate Assurance (Corporate Services Centre)	172	346	874	905	905	905	844	(6.74)	844	1 026
<i>of which</i>										
Other	172	346	874	905	905	905	844	(6.74)	844	1 026
<b>Total payments on training</b>	<b>3 955</b>	<b>4 497</b>	<b>4 510</b>	<b>4 890</b>	<b>4 890</b>	<b>4 890</b>	<b>7 346</b>	<b>50.22</b>	<b>7 120</b>	<b>6 976</b>

**Table 7.4 Information on training**

Description	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	2011/12	2012/13	2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Number of staff	1 013	1 269	1 085	1 291	1 186	1 186	1 291	8.85	1 291	1 291
Number of personnel trained	585	584	585	585	585	585	585		585	588
<i>of which</i>										
Male	295	246	295	295	295	295	295		295	296
Female	290	338	290	290	290	290	290		290	291
Number of training opportunities	87	87	87	87	87	87	87		87	87
<i>of which</i>										
Workshops	44	44	44	44	44	44	44		44	44
Seminars	28	28	28	28	28	28	28		28	28
Other	15	15	15	15	15	15	15		15	15
Number of bursaries offered	50	50	65	65	65	65	65		65	65
Number of interns appointed	30	50	50	50	50	50	50		50	50



## Reconciliation of structural changes

**Table 7.5 Reconciliation of structural changes**

Programme for 2014/15			Programme for 2015/16		
Programme R'000	2015/16 Equivalent		Programme R'000		
	Programme	Sub- programme		Programme	Sub- programme
4. Centre for E-Innovation (Corporate Services Centre)	850 921		4. Centre for E-Innovation (Corporate Services Centre)	850 921	
Programme Support		293 578	Programme Support		7 806
Strategic ICT Services		88 052	Strategic ICT Services		88 052
GITO Management Services		469 291	GITO Management Services		469 291
			Connected Government and Unified Communications		235 223
			Transversal Applications Development and Support		50 549
	850 921			850 921	

## Annexure A to Vote 1

Table A.1 Specification of receipts

Receipts R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate 2015/16	2014/15	2016/17	2017/18
<b>Sales of goods and services other than capital assets</b>	526	670	3 170	643	643	643	671	4.35	707	742
Sales of goods and services produced by department (excluding capital assets)	526	670	3 164	643	643	643	671	4.35	707	742
Sales by market establishments		4	1 669							
Other sales	526	666	1 495	643	643	643	671	4.35	707	742
<i>of which</i>										
Commission on insurance	64	71	70	67	67	67	69	2.99	69	72
Miscellaneous capital receipts	4	8								
Other	458	587	1 425	576	576	576	602	4.51	638	670
Sales of scrap, waste, arms and other used current goods (excluding capital assets)			6							
<b>Interest, dividends and rent on land</b>	38	6	8	10	10	10	11	10.00	11	12
Interest	38	6	8	10	10	10	11	10.00	11	12
<b>Sales of capital assets</b>		1	10							
Other capital assets		1	10							
<b>Financial transactions in assets and liabilities</b>	1 156	650	982							
Recovery of previous year's expenditure	1 110	758	762							
Staff debt	21									
Stale cheques	16									
Unallocated credits		( 162 )	6							
Other	9	54	214							
<b>Total departmental receipts</b>	1 720	1 327	4 170	653	653	653	682	4.44	718	754

