

Vote 1

Department of the Premier

	2016/17 To be appropriated	2017/18	2018/19
MTEF allocations	R1 341 110 000	R1 420 535 000	R1 522 056 000
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

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

The Department managed to improve on its achievement 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, and for the 2014/15 financial year, an achievement of 94 per cent was registered.

The Department continued to show diligence in the management of its financial affairs. During the previous term of government it received an unqualified audit in each financial year, while a clean audit was received for the 2013/14 and 2014/15 financial years. 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 five years, except for the 2014/15 financial year when greater under spending resulted from money earmarked for transversal projects (Broadband) and only hosted in Vote 3: Provincial Treasury. These amounts have been transferred during the 2014/15 adjustments estimate process, compulsory savings and the discontinuation of a national project (IFMS).

The Branch: Executive Support provides executive governance support services. There is a growing awareness of the ever-increasing public and internal client needs that require the Branch to respond creatively, to enable the Department to do more with fewer resources. Employing various austerity measures across the Department is one of the ways in which the sub-programme Financial Management has managed the sluggish growth in budget resources whilst at the same time meeting service delivery/client demands.

The Sub-programme: Strategic Communications will be shifted to this programme from Programme 2: Provincial Strategic Management as of 1 April 2016. This sub-programme reports on the coordination of external communication and ensures that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.

The Branch: Strategic Programmes has reflected on its role in building a strategic and integrated approach to the work of the WCG. The Provincial Strategic Plan (PSP) has been crafted with special attention to Western Cape priorities out of the Sustainable Development Goals (SDGs) and the National Development Plan (NDP). The emphasis is now on the implementation of the PSP through the Provincial Transversal Management System (PTMS). The Chief Directorate: Policy and Strategy supported the development and implementation of strategies and policies for the Western Cape, including the five-year PSP. The revised PTMS for the PSP 2014 - 2019 and the five PSGs are being implemented. Additional assistance is provided by this chief directorate for the Delivery Support Unit and the design and implementation of the game changers.

The Chief Directorate: International and Priority Programmes continue to strengthen its knowledge management processes. This is to both increase internal capability and also to ensure that products and services are demand-led by our clients rather than demand-driven by officials, to grow the economy and to build inclusivity in the Western Cape. Gaining a clearer understanding of how events impact on the destination will remain a priority. Linked to this understanding will be interventions to grow the sector by further sharing intellectual capital emanating from both local and international best practice.

Within this context, systems will be developed to streamline the reporting processes in relation to the commemorative days that are driven by national government. A key aspect of the work will be to explore ways of engaging our youth that allows them to gain an understanding of the issues of the day that impact on their lives. This will be done via a reshaping of the partnership with Dreamfields and also re-energising the schools debating expansion. The sub-programme will enhance its monitoring and evaluation in respect of the implementation of the International Relationship Strategy. A more proactive approach will be employed in ensuring that the priority geographical areas – the rest of Africa, BRICS countries, the next 11 or N-11 countries and our traditional market countries as identified in the International Relations Strategy, are the focus of the WCG's international engagements to grow tourism, trade and investment, as well as learning and sharing good practice lessons and helping to address climate change.

The Chief Directorate: Strategic Management Information led the development of two strategic frameworks for effective Results-based Monitoring and Evaluation in the WCG. The strategic framework for Province-wide Monitoring and Evaluation was updated. It took into account the expansion of the institutional mandate of M&E as well as the provincial and national policy context. A Province-wide Data Governance Framework builds on existing work done in the area of Results-based M&E and further research conducted on country, multilateral and departmental studies. It provides the strategic direction on promoting data governance within the WCG for standards application by data producers, data users and data custodians. In line with the National Evaluation System, the implementation of the WC Provincial Evaluation Plan is to conclude the first rolling three year plan and to commence the development of the next version of a three year WC Provincial Evaluation Plan.

The central principle is that data and information must be used for the results-agenda and accountability in order to realise the vision "better data and information for better development outcomes". An opportunity exists to lead and partner in Results-based Monitoring and Evaluation (RBM&E) products and systems for evidence-based decisions. Some of the key challenges facing this chief directorate are the data quality feeding into strategic management information, human and financial resources constraints and addressing the increasing institutional mandate.

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.

MPAT is an evidence-based tool which assesses a variety of standards aimed at improving performance and service delivery in the Public Service, which is managed by the Presidency. The tool measures compliance and the quality of management practices in the four (4) KPAs. (Governance and Accountability, Human Resource Management, Strategic Management and Financial Management).

The Western Cape remained the best performing province since the inception of MPAT for the period 2012 to date. The MPAT awards which recognise exceptional achievement in government departments across South Africa, both provincially and nationally, awarded the Western Cape Government nine awards in various categories during the 2013/14 MPAT cycle. The best overall performing department was awarded to WCG for consecutive MPAT cycles.

It is evident from MPAT that WCG had the highest provincial rankings, averaging across all KPAs and all standards and we remain committed to improve the level of compliance and to work smartly.

The year 2015 was declared the International Year of Evaluation (EvalYear). The WCG participation was to support the global initiatives surrounding the 'International year of Evaluation, 2015' and to share the success story of the WCG. In this regard, the WCG shared its role in Evaluations in Government by presenting the Province-wide Evaluation System: and the institutionalisation of the National Evaluation System of South Africa at a provincial level. The active participation by the WCG, places us as one of the global forerunners institutionalising structured evaluations within a government context. There are plans to continue in collaboration with Canada to strengthen the utilisation of evaluations within the WCG and South Africa.

The Branch: People Management pursues the strategic objective that seeks to provide a highly capable workforce, create an enabling workplace and develop leadership that promotes employee engagement and optimal service delivery. The Branch is placed within the Corporate Services Centre of the Department and provides transversal services across the Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different initiatives, programmes, interventions and projects. The Branch is not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. It ensures that people management contributes to the achievement of the strategic goals aligned to the National Development Plan, specifically the achievement of a Capable State and the Provincial Strategic Goal 5 **"To embed integrated services delivery through partnerships, good governance and spatial alignment"**. The objective is also linked to the MTSF and specifically Outcome 12 thereof which seeks to achieve an efficient, effective and development-orientated public service through a number of identified sub outcomes such as creating a public service that is a career of choice, and increased responsiveness of public servants.

The People Management Branch delivers its core function of people management through organisation development, people management practices and people training and empowerment. The constrained 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 Branch: Centre for e-Innovation (Ce-I) has seen consistent growth of the demand for Information and Communication Technology, Solutions and Services. Factors which have contributed to this include: the recognition by departments of the enabling role that ICTs can play in contributing to Departmental outcomes, the renewed focus on the Corporate Governance of ICTs, the successful implementation of Broadband as well as the growth of the ICT user base.

Ce-I is playing a key role in respect of the following: The implementation of Broadband throughout the Western Cape, support of the e-Learning Game-Changer, support of the PSG 5 (and the Service Interface in particular), as well as the development of key Transversal Applications.

The installed base of end-user computers has grown from 14 500 in 2009 to over 24 000 in 2015, an increase of 10 000 users. Should this trend continue, it is estimated that the current installed base could grow by another 6 000 users by 2020. This is a significant challenge that has major resourcing and infrastructure implications.

The number of Government sites to be provided with Broadband infrastructure is expected to grow from 400 sites to over 1 800 sites by the end of the 2016/17 financial year. This figure includes at least 1 200 schools

which will have access to a broadband connection by the end of 2016 (it should be noted that Ce-I will also be assisting the Western Cape Education Department with the implementation of Local Area Networks in schools). The remaining 200 sites consists of libraries, provincially aided museums and Cape Access centres.

The estimated growth as well as expanded mandate for Ce-I as reflected above will pose a significant challenge for Ce-I as it will require sufficient resourcing to ensure adequate capacity, skills and infrastructure to deliver on its mandate.