## Annexure A to Vote 1

Table A.2 Summary of payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	649 732	702 321	821 781	969 603	1 270 875	1 270 875	1 248 902	(1.73)	1 342 854	1 373 868
Compensation of employees	337 677	378 098	400 434	491 333	476 088	476 088	529 345	11.19	573 755	610 243
Salaries and wages	300 001	337 113	357 142	441 277	426 032	426 032	475 777	11.68	515 370	548 988
Social contributions	37 676	40 985	43 292	50 056	50 056	50 056	53 568	7.02	58 385	61 255
Goods and services	311 811	324 223	421 347	478 270	794 787	794 787	719 557	(9.47)	769 099	763 625
of which										
Administrative fees	35	35	( 12)	40	40	40	32	(20.00)	32	34
Advertising	14 902	12 165	7 628	9 223	9 223	9 223	9 676	4.91	9 614	8 205
Minor assets	1 471	1 349	1 832	842	842	842	2 482	194.77	2 008	2 184
Audit cost: External	3 356	3 904	4 450	4 500	4 199	4 199	5 218	24.27	5 448	7 012
Bursaries: Employees	642	520	690	750	750	750	900	20.00	900	900
Catering: Departmental activities	1 062	544	1 118	1 746	1 746	1 746	1 454	(16.72)	1 640	1 720
Communication	4 916	5 935	7 993	4 940	4 940	4 940	8 070	63.36	7 930	8 553
Computer services	225 878	221 644	332 958	374 104	687 122	687 122	614 323	(10.59)	673 137	670 789
Cons/prof: Business and advisory services	10 172	18 477	7 218	15 698	15 370	15 370	19 012	23.70	13 629	11 568
Cons/prof: Laboratory services	1									
Cons/prof: Legal costs	1 794	889	1 356	1 000	4 978	4 978	1 853	(62.78)	1 101	709
Contractors	1 188	8 866	4 452	4 294	4 444	4 444	3 958	(10.94)	4 241	4 511
Agency and support/ outsourced services	20 266	23 819	22 665	26 595	26 595	26 595	17 082	(35.77)	10 817	9 053
Entertainment	74	63	61	157	157	157	48	(69.43)	59	62
Fleet services (including government motor transport)	4 590	3 640		3 558	3 558	3 558	4 427	24.42	4 447	4 841
Inventory: Clothing material and accessories	50									
Inventory: Food and food supplies			328							
Inventory: Fuel, oil and gas			15							
Inventory: Learner and teacher support material			63							
Inventory: Materials and supplies	88	42	177	5	5	5		(100.00)	18	19
Inventory: Medical supplies			1							
Inventory: Medicine			1							
Inventory: Other supplies			178							
Consumable supplies	634	588	23	1 456	1 456	1 456	1 355	(6.94)	1 331	1 397
Consumable: Stationery, printing & office supplies	3 425	2 715	4 116	3 603	3 603	3 603	3 617	0.39	3 569	3 704
Operating leases	834	396	2 114	773	773	773	2 277	194.57	2 116	2 115
Property payments	1 355	1 830	1 568	1 584	1 584	1 584	836	(47.22)	940	787
Travel and subsistence	6 982	6 245	10 851	8 332	8 332	8 332	10 107	21.30	11 624	11 713
Training and development	3 313	5 632	3 825	4 140	4 140	4 140	6 446	55.70	6 220	6 076
Operating payments	2 393	3 597	3 498	8 033	8 033	8 033	3 621	(54.92)	5 447	4 979
Venues and facilities	2 373	1 321	2 049	2 662	2 662	2 662	2 712	1.88	2 725	2 582
Rental and hiring	17	7	131	235	235	235	51	(78.30)	106	111
Interest and rent on land	244									
Interest	244									
Transfers and subsidies to	17 377	22 576	33 594	23 836	23 836	23 836	26 732	12.15	18 434	16 481
Provinces and municipalities		9 000	12 600	10 702	10 702	10 702	7 298	(31.81)		
Municipalities		9 000	12 600	10 702	10 702	10 702	7 298	(31.81)		
Municipal bank accounts		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Municipal agencies and funds			2 600							
Departmental agencies and accounts	2 943	24	24	34	34	34	34		34	36
Entities receiving transfers	2 943	24	24	34	34	34	34		34	36
Western Cape Provincial Development Council	2 943									
Other		24	24	34	34	34	34		34	36
Public corporations and private enterprises		230								
Public corporations		230								
Other transfers		230								
Non-profit institutions	10 843	12 711	12 907	13 100	13 100	13 100	19 400	48.09	18 400	16 445
Households	3 591	611	8 063							
Social benefits	745	611	1 588							
Other transfers to households	2 846		6 475							

## Annexure A to Vote 1

Table A.2 Summary of payments and estimates by economic classification (continued)

Economic classification R'000	Outcome			Main appro- p-riation Adjusted appro- p-riation Revised estimate			Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
				2014/15	2014/15	2014/15	2015/16	2014/15	2016/17	2017/18
Payments for capital assets	25 233	22 097	38 986	34 315	53 684	53 684	56 393	5.05	50 538	52 737
Machinery and equipment	25 220	21 915	38 986	34 315	53 684	53 684	56 393	5.05	50 538	52 737
Transport equipment	5 283	118	6 999		92	92	5 722	6119.57	5 752	5 798
Other machinery and equipment	19 937	21 797	31 987	34 315	53 592	53 592	50 671	(5.45)	44 786	46 939
Software and other intangible assets	13	182								
Payments for financial assets	103	171	176							
Total economic classification	692 445	747 165	894 537	1 027 754	1 348 395	1 348 395	1 332 027	(1.21)	1 411 826	1 443 085

Note: The economic classifications as taken up in this Budget are in accordance with **Version 4 of the Standard Chart of Accounts (SCOA)**, which became fully effective from 1 April 2014.

## Annexure A to Vote 1

Table A.2.1 Payments and estimates by economic classification – Programme 1: Executive Support (Administration)

Economic classification R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	51 454	58 298	59 062	71 504	72 003	72 003	75 287	4.56	79 891	86 433
Compensation of employees	42 280	48 367	48 653	57 913	58 713	58 713	61 730	5.14	66 773	71 047
Salaries and wages	38 405	43 701	43 873	52 225	53 025	53 025	55 450	4.57	59 400	63 306
Social contributions	3 875	4 666	4 780	5 688	5 688	5 688	6 280	10.41	7 373	7 742
Goods and services	9 131	9 931	10 409	13 591	13 290	13 290	13 557	2.01	13 118	15 386
of which										
Administrative fees	35	35	26	40	40	40	32	(20.00)	32	34
Advertising	37	74	7	161	161	161	6	(96.27)	6	6
Minor assets	42	11	49	92	92	92	85	(7.61)	101	106
Audit cost: External	3 356	3 904	4 450	4 500	4 199	4 199	5 218	24.27	5 448	7 012
Catering: Departmental activities	305	290	283	870	870	870	282	(67.59)	425	546
Communication	737	729	768	593	593	593	659	11.13	555	755
Computer services	31	68	576	51	51	51	475	831.37	475	399
Cons/prof: Business and advisory services	75	50	111	65	65	65	216	232.31	231	380
Cons/prof: Legal costs		11								
Contractors	287	175	665	1 030	1 030	1 030	439	(57.38)	552	693
Agency and support/outsourced services	458	432	114	210	210	210	748	256.19	458	481
Entertainment	19	18	7	49	49	49	21	(57.14)	24	25
Fleet services (including government motor transport)	894	580		445	445	445	578	29.89	510	710
Inventory: Food and food supplies			108							
Inventory: Materials and supplies	7	9	3						8	8
Inventory: Other supplies			74							
Consumable supplies	161	171	7	785	785	785	251	(68.03)	246	258
Consumable: Stationery, printing & office supplies	561	667	602	760	760	760	930	22.37	870	814
Operating leases	294	333	420	300	300	300	394	31.33	267	280
Property payments	1	2	2	10	10	10	1	(90.00)	5	5
Travel and subsistence	669	1 236	1 374	1 485	1 485	1 485	879	(40.81)	1 170	1 040
Training and development	85	134	94	391	391	391	1 084	177.24	322	513
Operating payments	190	228	70	637	637	637	332	(47.88)	302	317
Venues and facilities	886	770	599	1 052	1 052	1 052	927	(11.88)	1 106	998
Rental and hiring	1	4		65	65	65		(100.00)	5	5
Interest and rent on land	43									
Interest	43									
Transfers and subsidies to	5 645	58	6 825	5	5	5	5		5	5
Departmental agencies and accounts	2 943	3	3	5	5	5	5		5	5
Entities receiving transfers	2 943	3	3	5	5	5	5		5	5
Western Cape Provincial Development Council	2 943									
Other		3	3	5	5	5	5		5	5
Non-profit institutions	40	34	147							
Households	2 662	21	6 675							
Social benefits	16	21	200							
Other transfers to households	2 646		6 475							