In the **Branch: Corporate Assurance** the demand for services in the Directorate: Enterprise Risk Management (ERM) and Chief Directorate: Internal Audit is reasonably managed by agreeing on ERM implementation plans and Internal Audit coverage plans with each department based on available capacity and/or resources. The current capacity in the Directorate: Enterprise Risk Management does not allow the directorate to focus on risk below programme level in all departments; however, attempts are made to assist where possible. In the 2015/16 financial year a major strategy change entailed the introduction of a risk appetite and tolerance levels which is already bearing fruit in the sense that risks are evaluated in relation to the amount of risk departments are willing to accept and how much departments are capable of bearing. The approval of the Combined Assurance Framework by the Provincial Top Management provided principles to be applied during the development of internal audit coverage plans, and although still in its infancy, the Framework could result in improvements in assurance coverage once it is fully implemented. To further improve the maturity of the control environment, the Branch is instrumental in the development and finalisation of a Corporate Governance Framework for the WCG and a concomitant Governance Maturity Model. It is imperative that corporate governance within all the departments of the WCG is robust and directly contribute to the achievement of provincial and departmental strategic goals and intent. Currently multiple "better practices" exist across the WCG, resulting in these practices not necessarily being standardised or enforced consistently in a way that will ensure robust corporate governance. The development of the Corporate Governance Framework and Governance Maturity Model will formalise the practices relevant to WCG, taking into account the government environment and legislative framework. It will set forth the principles and requirements which will provide clear standards in which corporate governance for the WCG will be benchmarked.

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 by rendering transversal corporate services to the whole Western Cape Government. This frees resources in departments to enable improved service delivery. The Department received approval from Provincial Treasury for the deviation from the uniform budget structure.

During the 2015/16 financial year changes were made to the Department's budget and organisational structures.

Organisation design interventions commenced in the Directorates: Director-General Support, Executive Council Support and Departmental Strategy. The structures of the Directorates: Financial Management and Supply Chain Management and Administration were expanded to provide for sufficient internal control and demand management capacity. The Directorate: Strategic Communication will be shifted from Programme 2 to Programme 1 at the start of the new financial year. The newly established Premier's Delivery Support Unit (DSU) will steer the game changers in terms of the Provincial Strategic Plan.

Within the People Management programme the organisational environment remains relatively stable and the focus is more on improving business processes, greater efficiencies and ensuring integration between business units, as well as responding to new challenges and initiatives. Performance management is a focus area within the PSG 5 and therefore the People Management Practices functional area was extended with a temporary structure for Performance Consulting. Budget cuts, attrition and sustained demand for services from the CSC serviced departments place severe pressure on the structure of the Branch.

The Centre for e-Innovation programme is tasked with driving the optimisation of service delivery in the Western Cape Government through the implementation of innovative information and communication technologies, solutions and services with a focus on the delivery of broadband connectivity across the Western Cape Province, provincial transversal applications and major departmental applications and solutions. Substantial use has been made of a temporary structure for the Connected Government and Transversal Applications chief directorates. This arrangement is far from ideal and was initially required to ensure sufficient capacity for the core roles as was required for the Broadband and Applications environment. This temporary arrangement will now require finalisation to ensure that the Ce-I is sustainably able to deliver on its mandate. It should also be noted that the Ce-I is largely dependent on the use of externally sourced resources (Professional services) as a result of the difficulty experienced by government with attracting, developing and retaining staff in the application development, technologist and business analyst roles.

The organisational structure of the Corporate Assurance programme is, as indicated in the previous APP, not ideal. It does, however, respond reasonably to the demand for services in the branch. In the context of the weak economic outlook, additional funding is not foreseen in the medium term, and in line with departmental planning processes, certain posts are not funded. The majority of funded posts in this branch have been filled and where vacancies arise it is addressed expeditiously as far as possible within the available budgets. Where required and within the available budget, capacity is augmented by insourcing capacity, especially in the Chief Directorate: Internal Audit. There are some areas where it is not viable to create permanent posts in the approved structures due to specific specialisation, and these skills will be insourced as and when required.

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. The WCG Broadband initiative will contribute to the achievement of the key target of increasing broadband penetration from 33.7 per cent in 2013 to 80 per cent at 5 Mbps and 50 per cent at 50 Mbps in 2019. The WCG also sees ICTs as an important tool for improving service delivery as well as access to services (with key aspects being the Service Interface initiative, the Cape Access programme as well as Stream 3 of the WCG Broadband Strategy and Implementation Plan which focuses on applications).

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

Innovation

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, new and/or revised national directives and agreements, 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. National Treasury issued a new IFMS COTS (Commercial off the shelf) tender and proposed that the Western Cape Government be one of the lead sites for implementation. While the benefits of IFMS in the long and medium term is not disputed, before any roll out of the projects can commence, clarity and agreement on *inter alia* adequate funding, dedicated capacity and a clear governance structure is required.

Although the services delivered by the Branch: Corporate Assurance are reasonably managed through agreeing various implementation plans with departments, it must be acknowledged that the demand for services are higher than what can be supplied with the current resourcing. This impacts on the level of penetration from a risk management perspective, internal audit coverage and turnaround times of forensic investigations. The growth in demand for legal services, coupled with capacity constraints, can cause delays in service delivery as large numbers of departmental decisions and actions are dependent on Legal Services' advice across a number of disciplines.

Budget decisions

Due to MTEF budget reductions totalling R164 million for the period 2015/16 to 2018/19; all programmes have very little manoeuvrability going forward as discretionary funds are at a minimum. The budget was balanced with some difficulty, as cost cutting measures have been saturated to such an extent that it is difficult to release further gains to ease budget pressure. A total of 132 posts have been frozen. Any future budgetary shocks will be difficult to manage from a sustained delivery perspective. Key budget risks going forward are the impact of higher inflation on the wage agreement, as well as the impact of the Rand/Dollar exchange rate on licensing expenditure in Ce-I.

Services delivered by the Branch: Corporate Assurance are Compensation of Employee (CoE) intensive and a number of posts were not funded following the MTEF budget reductions. The impact of these reductions on core services will be carefully managed by the Department. Some key PSG 5 related projects may need to be extended over longer periods.

2. Review of the current financial year (2015/16)

Programme: Executive Support

The Department received a clean audit report for the 2014/15 financial year. The percentage of under spending for the year was 22.7 per cent due to the slower than anticipated implementation of Broadband and special projects, for which ring-fenced and earmarked funds were received from Provincial Treasury during the 2014/15 Adjustments Estimate process.

The Department stepped up its measures to prevent irregular expenditure by embarking 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 and correctly implemented. The Department also strengthened the control environment in supply chain management through the appointment of skilled staff who provide dedicated support to line functions.

The supply chain management policy and delegations were reviewed and implemented in the 2015/16 financial year to incorporate changes in the policy environment and to introduce improved practices to officials in the Department.

Programme: Provincial Strategic Management

The Branch: Strategic Programmes continued its work to ensure coordinated and integrated provincial governance through effective transversal management. The Branch: Strategic Programmes supports the Western Cape Government in implementing a system founded in evidence-based policy and strategy, driven by the public sector organisational planning cycle which ensures interdepartmental, intergovernmental and external collaboration to achieve policy outcomes.

The Sub-programme: Strategic Programmes 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. Progress in this regard has been captured in quarterly reports.

The Sub-programme: Policy and Strategy continued consultation and finalisation of the Provincial Strategic Plan (2014 to 2019) and supported the development of action plans for the 'Game Changers', focussing on alcohol harms reduction, after school activities, skills development, water and sanitation and e-learning. The sub-programme continued to work on, and provided support to the development of policies and strategies, including the liquor policy, a human rights framework, a food security strategy and a human settlement strategy. The sub-programme continued to provide comments on national policies, bills and legislation. The sub-programme also supported the Provincial Treasury in ensuring that the Provincial Strategic Plan and National Development Plan find expression in the Annual Performance Plans and budgets of departments. The sub-programme continued its work on the Futurescape project and produced an EducatingCape2040 and an EnterprisingCape2040 policy brief. The sub-programme continued its work on the Behavioural Economics project, including the After-school, Safety, Health and Energy Efficiency pilots.

The Sub-programme: Strategic Management Information annually produces and disseminates relevant data and information products to inform evidence based development. Three (3) annual publications and four (4) quarterly reviews were timeously disseminated.

An annual release on measuring a set of outcome indicators within key policy thematic areas was disseminated as evidence to inform better decision-making. An annual publication on measuring a set of governance indicators was disseminated to communicate the annual results based on the monitoring and evaluation focus areas of the Department of Performance Monitoring and Evaluation. The products served as the baseline after the release of five (5) and twenty (20) year data trends produced during the 2014/15 financial year.

An annual review was produced on the implementation of WC Provincial Evaluation Plan. This is also the second annual evaluation update to use as evidence to link evaluation and planning.

Four quarterly project performance reviews were produced based on projects managed through BizProjects; and served to inform decision-making related to the strategic projects that is linked to the Provincial Strategic Goals.

Technical assessments were conducted on the quarterly performance information based on the current 2015/16 financial year as well as for the draft 2016/17 Annual Performance Plans as submitted by 13 departments and 11 public entities. A pilot initiative on spatial monitoring and assessments delivered an annual publication on provincial spatial assessments for baseline indicators.

The Province-wide Monitoring and Evaluation (PWME) Framework has been updated to take into account the expansion of the institutional mandate of M&E for the period up to the said financial year. A draft province-wide Data Governance Framework that provides strategic direction on promoting data governance within the WCG for standard application across departments was consulted with key stakeholders.

The evolution of PWME in the WCG continued towards an integrated and automated solution in order to improve management of strategic data and information. In this regard, the BizSystems is inclusive of BizProjects, BizPerformance and BizBrain.

The collaboration with the Department of Planning, Monitoring and Evaluation (DPME) has grown into an institutional partnership. The Chief Directorate 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 a joint programme with DPME in the Citizen-based Monitoring pilot. There are also periodic engagements with external stakeholders at an international level.

The Sub-programme: Strategic Programmes has continued to explore innovative ways of maximising the impact of engagements with a broad array of international and local stakeholders. A majority of these engagements are framed by the Integrated Events Strategy, as well as the International Relations Strategy.

The relationship with major annual events such as the Cape Town Cycle Tour and the Cape Town International Jazz Festival has been further strengthened. These events remain "jewels" in the provincial crown, not only in terms of their contributions to the regional economy, but also providing a window to the Western Cape as a wonderful place to live, work and play. A key success for the year under review, has been, spreading the event expertise held by jewel event organisers to the organisers of the incubator events through a structured skills exchange programme. The first phase of a research project to standardise the methodology to conduct event impact assessments has been completed and shared with key stakeholders.

In partnership with Dreamfields, a programme that combines social dialogue and football for boys and girls between the ages of 12 and 14 was implemented throughout the Province. This programme used several commemorative days as touch points and kicked off with a launch in the Cape Winelands on Youth Day – 16 June 2015. Elements of the programme were also linked to Women's Month and International Day of People with Disability – 3 December 2015. An enhancement to previous programmes was that deaf learners have become a key component of the programme.

The youth platform for constructive debating has remained a priority and through a partnership with the Western Cape Education Department and the False Bay College, the reach of debating has been increased. Young people had the opportunity to engage each other through the art of debating, rather than less constructive and sometimes violent encounters.

Design remains integral to our competitiveness as a Province. The culmination of the public art competition to celebrate 20 Years of Democracy and 2014 World Design Capital saw the launch of "Open House" – a space for members of the public, tourists and young artists to showcase their creative ideas – which has quickly become a landmark in the provincial government precinct. The coordination and support of the Hangberg Peace and Mediation Forum was expanded to include a knowledge management component. The insight gained from this process will in future be used to support other communities with similar challenges.

Apart from managing both outgoing and incoming international visits, we are assessing the extent to which WCG departments are implementing the International Relations Strategy, and reporting such to PTM and Cabinet. The directorate facilitated the Africa Day Programme themed "African Journeys of Excellence", where a number of exciting programmes were coordinated, including a Young Entrepreneurs Seminar, a report-back session on the conference of people with disabilities held in Malawi, which focused on research implementation facilitated by AfriNEAD and TedX presentations (<https://www.youtube.com/playlist?list=PLsRNoUx8w3rPTi7EjKxoMN3sMLvvfxLhl>) showcasing our experts (local and from the rest of the continent) in different fields presenting their ground-breaking research and insights. The directorate also facilitate the annual Premier's Brunch, where Premier shares our policies and plans with the Diplomatic and Consular Corps.

Programme: People Management

The Programme is placed within the Corporate Services Centre of the Department and provides transversal services across Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different initiatives, programmes, interventions and projects. The Programme is however, not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole.

The Chief Directorate: Organisation Development consists mainly of the following functional areas, namely organisation design, process design and improvement, and organisational behaviour which have been contractually extended to include Information Communication Change Navigation (ICT CN) to respond to the institution's change navigation needs, based on approved Transversal ICT projects. The services are rendered to all 13 provincial departments and also fulfil the provincial coordination role by representing the Province at National level, dealing with function-related initiatives, amongst other generic organisation design and job evaluation initiatives. Furthermore, the unit also leads transversal initiatives such as the generic Organisation Design projects, Business Process Optimisation Programme, Employee Health and Wellness, and ICT Change Navigation Support.

The Chief Directorate: People Training and Empowerment (PTE), under which the Provincial Training Institute (PTI) resorts, designs and delivers learning programmes, working closely with the National School of Government as well as Higher Education Institutions within the Province. The Directorate: People Empowerment is responsible for the skills development facilitation function (as prescribed by skills development legislation) and assessing selected training interventions to monitor and evaluate impact as well as for facilitating the administrative processes of bursaries awarded to employees. It coordinates learnerships and administers the placement of interns which includes the Premier's Advancement of Youth (PAY) project. The PAY project is one of the attempts by the WCG to address the growing youth unemployment and skills challenge in South Africa, more specifically in the Western Cape. It does this by providing a number of matriculants from the previous year with experiential learning within the 13 provincial departments. During the one-year internship, the young people are exposed to skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable. Candidates are recruited from secondary schools throughout the Western Cape. Much focus is placed on advocacy in community newspapers, community structures and government platforms like Cape Access and Thusong Centres, to ensure that the WCG reaches as many matriculants as possible.

The Chief Directorate: People Management Practices ensures that various oversight reports as well as HR and EE reports are submitted timeously as per the statutory requirements and with other chief directorates, reviews and or propose new policies. It manages collective bargaining processes, misconduct and grievances while also assisting departments to manage and finalise recruitment and selection processes. Large volumes of service benefit transactions and interventions, including performance management and leave administration are managed. The chief directorate liaises with the Auditor-General of South Africa (AGSA) in line with the agreed CSC Audit Protocol, to ensure that Requests for Information (RFIs) and Communication of Audit Findings (COMAFs) by the AGSA are responded to within the timeframes provided and contributes to ensuring that the 11 departments receive clean people practice audits in the previous financial year. The WCG continues to be the only Province where 100 per cent of its Senior Managers submit their financial disclosure documentation to the Public Service Commission by the required date.

Programme: Centre for e-Innovation

The Centre for e-Innovation (Ce-I) continued to fulfil its transversal role in respect of ICTs and has made substantial progress with the implementation of Broadband in the Western Cape. Following the signing of the contractual agreements with the State Information Technology Agency (SITA) and Neotel (the appointed service provider) in 2014, significant progress has been made with the implementation of the Broadband project. The WCG has adopted a 5-stream approach to the implementation of Broadband with Ce-I being primarily responsible for Stream 1 (the provision of broadband to all government sites) and Stream 3 (Transversal Applications).

Key deliverables thus far are as follows:

Stream 1 (the provision of Broadband to all Government sites):

- The building of broadband infrastructure (consisting of either wireless or fibre infrastructure) has been completed at over 1 000 sites and the broadband service has been activated at over 900 sites.
- This progress is particularly significant when one considers the following:
 - The WCG sites at which the broadband service has been activated consists of 169 corporate sites, 692 schools and 92 libraries;
 - The service consists of a minimum of 10 Mbps and up to 1 Bbps and is underpinned by a corporate grade service level agreement ensuring that all WCG sites receive a high quality of service;
 - The infrastructure has been deployed in 14 municipalities with the remainder of the municipalities receiving the infrastructure in the 2016/17 financial year; and
 - This project has been implemented with minimal negative impact on the corporate (which includes hospitals and community health centres) and the schools environment.
- Further key milestones include the establishment of a separate and distinct Schools Network as well as Libraries Network.
- Leveraging off the broadband capability which has been established the WCG is also in the process of establishing a managed email and calendaring solution for schools which will be fully established and operational within the 2015/16 financial year.
- Within the corporate environment and leveraging off the broadband investment, the WCG has derived significant savings related to telephony. The WCG is achieving a saving of at least 40 per cent on previous telephony charges at identified sites and will be aggressively rolling out this aspect of the broadband solution to ensure savings for the departments of the WCG over the 2016 MTEF.