## Annexure A to Vote 1

Table A.2.1 Payments and estimates by economic classification – Programme 1: Executive Support (Administration) (continued)

Economic classification R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited  2011/12	Audited  2012/13	Audited  2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Payments for capital assets	1 729	1 754	1 198	240	941	941	1 727	83.53	1 617	1 653
Machinery and equipment	1 729	1 754	1 198	240	941	941	1 727	83.53	1 617	1 653
Transport equipment	403		972				987		987	1 007
Other machinery and equipment	1 326	1 754	226	240	941	941	740	(21.36)	630	646
Payments for financial assets	103	158	174							
Total economic classification	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091

## Annexure A to Vote 1

Table A.2.2 Payments and estimates by economic classification – Programme 2: Provincial Strategic Management

Economic classification R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	35 532	36 273	47 546	83 740	70 662	70 662	90 681	28.33	60 921	64 160
Compensation of employees	23 256	27 049	31 165	36 739	35 239	35 239	38 269	8.60	41 139	44 145
Salaries and wages	21 048	24 468	28 232	33 533	32 033	32 033	35 086	9.53	37 854	40 730
Social contributions	2 208	2 581	2 933	3 206	3 206	3 206	3 183	(0.72)	3 285	3 415
Goods and services	12 257	9 224	16 381	47 001	35 423	35 423	52 412	47.96	19 782	20 016
of which										
Administrative fees			8							
Advertising	3 194	2 031	2 964	2 088	2 088	2 088	3 363	61.06	2 994	3 033
Minor assets	22	13	38	50	50	50	447	794.00	167	170
Catering: Departmental activities	150	120	103	270	270	270	234	(13.33)	234	242
Communication	684	695	886	795	795	795	2 042	156.86	1 936	1 939
Computer services		194	2 688	30 550	19 150	19 150	34 610	80.73	2 581	2 558
Cons/prof: Business and advisory services	4 378	2 842	3 200	6 119	5 791	5 791	4 553	(21.38)	4 710	4 741
Cons/prof: Laboratory services	1									
Contractors	155	124	2 017	1 925	2 075	2 075	2 162	4.19	1 332	1 336
Agency and support/outsourced services	695	1 068	1 886	1 591	1 591	1 591	455	(71.40)	456	479
Entertainment	9	8	3	17	17	17	7	(58.82)	7	7
Fleet services (including government motor transport)	151	41		230	230	230	94	(59.13)	94	96
Inventory: Food and food supplies			32							
Inventory: Materials and supplies	2	2								
Inventory: Medicine			1							
Inventory: Other supplies			7							
Consumable supplies	66	36	13	102	102	102	118	15.69	67	70
Consumable: Stationery, printing & office supplies	309	204	406	333	333	333	470	41.14	509	564
Operating leases	176	1	59	75	75	75	168	124.00	168	176
Property payments				10	10	10		(100.00)		
Travel and subsistence	1 657	1 246	1 103	1 530	1 530	1 530	2 068	35.16	3 136	3 182
Training and development	128	95	264	125	125	125	121	(3.20)	121	125
Operating payments	197	215	81	271	271	271	597	120.30	467	482
Venues and facilities	267	289	501	810	810	810	902	11.36	802	814
Rental and hiring	16		121	110	110	110	1	(99.09)	1	1
Interest and rent on land	19									
Interest	19									
Transfers and subsidies to	1 203	1 452	3 908	905	905	905	905		905	950
Provinces and municipalities			2 600							
Municipalities			2 600							
Municipal agencies and funds			2 600							
Departmental agencies and accounts			1	5	5	5	5		5	5
Entities receiving transfers			1	5	5	5	5		5	5
Other			1	5	5	5	5		5	5
Public corporations and private enterprises		230								
Public corporations		230								
Other transfers		230								
Non-profit institutions	1 003	1 177	1 260	900	900	900	900		900	945
Households	200	45	47							
Social benefits		45	47							
Other transfers to households	200									
Payments for capital assets	365	326	226		92	92	511	455.43	511	528
Machinery and equipment	365	326	226		92	92	511	455.43	511	528
Transport equipment			40		92	92	58	(36.96)	58	59
Other machinery and equipment	365	326	186				453		453	469
Payments for financial assets		3								
Total economic classification	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639

## Annexure A to Vote 1

**Table A.2.3 Payments and estimates by economic classification – Programme 3: People Management (Corporate Services Centre)**

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	126 498	134 731	139 346	179 460	181 330	181 330	192 277	6.04	195 882	192 701
Compensation of employees	101 202	111 058	112 706	128 311	131 035	131 035	141 152	7.72	151 739	162 814
Salaries and wages	88 632	97 835	99 248	113 299	116 023	116 023	124 258	7.10	133 248	143 398
Social contributions	12 570	13 223	13 458	15 012	15 012	15 012	16 894	12.54	18 491	19 416
Goods and services	25 244	23 673	26 640	51 149	50 295	50 295	51 125	1.65	44 143	29 887
of which										
Advertising	10 555	8 533	4 289	6 320	6 320	6 320	5 752	(8.99)	5 980	4 457
Minor assets	192	801	107	300	300	300	469	56.33	469	556
Bursaries: Employees	370	125	263	500	500	500	500		500	500
Catering: Departmental activities	250	( 167 )	448	205	205	205	751	266.34	751	690
Communication	1 053	1 144	1 045	790	790	790	1 296	64.05	1 298	1 360
Computer services	1 260	867	6 047	22 955	22 101	22 101	12 801	(42.08)	13 416	5 552
Cons/prof: Business and advisory services	2 144	2 168	959	6 490	6 490	6 490	10 139	56.22	4 166	1 860
Cons/prof: Legal costs		11	478				101		101	106
Contractors	345	816	362	830	830	830	193	(76.75)	193	302
Agency and support/outsourced services	1 520	2 459	4 073	6 807	6 807	6 807	9 328	37.04	7 278	5 142
Entertainment	10	5	5	20	20	20		(100.00)		
Fleet services (including government motor transport)	930	603		971	971	971	989	1.85	1 076	1 230
Inventory: Food and food supplies			84							
Inventory: Fuel, oil and gas			15							
Inventory: Learner and teacher support material			1							
Inventory: Materials and supplies	7	18	16	5	5	5		(100.00)		
Inventory: Other supplies			42							
Consumable supplies	193	137	1	155	155	155	98	(36.77)	98	103
Consumable: Stationery, printing & office supplies	661	595	1 006	570	570	570	901	58.07	901	952
Operating leases	287	62	728				753		753	691
Property payments	1 248	1 612	1 382	1 414	1 414	1 414	715	(49.43)	815	656
Travel and subsistence	1 742	1 354	2 606	1 059	1 059	1 059	2 519	137.87	2 540	2 547
Training and development	1 129	1 811	1 640	1 199	1 199	1 199	2 251	87.74	2 505	1 813
Operating payments	1 016	659	196	469	469	469	828	76.55	828	969
Venues and facilities	332	57	837	80	80	80	691	763.75	425	349
Rental and hiring		3	10	10	10	10	50	400.00	50	52
Interest and rent on land	52									
Interest	52									
Transfers and subsidies to	145	1 416	733	15	15	15	15		15	16
Departmental agencies and accounts		14	14	15	15	15	15		15	16
Entities receiving transfers		14	14	15	15	15	15		15	16
Other		14	14	15	15	15	15		15	16
Non-profit institutions		1 000								
Households	145	402	719							
Social benefits	145	402	719							
Payments for capital assets	1 052	1 922	2 475		1 354	1 354	2 090	54.36	2 090	2 101
Machinery and equipment	1 052	1 893	2 475		1 354	1 354	2 090	54.36	2 090	2 101
Transport equipment			2 209				1 191		1 191	1 197
Other machinery and equipment	1 052	1 893	266		1 354	1 354	899	(33.60)	899	904
Software and other intangible assets		29								
Payments for financial assets		1	2							
Total economic classification	127 695	138 070	142 556	179 475	182 699	182 699	194 382	6.39	197 987	194 818