Stream 3 (the development of Transversal Applications)

- The continued implementation and support of a number of multi-year transversal ICT projects, including BizProjects, BizPerformance and BizBrain, which support operational efficiency and effectiveness through the automation of, amongst others, provincial-wide M&E and organisational performance management systems.
- BizProjects is implemented in all WCG departments allowing officials to plan, track and monitor strategic (PSG) projects. It is also utilised at Provincial Top Management (PTM) and Cabinet meetings to monitor progress towards achieving the Provincial Strategic Goals. BizProjects is also used to track department-specific projects. Customised BizProjects implementation is being done in the Departments of Human Settlements and Transport and Public Works.
- BizPerformance is being used centrally at the Department of the Premier to capture APP indicators and Quarterly Performance against targets for all departments.
- BizBrain (Business Intelligence) has been implemented in three provincial departments. Transversal dashboards are being implemented for Finance, People Management, Project and APP performance management.
- Support has been provided to the Department of Cultural Affairs and Sport with the provincial implementation of MyContent [Enterprise Content Management System (ECM)] and ensuring the consolidation of software licences, central support and maintenance, as well as the consolidation of the central and common hosting infrastructure.

At an operational level the following achievements are notable:

- Ce-I supported the WCG installed base of over 22 500 corporate workstations and 24 500 users. The Ce-I also supported a substantial installed base in more than 1 400 schools (which includes over 50 000 workstations);
- The continued collaboration with the City of Cape Town in respect of broadband resulted in 53 sites being connected to date;
- The IT Disaster Recovery Plan and the Business Continuity Plan was implemented and refined;
- An average network uptime and availability of 98 per cent was maintained;
- The average system uptime and availability was maintained at over 99 per cent; and
- Calls to the IT Help-desk were resolved well within the specified period.

The focus in the ICT governance domain was on consolidation with respect to the establishment of a common corporate-wide approach to ICT governance. This saw a shift from ICT Governance to the true corporate governance of ICT. 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 model 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. 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 operationalisations of the Change Control Board across Ce-I to continually review, approve and manage changes;
- Ensuring 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;
- The standardisation of the Business Impact Analysis process to ensure a common language and common approach for establishing Business Continuity across all Departments; and
- Monthly Quality of Service Meetings are held between Ce-I and the SITA.

Ce-I is driving the Service Interface programme in the Province which emanates from the PSG 5. Through this programme the WCG aims to gradually improve the citizens' experiences when engaging government by using the voice of the citizen and frontline staff and structuring the services around the needs and capacities in selected service points of frontline service facilities. It focuses primarily on a few coalface service delivery points where, through an iterative approach, it attempts to improve processes, structures, skills, communication, systems and cultures at one facility and apply the lesson learnt to similar institutions.

One of the key areas of the Service Interface programme is ensuring that citizens have access to government information and services through electronic and digital media. Through its e-Government for Citizens unit the WCG maintains eight contact channels and is aiming to increase this to nine by adding WhatsApp to the portfolio of contact channels.

The presidential hotline maintains exceptional performance with a cumulative resolution rate of 99.36 per cent.

Cape Access has established 8 new e-Centres and plans to roll-out a further six in the next financial year.

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, however, attempts are made to assist on sub-programme level where possible and where capacity is available. In the 2015/16 financial year a major strategy change entailed the introduction of risk appetite and tolerance levels and this is already bearing fruit in the sense that risks are evaluated in relation to the amount of risk departments are willing to accept and how much of risk the departments are capable of bearing.

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 2015/16 has further improved audit coverage and credibility.

The Chief Directorate: Provincial Forensic Services has been successfully established internally within the Department. The majority of the funded posts have been filled, systems implemented and standard operating procedures internalised. The Provincial Forensic Services consists of two investigative clusters and a pro-active unit. Pro-active service delivery has been intensified and during the 2016/17 financial year focus will be placed on the utilisation of data analytics as a fraud and corruption preventative and/or detection mechanism. The demand for investigative services had furthermore stabilised and is at a level where the current capacity can attend to the cases within reasonable timeframes.

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 who 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 contract and supply chain management. The unit is reviewing the delegations of four provincial departments for consistency with the Constitution and legislation, as part of a medium-term project to ensure that all provincial delegations are legally sound. The unit is also driving the roll-out of the Protection of Personal Information Act to ensure that all WCG departments are compliant when the Act comes into operation.

The Directorate: Legislation played a key role in various legislative drafting processes and 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 (2016/17)

Programme: Executive Support will continue the roll-out of its preventative financial (SCM) training by ensuring that staff members participate 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. Organisation Development assessments in Secretariat Services and Departmental Strategy will continue.

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.

Programme: Provincial Strategic Management

The Sub-programme: Policy and Strategy will continue to support the implementation of the Provincial Strategic Plan and the game changers. The development and support for new and revised provincial policies and strategies will continue, including the development of a Western Cape Liquor policy, Food Security Strategy, Human Settlement Strategy and a policy to guide the Children's Commissioner. The sub-programme will continue to provide comments on national policies, bills and legislation. The sub-programme will continue to support the Provincial Treasury in ensuring that the Provincial Strategic Plan and National Development Plan find expression in the Annual Performance Plans and budgets of the

departments. The sub-programme will also continue to work on the Futurescape and Behavioural Economics project.

The Sub-programme: Strategic Management Information will continue to embed Results-based Monitoring and Evaluation in the WCG for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System. The role of the sub-programme in the WCG is evolving towards directing the increased use of quality data and information as evidence for decision-making, ultimately for better development outcomes for the WC.

In line with the broader context of generating strategic management information, the evolvement will give effect to three (3) high level focal areas. Firstly, programme performance across WCG as it relates to budget programmes, transversal and departmental projects and the relationship with service delivery. Secondly, provincial data analysis on a key set of outcome indicators as it relates to the relevant international, national and provincial policy agenda, taking into account related norms and standards. Thirdly, Business Intelligence with developments towards a logical data warehouse that links with other source systems. Spatial Information is overarching and integrated in all focal areas.

The Chief Directorate will continue to deliver on key quarterly, annual and periodic data and information releases based on the provincial performance, provincial data analytics, provincial evaluations, spatial statistics and Business Intelligence data.

Programme: People Management

Going forward, the scope of the Branch also falls within the ambit of Provincial Strategic Goal (PSG) 5, Outcome 1 (Enhanced Governance). As such, "Service Excellence with People" is a sub-output of Output 1 of this outcome, which is "efficient, effective and responsive provincial governance". The following projects have been identified for this sub-output viz: *"Online and competency-based recruitment practices; Integrated Performance Management; Implementation of the Work Organisation Policy; Strategically-focussed people management data and analytics; Organisational values and institutional culture alignment through collaborative leadership development, and Responsive training curriculum.* To this end, a people management maturity model is being developed that will ensure objective measurable levels of people management maturity in the provincial government. As part of this development, it is envisaged that a pilot will be run to test the model before the institutionalisation thereof.

A People Management Strategy of the WCG is being developed and once approved, will be implemented to provide a clear understanding of the current people management context and the desired people state in line with the Provincial Strategic Plan (PSP). The strategy will define a distinctive people philosophy, value proposition, ideal people profile, strategic initiative, people score card as well as governance architecture that will facilitate an improved citizen experience.

Training and Empowerment will continue with engagements with departments in transversal Human Resource Development (HRD) and training in the Province in line with the strategic objective plans of provincial departments. Assisting departments in the development of Workplace Skills Plans will continue as will 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.

Organisation Design will continue to work with departments in the development of effective, efficient and sustainable (cost-effective) structures which are mandate-aligned in line with the Work Organisation Policy. A further initiative that will continue the focus on Job Designs that are output and competency based is planned to be done through sourcing an electronic job profiling solution. The outcome of the Barrett Survey has been communicated to all departments and the Directorate: Organisational Behaviour will continue to

assist departments in responding to the challenges as part of their organisation culture journey.

The implementation of proposals in departments that flowed from the Business Process Optimisation (BPO) project will be done, and assistance provided where required. Business process design and improvement will continue in the People Management functional areas to enable people professionals to work smarter and deliver services more efficiently and in a consistently uniform manner.

Projects linked to PSG 5 will, subject to funding and capability, continue to be rolled out. Monitoring of these projects will be done through BizProjects.

Severe limitations due to budget cuts, unplanned requests for services and increasing demands made on staff will place a strain on the capacity of the Branch to render optimal services and to maintain the favourable audit outcomes. Clarity on the implementation timetable and resource allocation for IFMS by both Provincial and National Treasury is vital to the successful launch of such project.

Programme: Centre for e-Innovation

Given the anticipated austere environment going forward the Centre for e-Innovation will focus on consolidating the ICT gains made through the WCG's investment in ICT's. At a strategic level the unit will be focussing on the Broadband game-changer, support of the e-Learning game-changer, the Service Interface aspect of PSG 5 and further implementation of Transversal Applications.

Key delivery milestones for this programme will be as follows:

- Rolling out and maintaining the Broadband network of the WCG to all corporate sites (including schools) as well as libraries. It is anticipated 1 800 sites will be connected by the end of 2016/17;

- Upgrading the corporate, schools and library internet capability;

- The implementation of telephony services (associated with Broadband) at identified sites;

- 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;

- In accordance with international best practice Ce-I assesses the state of IT Governance maturity utilising a structured methodology (COBIT 5). All efforts will be channelled into achieving a maturity level of 1 in 2016/17 utilising the COBIT 5 framework;

- 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 their requirements are addressed;

- 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;

- Coordinating the delivery of Service Interface initiatives that will contribute to the improvement of the citizens' experiences when engaging government;

Driving the process of implanting a provincial Client Relationship Management (CRM) strategy that aims to develop a single CRM vision for the province that is underpinned by appropriate processes, policies and service standards;

Managing and enhancing the existing citizens interface channels of the WCG, which comprises of e-mail, telephone (WCG Contact Centre), Short Message Service (SMS), Facebook, Twitter, YouTube, Walk-in-Centre, Internet and the Presidential Hotline; and establishing WhatsApp as a new channel;

Performing ICT research and development on new and existing technologies;

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;

Ce-I has embarked on a comprehensive process improvement programme through the IT Service Management project to increase the effectiveness and efficiency of its services to the WCG. Ce-I will be aiming to achieve a four day mean time to resolution rate for all calls logged at the IT Helpdesk through this process, which will eventually improve to less than four days over the 2016 MTEF period;

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 2016/17 financial year, the Ce-I plans to embed the current BizSystems applications set to ensure that strategic decision-making and operational efficiency in the WCG is improved;

BizPerformance will be decentralised to allow departmental managers to capture their own APP indicators and quarterly performance outcomes against targets;

BizBrain will be further implemented in departments and additional transversal dashboards developed; and

Ce-I will continue to support the Department of Cultural Affairs and Sport with the implementation of MyContent. Ce-I will also enter into an Enterprise Licence Agreement to ensure sufficient licencing for further roll-out across the WCG.

Programme: 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 governance maturity in the Province. Through implementing and applying the principles in the Combined Assurance Framework, an increase in the total assurance coverage is envisaged, which includes internal audit coverage. It must be stated though that the further roll-out and implementation of the Combined Assurance Framework will be attended to in this financial year.

Provincial Forensic Services will, apart from their investigating mandate, intensify the fraud prevention and detection measures by revisiting methodologies and exploring the utilisation of data analytics as a fraud and corruption preventative and/or detection measure.

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), Legal Services will build on the earlier than expected success and impact of the Legal Compliance Unit and further institutionalise 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 and 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 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. Reprioritisation

The budget of the Vote has been impacted negatively by the nationally agreed to 2015 Wage Agreement as well as the weakened economic outlook. To ensure adequate focus on its core mandate, the Department's executive workshopped various budget iterations based on the following criteria:

- Protection of Special Purpose funding received from other departments;

- Impact on internal and transversal service delivery;

- Impact on governance improvement; and

- Necessity to achieve PSP & APP targets.

In support of the National Government's initiative to manage staff costs down to sustainable levels, and to eliminate waste from an expenditure perspective, the Department implemented a Compensation of Employees expenditure ceiling and imposed further cost containment measures on discretionary goods and services allocations. To ensure increased efficiency over the medium term, administrative expenses will remain static. A Compensation of Employees committee has been established to make recommendations with regard to the filling of all Departmental posts. All the aforementioned initiatives assist in keeping critically important posts and projects funded.

It should, however, be noted that the roll-out and establishing of Cape Access Centres are to be reduced over the 2016 Medium Term Expenditure Framework (MTEF). In respect of the current Compensation of Employees challenges, government's limited retention capability could result in an increase in the professional services budget. Budget reductions of R83.3 million on personnel costs and R13.7 million on non-personnel costs over the MTEF period, will impact the ability to render corporate and shared services to client departments at stipulated service standards and schedules. The Department will therefore review service schedules, standards and commitments and adjust accordingly.

5. Procurement

The Department started a structured process in the 2014/15 financial year on procurement planning with each chief directorate. This process consists of dedicated 3 hour workshops which focuses on past procurement spending analysis and future trends in their respective areas. Delivery dates (service scheduling) are attended to and the viability of future procurement options are discussed in detail. Further to this follow-ups on progress made are done and feedback provided to the Accounting Officer on a quarterly basis. These processes aim to bring alignment between both budget and procurement to minimise unnecessary spend and a potential March spike. In addition it also fosters a pro-active approach which ensures that procurement processes are started timeously to prevent delays and timely interventions can be made where needed.

The 2016/17 procurement plan will be finalised by the end of February 2016 as soon as the budget is approved. It is evident from our current work and past analysis that the future trend on procurement will be the same as previously, which is that the majority of the Goods and Services budget allocation will be spent on Computer/IT related services.

6. Receipts and financing

Summary of receipts

Table 6.1 hereunder gives the sources of funding for the vote.

Table 6.1 Summary of receipts

Outcome							Medium-term estimate						
Receipts R'000	Audited	Audited	Audited	Main appro- priation	Adjusted appro- priation	Revised estimate	% Change from Revised estimate						
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19			
Treasury funding													
Equitable share	494 049	657 326	778 019	836 268	826 115	822 127	1 093 263	32.98	1 123 924	1 170 438			
Financing			16 300	249 452	196 452	196 452		(100.00)	48 728	89 416			
Provincial Revenue Fund			16 300	249 452	196 452	196 452		(100.00)	48 728	89 416			
Own receipts (Provincial Treasury)	251 789	233 041	244 971	245 625	245 625	245 625	246 129	0.21	246 129	260 404			
Total Treasury funding				745 838	890 367	1 039 290	1 331 345	1 268 192	1 264 204	1 339 392	5.95	1 418 781	1 520 258
Departmental receipts													
Sales of goods and services other than capital assets	670	3 170	2 950	671	671	3 708	1 707	(53.96)	1 742	1 786			
Transfers received					3 734	3 786		(100.00)					
Interest, dividends and rent on land	6	8	35	11	11	7	11	57.14	12	12			
Sales of capital assets	1	10	5			8		(100.00)					
Financial transactions in assets and liabilities	650	982	594			895		(100.00)					
Total departmental receipts				1 327	4 170	3 584	682	4 416	8 404	1 718	(79.56)	1 754	1 798
Total receipts				747 165	894 537	1 042 874	1 332 027	1 272 608	1 272 608	1 341 110	5.38	1 420 535	1 522 056

Summary of receipts:

Total receipts increased by R68.502 million or 5.38 per cent from R1.272 billion (2015/16 revised estimate) to R1.341 billion in 2016/17.