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Table A.2.4 Payments and estimates by economic classification – Programme 4: Centre for e-Innovation (Corporate Services Centre)

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	358 473	384 811	487 246	519 794	834 892	834 892	773 813	(7.32)	886 635	902 856
Compensation of employees	119 008	135 706	148 651	183 110	172 936	172 936	191 548	10.76	210 210	220 777
Salaries and wages	105 676	121 280	132 955	166 006	155 832	155 832	175 118	12.38	192 534	202 232
Social contributions	13 332	14 426	15 696	17 104	17 104	17 104	16 430	(3.94)	17 676	18 545
Goods and services	239 385	249 105	338 595	336 684	661 956	661 956	582 265	(12.04)	676 425	682 079
of which										
Advertising	315	174	42	100	100	100	21	(79.00)	100	105
Minor assets	1 180	454	1 496	350	350	350	1 011	188.86	1 011	1 062
Bursaries: Employees	272	395	427	250	250	250	400	60.00	400	400
Catering: Departmental activities	289	229	192	160	160	160	72	(55.00)	115	121
Communication	2 008	2 205	3 664	2 244	2 244	2 244	3 176	41.53	3 283	3 482
Computer services	224 148	220 089	322 895	319 478	644 750	644 750	564 715	(12.41)	655 149	660 660
Cons/prof: Business and advisory services	1 012	9 692	383				1 202		1 702	1 720
Contractors	265	6 866	1 283	255	255	255	232	(9.02)	232	244
Agency and support/outsourced services	489	1 576	9	220	220	220	1 063	383.18	1 063	1 122
Entertainment	28	24	26	26	26	26	8	(69.23)	16	17
Fleet services (including	2 469	2 314		1 740	1 740	1 740	2 361	35.69	2 362	2 467
Inventory: Clothing material and	50									
Inventory: Food and food supplies			74							
Inventory: Materials and supplies	68	12	156						10	11
Inventory: Other supplies			37							
Consumable supplies	160	122	2	316	316	316	702	122.15	734	771
Consumable: Stationery, printing	1 394	720	944	1 090	1 090	1 090	538	(50.64)	694	722
Operating leases			576				588		588	611
Property payments	106	182	184	150	150	150	84	(44.00)	84	88
Travel and subsistence	2 476	2 063	5 116	3 630	3 630	3 630	3 579	(1.40)	3 851	3 971
Training and development	1 799	1 591	953	1 520	1 520	1 520	2 146	41.18	2 428	2 599
Operating payments	236	238	71	4 850	4 850	4 850	365	(92.47)	2 351	1 644
Venues and facilities	621	159	65	255	255	255	2	(99.22)	202	212
Rental and hiring				50	50	50		(100.00)	50	52
Interest and rent on land	80									
Interest	80									
Transfers and subsidies to	9 831	19 599	21 734	22 908	22 908	22 908	25 804	12.64	17 506	15 506
Provinces and municipalities		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Municipalities		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Municipal bank accounts		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
Departmental agencies and accounts		5	5	6	6	6	6		6	6
Entities receiving transfers		5	5	6	6	6	6		6	6
Other		5	5	6	6	6	6		6	6
Non-profit institutions	9 800	10 500	11 500	12 200	12 200	12 200	18 500	51.64	17 500	15 500
Households	31	94	229							
Social benefits	31	94	229							
Payments for capital assets	21 422	16 981	34 840	34 075	50 980	50 980	51 304	0.64	45 508	47 638
Machinery and equipment	21 409	16 828	34 840	34 075	50 980	50 980	51 304	0.64	45 508	47 638
Transport equipment	4 880	118	3 584				3 278		3 278	3 295
Other machinery and equipment	16 529	16 710	31 256	34 075	50 980	50 980	48 026	(5.79)	42 230	44 343
Software and other intangible assets	13	153								
Total economic classification	389 726	421 391	543 820	576 777	908 780	908 780	850 921	(6.37)	949 649	966 001

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**Table A.2.5 Payments and estimates by economic classification – Programme 5: Corporate Assurance (Corporate Services Centre)**

Economic classification R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	77 775	88 208	88 581	115 105	111 988	111 988	116 844	4.34	119 525	127 717
Compensation of employees	51 931	55 918	59 259	85 260	78 165	78 165	96 646	23.64	103 894	111 460
Salaries and wages	46 240	49 829	52 834	76 214	69 119	69 119	85 865	24.23	92 334	99 322
Social contributions	5 691	6 089	6 425	9 046	9 046	9 046	10 781	19.18	11 560	12 138
Goods and services	25 794	32 290	29 322	29 845	33 823	33 823	20 198	(40.28)	15 631	16 257
of which										
Administrative fees			( 46 )							
Advertising	801	1 353	326	554	554	554	534	(3.61)	534	604
Minor assets	35	70	142	50	50	50	470	840.00	260	290
Catering: Departmental activities	68	72	92	241	241	241	115	(52.28)	115	121
Communication	434	1 162	1 630	518	518	518	897	73.17	858	1 018
Computer services	439	426	752	1 070	1 070	1 070	1 722	60.93	1 516	1 620
Cons/prof: Business and advisory services	2 563	3 725	2 565	3 024	3 024	3 024	2 902	(4.03)	2 820	2 868
Cons/prof: Legal costs	1 794	867	878	1 000	4 978	4 978	1 752	(64.81)	1 000	603
Contractors	136	885	125	254	254	254	932	266.93	1 932	1 937
Agency and support/ outsourced services	17 104	18 284	16 583	17 767	17 767	17 767	5 488	(69.11)	1 562	1 829
Entertainment	8	8	20	45	45	45	12	(73.33)	12	13
Fleet services (including government motor transport)	146	102		172	172	172	405	135.47	405	338
Inventory: Food and food supplies			30							
Inventory: Learner and teacher support material			62							
Inventory: Materials and supplies	4	1	2							
Inventory: Medical supplies			1							
Inventory: Other supplies			18							
Consumable supplies	54	122		98	98	98	186	89.80	186	195
Consumable: Stationery, printing & office supplies	500	529	1 158	850	850	850	778	(8.47)	595	652
Operating leases	77		331	398	398	398	374	(6.03)	340	357
Property payments		34					36		36	38
Travel and subsistence	438	346	652	628	628	628	1 062	69.11	927	973
Training and development	172	2 001	874	905	905	905	844	(6.74)	844	1 026
Operating payments	754	2 257	3 080	1 806	1 806	1 806	1 499	(17.00)	1 499	1 567
Venues and facilities	267	46	47	465	465	465	190	(59.14)	190	208
Interest and rent on land	50									
Interest	50									
Transfers and subsidies to	553	51	394	3	3	3	3		3	3
Departmental agencies and accounts		2	1	3	3	3	3		3	3
Entities receiving transfers		2	1	3	3	3	3		3	3
Other		2	1	3	3	3	3		3	3
Households	553	49	393							
Social benefits	553	49	393							
Payments for capital assets	665	1 114	247		317	317	761	140.06	812	816
Machinery and equipment	665	1 114	247		317	317	761	140.06	812	816
Transport equipment			194				208		238	239
Other machinery and equipment	665	1 114	53		317	317	553	74.45	574	577
Payments for financial assets	9									
Total economic classification	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536

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Table A.3 Details on public entities – Name of Public Entity: Western Cape Provincial Development Council