Treasury funding:

Equitable share funding increased by R271.136 million or 32.98 per cent from R822.127 million (2015/16 revised estimate) to R1.093 billion in 2016/17.

Financing:

Provincial Revenue Fund decreased by 100 per cent from R196.452 million (2015/16 revised estimate) to zero in 2016/17. Own receipts (Provincial Treasury) as a financing instrument increases from R245.625 million (2015/16 revised estimate) to R246.129 million in 2016/17.

Departmental receipts:

Departmental own receipts for 2016/17 are estimated at R1.718 million of which R580 000 is attributed to the sale of Provincial Government Gazettes and R1 million is attributed to venue utilisation at the Provincial Training Institute.

Donor funding (excluded from vote appropriation)

None.

7. 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 9.2 per cent (inclusive of a maximum of 2 per cent pay progression). A further assumption is that staff turnover will be sufficient to manage attrition levels provided for over the MTEF period.

Programme summary

Table 7.1 below shows the budget or estimated expenditure per programme and Table 7.2 per economic classification (in summary). Details of the Government Financial Statistics (GFS) economic classifications are attached as an annexure to this vote.

Table 7.1 Summary of payments and estimates

Programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
1. Executive Support (Administration)	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655
2. Provincial Strategic Management	35 165	48 155	58 842	86 454	95 188	95 188	63 512	(33.28)	55 137	57 634
3. People Management (Corporate Services Centre)	138 070	142 556	156 779	194 382	188 919	188 919	201 782	6.81	202 447	213 913
4. Centre for E-Innovation	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429
5. Corporate Assurance (Corporate Services Centre)	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425
Total payments and estimates	747 165	894 537	1 042 874	1 332 027	1 272 608	1 272 608	1 341 110	5.38	1 420 535	1 522 056

Note: Programme 1: Premier's total remuneration package as at 23 February 2016: R2 081 868 with effect from 1 April 2014. As at 23 February 2016, a Proclamation to determine the upper limits of the salaries of political office-bearers has not as yet been issued.

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 in line with the organisational design of the Department.

Earmarked allocation:

Aggregate compensation of employees upper limit: R557.165 million (2016/17), R598.927 million (2017/18) and R636.787 million (2018/19).

Summary by economic classification

Table 7.2 Summary of payments and estimates by economic classification

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	702 321	821 781	958 559	1 248 902	1 145 804	1 145 804	1 286 491	12.28	1 351 320	1 449 792
Compensation of employees	378 098	400 434	448 541	529 345	523 542	523 542	557 165	6.42	598 927	636 787
Goods and services	324 223	421 347	510 018	719 557	622 262	622 262	729 326	17.21	752 393	813 005
Transfers and subsidies to	22 576	33 594	25 152	26 732	32 186	32 186	18 238	(43.34)	16 480	16 536
Provinces and municipalities	9 000	12 600	10 800	7 298	7 298	7 298		(100.00)		
Departmental agencies and accounts	24	24	29	34	534	534	38	(92.88)	35	36
Public corporations and private enterprises	230									
Non-profit institutions	12 711	12 907	13 723	19 400	23 710	23 710	18 200	(23.24)	16 445	16 500
Households	611	8 063	600		644	644		(100.00)		
Payments for capital assets	22 097	38 986	58 242	56 393	94 618	94 618	36 381	(61.55)	52 735	55 728
Machinery and equipment	21 915	38 986	57 922	56 393	94 531	94 531	36 381	(61.51)	52 735	55 728
Software and other intangible assets	182		320		87	87		(100.00)		
Payments for financial assets	171	176	921							
Total economic classification	747 165	894 537	1 042 874	1 332 027	1 272 608	1 272 608	1 341 110	5.38	1 420 535	1 522 056

Infrastructure payments

None.

Departmental Public Private Partnership (PPP) projects

None.

Transfers

Transfers to public entities

Table 7.3 Summary of departmental transfers to public entities

Public entities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Western Cape Tourism, Trade and Investment Promotion Agency (Wesgro)	230				500	500		(100.00)		
Total departmental transfers to public entities	230				500	500		(100.00)		

Transfers to other entities

Table 7.4 Summary of departmental transfers to other entities

Entities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
South African Broadcasting Corporation Limited	24	24	29	34	34	34	38	11.76	35	36
Total departmental transfers to other entities	24	24	29	34	34	34	38	11.76	35	36

Transfers to local government

Table 7.5 Summary of departmental transfers to local government by category

Departmental transfers R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Category A	9 000	12 600	10 700	7 298	7 298	7 298	(100.00)			
Category B			100							
Total departmental transfers to local government	9 000	12 600	10 800	7 298	7 298	7 298	(100.00)			

8. 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

Sub-programme 1.7: 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

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

The programme's budget shows an increase of 13.34 per cent between 2015/16 and 2016/17 and an inflationary increase over the 2016 MTEF period. The increase of 13.34 per cent is due to budgetary provision being made for the Delivery Support Unit (DSU).

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**Departmental Strategy**

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

Financial Management

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

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.

Table 8.1 Summary of payments and estimates – Programme 1: Executive Support (Administration)

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
1. Programme Support	1 568	1 486	1 560	2 433	2 433	2 433	1 989	(18.25)	2 121	2 263
2. Office of the Premier	13 289	13 512	13 660	16 480	16 480	16 480	16 409	(0.43)	17 488	18 492
3. Executive Council Support	7 363	7 617	8 740	9 281	9 281	9 281	9 264	(0.18)	8 795	10 249
4. Departmental Strategy	3 818	3 577	4 046	4 936	4 936	4 936	5 137	4.07	5 419	5 667
5. Office of the Director-General	9 868	9 271	11 009	10 682	13 682	13 682	23 768	73.72	26 119	27 656
6. Financial Management	24 362	31 796	29 702	33 207	33 207	33 207	35 208	6.03	37 970	40 090
7. Strategic Communications	2 889	3 525	4 306	5 643	5 181	5 181	4 792	(7.51)	5 007	5 238
Total payments and estimates	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655

Note: Programme 1: Premier's total remuneration package as at 23 February 2016: R2 081 868 with effect from 1 April 2014. As at 23 February 2016, a Proclamation to determine the upper limits of the salaries of political office-bearers has not as yet been issued.

Earmarked allocation:

Included in this programme is an earmarked allocation amounting to R11.159 million (2016/17), R12.819 million (2017/18) and R13.584 million (2018/19) for the Delivery Support Unit (DSU), which includes R7.621 million (2016/17), R10.190 million (2017/18) and R10.904 million for DSU personnel costs.

Table 8.1.1 Summary of payments and estimates by economic classification – Programme 1: Executive Support (Administration)

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	61 177	62 554	69 792	80 876	83 187	83 187	95 286	14.54	101 205	107 910
Compensation of employees	49 924	50 518	57 006	65 309	66 620	66 620	76 494	14.82	83 586	88 678
Goods and services	11 253	12 036	12 786	15 567	16 567	16 567	18 792	13.43	17 619	19 232
Transfers and subsidies to	58	6 842	332	6	233	233	10	(95.71)	6	6
Departmental agencies and accounts	3	3	4	6	6	6	10	66.67	6	6
Non-profit institutions	34	147	165		200	200		(100.00)		
Households	21	6 692	163		27	27		(100.00)		
Payments for capital assets	1 764	1 214	2 189	1 780	1 780	1 780	1 271	(28.60)	1 708	1 739
Machinery and equipment	1 764	1 214	2 189	1 780	1 780	1 780	1 271	(28.60)	1 708	1 739
Payments for financial assets	158	174	710							
Total economic classification	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655

Details of transfers and subsidies

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appropriation 2015/16	Adjusted appropriation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Transfers and subsidies to (Current)	58	6 842	332	6	233	233	10	(95.71)	6	6
Departmental agencies and accounts	3	3	4	6	6	6	10	66.67	6	6
Departmental agencies (non-business entities)	3	3	4	6	6	6	10	66.67	6	6
Other	3	3	4	6	6	6	10	66.67	6	6
Non-profit institutions	34	147	165		200	200		(100.00)		
Households	21	6 692	163		27	27		(100.00)		
Social benefits	21	217	163		27	27		(100.00)		
Other transfers to households		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 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 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 with 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. 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

The programme's 2016 MTEF budget shows a decrease due to changes in the BizBrain and BizProjects allocation which are aligned to project stages.

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 support the executive strategically 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 Programmes

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

Table 8.2 Summary of payments and estimates – Programme 2: Provincial Strategic Management

Outcome							Medium-term estimate			
Sub-programme R'000				Main appro- priation	Adjusted appro- priation	Revised estimate	% Change from Revised estimate			
	Audited	Audited	Audited							
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
1. Programme Support	2 197	2 851	2 336	2 887	2 887	2 887	2 621	(9.21)	2 795	2 911
2. Policy and Strategy	12 042	12 866	13 245	13 596	21 830	21 830	13 042	(40.26)	13 025	13 672
3. Strategic Management Information	8 148	12 341	26 862	50 945	51 445	51 445	28 346	(44.90)	19 606	20 635
4. Strategic Programmes	12 778	20 097	16 399	19 026	19 026	19 026	19 503	2.51	19 711	20 416
Total payments and estimates				86 454	95 188	95 188	63 512	(33.28)	55 137	57 634

Earmarked allocation:

Included in this programme is an earmarked allocation amounting to R2.500 million (2016/17), R2.720 million (2017/18) and R2.932 million (2018/19) for the filling of Strategic Management Information posts and R650 000 (2016/17) for the After School Game Changer.

Table 8.2.1 Summary of payments and estimates by economic classification – Programme 2: Provincial Strategic Management

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate		2017/18	2018/19
Current payments	33 394	44 054	57 201	85 092	93 531	93 531	62 585	(33.09)	53 716	56 130
Compensation of employees	25 492	29 300	30 536	34 690	37 273	37 273	37 621	0.93	40 176	42 646
Goods and services	7 902	14 754	26 665	50 402	56 258	56 258	24 964	(55.63)	13 540	13 484
Transfers and subsidies to	1 452	3 891	1 459	904	1 199	1 199	703	(41.37)	949	1 004
Provinces and municipalities		2 600	100							
Departmental agencies and accounts		1	1	4	504	504	3	(99.40)	4	4
Public corporations and private enterprises	230									
Non-profit institutions	1 177	1 260	1 358	900	670	670	700	4.48	945	1 000
Households	45	30			25	25		(100.00)		
Payments for capital assets	316	210	181	458	458	458	224	(51.09)	472	500
Machinery and equipment	316	210	181	458	458	458	224	(51.09)	472	500
Payments for financial assets	3		1							
Total economic classification	35 165	48 155	58 842	86 454	95 188	95 188	63 512	(33.28)	55 137	57 634

Details of transfers and subsidies

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Transfers and subsidies to (Current)	1 452	3 891	1 459	904	1 199	1 199	703	(41.37)	949	1 004
Provinces and municipalities		2 600	100							
Municipalities		2 600	100							
Municipal agencies and funds		2 600	100							
Departmental agencies and accounts		1	1	4	504	504	3	(99.40)	4	4
Departmental agencies (non-business entities)		1	1	4	504	504	3	(99.40)	4	4
Western Cape Trade and Investment Promotion Agency					500	500		(100.00)		
Public corporations and private enterprises	230									
Public corporations	230									
Other transfers to public corporations	230									
Non-profit institutions	1 177	1 260	1 358	900	670	670	700	4.48	945	1 000
Households	45	30			25	25		(100.00)		
Social benefits	45	30			25	25		(100.00)		

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 people 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 were 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 2016 MTEF budget shows an increase. The marginal increase in 2017/18 is due to additional Business Process Optimisation (BPO) allocations made in 2016/17.

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.

Strategic objectives as per Annual Performance Plan

To enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement.

Table 8.3 Summary of payments and estimates – Programme 3: People Management (Corporate Services Centre)

Sub-programme R'000	Outcome			Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate 2016/17	2015/16	2017/18	2018/19
1. Programme Support	2 054	2 051	2 281	2 479	2 479	2 479	2 577	3.95	2 749	2 868
2. Organisation Development	35 110	39 123	47 522	74 819	69 155	69 155	75 118	8.62	70 206	74 288
3. People Training and Empowerment	21 572	24 116	28 080	29 300	29 300	29 300	30 992	5.77	32 740	34 491
4. People Management Practices	79 334	77 266	78 896	87 784	87 985	87 985	93 095	5.81	96 752	102 266
Total payments and estimates	138 070	142 556	156 779	194 382	188 919	188 919	201 782	6.81	202 447	213 913

Table 8.3.1 Summary of payments and estimates by economic classification – Programme 3: People Management (Corporate Services Centre)

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	134 731	139 346	154 259	192 277	186 366	186 366	200 002	7.32	200 329	211 672
Compensation of employees	111 058	112 706	125 048	141 152	142 527	142 527	152 150	6.75	162 483	172 475
Goods and services	23 673	26 640	29 211	51 125	43 839	43 839	47 852	9.15	37 846	39 197
Transfers and subsidies to	1 416	733	178	15	463	463	15	(96.76)	16	17
Departmental agencies and accounts	14	14	18	15	15	15	15		16	17
Non-profit institutions	1 000									
Households	402	719	160		448	448		(100.00)		
Payments for capital assets	1 922	2 475	2 323	2 090	2 090	2 090	1 765	(15.55)	2 102	2 224
Machinery and equipment	1 893	2 475	2 003	2 090	2 080	2 080	1 765	(15.14)	2 102	2 224
Software and other intangible assets	29		320		10	10		(100.00)		
Payments for financial assets	1	2	19							
Total economic classification	138 070	142 556	156 779	194 382	188 919	188 919	201 782	6.81	202 447	213 913

Details of transfers and subsidies

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Transfers and subsidies to (Current)	1 416	733	178	15	463	463	15	(96.76)	16	17
Departmental agencies and accounts	14	14	18	15	15	15	15		16	17
Departmental agencies (non-business entities)	14	14	18	15	15	15	15		16	17
Other	14	14	18	15	15	15	15		16	17
Non-profit institutions	1 000									
Households	402	719	160		448	448		(100.00)		
Social benefits	402	711	160		448	448		(100.00)		
Other transfers to households		8								

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

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

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 with providing 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, 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

The programme's growth in budget is chiefly due to the growth in the Broadband allocations over the 2016 MTEF period.

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

Strategic ICT Services

To improve ICT governance maturity of the Western Cape Government.

To enable and improve access to the Western Cape e-Government services through the automation of prioritised Western Cape Government citizen-facing services.

GITO Management Services

To improve ICT services to the Western Cape Government through the provision of ICT Infrastructure, applications and services.

Table 8.4 Summary of payments and estimates - Programme 4: Centre for e-Innovation (Corporate Services Centre)

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate 2015/16	2016/17	2017/18	2018/19
1. Programme Support	6 688	6 868	12 303	7 806	7 806	7 806	7 623	(2.34)	8 125	8 610
2. Strategic ICT Services	67 352	82 102	143 064	88 052	93 452	93 452	86 632	(7.30)	91 108	94 145
3. GITO Management Services	347 351	454 850	499 242	469 291	467 290	467 290	479 959	2.71	473 305	486 078
4. Connected Government and Unified Communications				235 223	156 988	156 988	231 998	47.78	319 399	375 570
5. Transversal Applications Development and Support				50 549	66 195	66 195	54 856	(17.13)	42 727	44 026
Total payments and estimates	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429

Earmarked allocation:

Included in the programme is an earmarked allocation amounting to R240.598 million (2016/17), R328.762 million (2017/18) and R385.670 million (2018/19) for the Broadband project, which includes R5.192 million (2016/17), R5.650 million (2017/18) and R6.090 million (2018/19) for WAN/LAN personnel posts linked to the Broadband project.

Table 8.4.1 Summary of payments and estimates by economic classification – Programme 4: Centre for e-Innovation (Corporate Services Centre)

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	384 811	487 246	578 545	773 813	673 197	673 197	811 048	20.48	871 520	942 521
Compensation of employees	135 706	148 651	165 974	191 548	187 377	187 377	190 398	1.61	205 354	218 016
Goods and services	249 105	338 595	412 571	582 265	485 820	485 820	620 650	27.75	666 166	724 505
Transfers and subsidies to	19 599	21 734	22 997	25 804	30 230	30 230	17 507	(42.09)	15 506	15 506
Provinces and municipalities	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Departmental agencies and accounts	5	5	4	6	6	6	7	16.67	6	6
Non-profit institutions	10 500	11 500	12 200	18 500	22 800	22 800	17 500	(23.25)	15 500	15 500
Households	94	229	93		126	126		(100.00)		
Payments for capital assets	16 981	34 840	52 963	51 304	88 304	88 304	32 513	(63.18)	47 638	50 402
Machinery and equipment	16 828	34 840	52 963	51 304	88 244	88 244	32 513	(63.16)	47 638	50 402
Software and other intangible assets	153				60	60		(100.00)		
Payments for financial assets			104							
Total economic classification	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429

Details of transfers and subsidies

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Transfers and subsidies to (Current)	19 599	21 734	22 997	25 804	30 230	30 230	17 507	(42.09)	15 506	15 506
Provinces and municipalities	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Municipalities	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Municipal bank accounts	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Departmental agencies and accounts	5	5	4	6	6	6	7	16.67	6	6
Departmental agencies (non-business entities)	5	5	4	6	6	6	7	16.67	6	6
Other	5	5	4	6	6	6	7	16.67	6	6
Non-profit institutions	10 500	11 500	12 200	18 500	22 800	22 800	17 500	(23.25)	15 500	15 500
Households	94	229	93		126	126		(100.00)		
Social benefits	94	229	93		126	126		(100.00)		

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 are 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

A key deliverable for the Branch: Corporate Assurance is the development and roll-out of a Corporate Governance Framework for the WCG. This framework is at the heart of PSG 5, and specifically the output "Efficient, effective and responsive Provincial Government Governance". The Corporate Governance Framework will set forth the governance components, principles and requirements to enable departments to implement strong governance and a robust system of internal control. Corporate governance mainly involves the establishment of structures and processes, with appropriate checks and balances that enable discharge of responsibilities and oversight. It will be supported by a Corporate Governance Maturity Model, which contains detail on specific aspects that would indicate the organisation's journey in maturing corporate governance. The development and roll-out of this project will however be aligned to available resources, and will extend over a longer period than initially planned.

An implementation plan has been developed by Legal Services to ensure that the WCG complies with the Protection of Personal Information Act when it is brought into operation, and if further project funding is available for the 2016/17 financial year, will develop provincial policy in support of compliance with the Act, which is drawing closer as steps have been taken to appoint the regulator.

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

The organisational structure of the Branch: Corporate Assurance is, as indicated in the 2015/16 APP, not ideal. It does however respond reasonably to the demand for services in the branch. In the context of the weak economic outlook, additional funding is not foreseen in the medium term, and in line with departmental planning processes, certain posts are not funded. The majority of funded posts in this branch

have been filled and where vacancies arise, they are addressed expeditiously. Where required and within the available budget, capacity is augmented by insourcing capacity, especially in the Chief Directorate: Internal Audit. There are some areas where it is not viable to create permanent posts in the approved structures due to the specific specialism, these skills will be insourced as and when required.

Expenditure trends analysis

The programme's 2016 MTEF budget growth shows an inflationary trend. Some projects have been streamlined which resulted in a slower budgetary growth trajectory.

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 are sound in law through the provision of legal advice.

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.

Table 8.5 Summary of payments and estimates – Programme 5: Corporate Assurance (Corporate Services Centre)

Sub-programme R'000	Outcome			Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate 2016/17	2015/16	2017/18	2018/19
1. Programme Support	1 709	2 025	2 338	2 152	2 152	2 152	2 442	13.48	2 604	2 745
2. Enterprise Risk Management	5 519	7 099	6 653	7 884	6 034	6 034	7 001	16.03	7 461	7 769
3. Internal Audit	32 714	33 124	35 857	40 128	37 369	37 369	40 905	9.46	44 006	45 984
4. Forensic Investigations	18 669	15 030	15 304	17 983	16 453	16 453	15 299	(7.01)	15 481	15 967
5. Legal Services	20 607	22 789	28 891	36 042	35 681	35 681	38 797	8.73	41 416	44 907
6. Corporate Communication	10 164	9 155	10 578	13 419	13 881	13 881	13 737	(1.04)	14 400	15 053
Total payments and estimates	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425

Table 8.5.1 Summary of payments and estimates by economic classification – Programme 5: Corporate Assurance (Corporate Services Centre)

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	88 208	88 581	98 762	116 844	109 523	109 523	117 570	7.35	124 550	131 559
Compensation of employees	55 918	59 259	69 977	96 646	89 745	89 745	100 502	11.99	107 328	114 972
Goods and services	32 290	29 322	28 785	20 198	19 778	19 778	17 068	(13.70)	17 222	16 587
Transfers and subsidies to	51	394	186	3	61	61	3	(95.08)	3	3
Departmental agencies and accounts	2	1	2	3	3	3	3		3	3
Non-profit institutions					40	40		(100.00)		
Households	49	393	184		18	18		(100.00)		
Payments for capital assets	1 114	247	586	761	1 986	1 986	608	(69.39)	815	863
Machinery and equipment	1 114	247	586	761	1 969	1 969	608	(69.12)	815	863
Software and other intangible assets					17	17		(100.00)		
Payments for financial assets	9		87							
Total economic classification	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425

Details of transfers and subsidies

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Transfers and subsidies to (Current)	51	394	186	3	61	61	3	(95.08)	3	3
Departmental agencies and accounts	2	1	2	3	3	3	3		3	3
Departmental agencies (non-business entities)	2	1	2	3	3	3	3		3	3
Other	2	1	2	3	3	3	3		3	3
Non-profit institutions					40	40		(100.00)		
Households	49	393	184		18	18		(100.00)		
Social benefits	49	393	47		18	18		(100.00)		
Other transfers to households			137							

9. Other Programme Information

Personnel numbers and costs

Table 9.1 Personnel numbers and costs

Cost in R million	Actual						Revised estimate				Medium-term expenditure estimate						Average annual growth over MTEF		
	2012/13		2013/14		2014/15		2015/16				2016/17		2017/18		2018/19		2015/16 - 2018/19		
	Personnel numbers ¹	Costs	Personnel numbers ¹	Costs	Personnel numbers ¹	Costs	Filled posts	Additional posts	Personnel numbers ¹	Costs	Personnel numbers ¹	Costs	Personnel numbers ¹	Costs	Personnel numbers ¹	Costs	Personnel growth rate	Costs growth rate	% Costs of Total
Salary level																			
1 – 6	219	31 451	254	29 174	210	32 196	207		207	39 657	188	37 460	188	40 758	188	43 933	(3.2%)	3.5%	7.0%
7 – 10	653	180 693	499	193 326	632	211 137	670		670	266 226	653	260 678	653	278 733	653	294 508	(0.9%)	3.4%	47.5%
11 – 12	194	98 924	187	103 996	215	124 790	181		181	117 329	230	161 491	230	172 930	232	184 483	8.6%	16.3%	27.5%
13 – 16	74	62 710	68	68 638	82	73 448	85		85	93 835	76	84 549	76	91 659	76	99 306	(3.7%)	1.9%	15.9%
Other	129	4 320	77	5 300	160	6 970	148		148	6 495	109	12 987	109	14 847	108	14 557	(10.0%)	30.9%	2.1%
Total	1 269	378 098	1 085	400 434	1 299	448 541	1 291		1 291	523 542	1 256	557 165	1 256	598 927	1 257	636 787	(0.9%)	6.7%	100.0%
Programme																			
Executive Support (Administration)	146	49 924	128	50 518	159	57 006	141		141	63 520	168	76 494	168	83 586	168	88 677	6.0%	11.8%	13.5%
Provincial Strategic Management	63	25 492	61	29 300	72	30 536	72		72	40 373	68	37 621	68	40 176	69	42 647	(1.4%)	1.8%	6.9%
People Management (Corporate Services Centre)	468	111 058	368	112 706	441	125 048	400		400	142 527	407	152 150	407	162 483	407	172 475	0.6%	6.6%	27.2%
Centre for E-