R'000	Outcome			Main appro- priation 2013/14	Adjusted appro- priation 2013/14	Revised estimate 2014/15	Medium-term estimate		
	Audited	Audited	Audited				2015/16	2016/17	2017/18
	2011/12	2012/13	2013/14						
<b>Revenue</b>									
Non-tax revenue	18								
Of which:									
Other non-tax revenue	18								
Transfers received	6 000								
<b>Total revenue</b>	6 018								
<b>Expenses</b>									
Current expense	6 000								
Compensation of employees	4 417								
Use of goods and services	1 583								
<b>Total expenses</b>	6 000								
<b>Surplus / (Deficit)</b>	18								
<b>Cash flow summary</b>									
Adjustments for:									
Operating surplus / (deficit) before changes in working capital	18								
Cash flow from operating activities	18								
Of which:									
Cash flow from investing activities	( 43)								
Acquisition of Assets	( 43)								
Net increase / (decrease) in cash and cash equivalents	( 25)								
<b>Balance Sheet Data</b>									
Capital and Reserves	( 667)								

Table A.4 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2011/12	2012/13	2013/14				2015/16	2014/15	2016/17	2017/18
<b>Total departmental transfers/grants</b>										
<b>Category A</b>		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
City of Cape Town		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
<b>Total transfers to local government</b>		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		

Table A.4.1 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2011/12	2012/13	2013/14				2015/16	2014/15	2016/17	2017/18
<b>Fibre Optic Broadband Roll Out</b>		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
<b>Category A</b>		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		
City of Cape Town		9 000	10 000	10 702	10 702	10 702	7 298	(31.81)		

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Table A.5 Provincial payments and estimates by district and local municipality

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	674 684	725 593	870 420	1 000 208	1 320 575	1 320 575	1 302 727	(1.35)	1 380 608	1 409 861
Cape Winelands Municipalities	17 761	21 572	24 117	27 546	27 820	27 820	29 300	5.32	31 218	33 224
Stellenbosch	17 761	21 572	24 117	27 546	27 820	27 820	29 300	5.32	31 218	33 224
Total provincial expenditure by district and local municipality	692 445	747 165	894 537	1 027 754	1 348 395	1 348 395	1 332 027	(1.21)	1 411 826	1 443 085

Table A.5.1 Provincial payments and estimates by district and local municipality – Programme 1: Executive Support (Administration)

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091
Total provincial expenditure by district and local municipality	58 931	60 268	67 259	71 749	72 949	72 949	77 019	5.58	81 513	88 091

Table A.5.2 Provincial payments and estimates by district and local municipality – Programme 2: Provincial Strategic Management

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639
Total provincial expenditure by district and local municipality	37 100	38 054	51 680	84 645	71 659	71 659	92 097	28.52	62 337	65 639

Table A.5.3 Provincial payments and estimates by district and local municipality – Programme 3: People Management (Corporate Services Centre)

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	109 934	116 498	118 439	151 929	154 879	154 879	165 082	6.59	166 769	161 594
Cape Winelands Municipalities	17 761	21 572	24 117	27 546	27 820	27 820	29 300	5.32	31 218	33 224
Stellenbosch	17 761	21 572	24 117	27 546	27 820	27 820	29 300	5.32	31 218	33 224
Total provincial expenditure by district and local municipality	127 695	138 070	142 556	179 475	182 699	182 699	194 382	6.39	197 987	194 818

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**Table A.5.4 Provincial payments and estimates by district and local municipality – Programme 4: Centre for e-Innovation (Corporate Services Centre)**

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	389 726	421 391	543 820	576 777	908 780	908 780	850 921	(6.37)	949 649	966 001
Total provincial expenditure by district and local municipality	389 726	421 391	543 820	576 777	908 780	908 780	850 921	(6.37)	949 649	966 001

**Table A.5.5 Provincial payments and estimates by district and local municipality – Programme 5: Corporate Assurance (Corporate Services Centre)**

Municipalities R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Cape Town Metro	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536
Total provincial expenditure by district and local municipality	78 993	89 382	89 222	115 108	112 308	112 308	117 608	4.72	120 340	128 536

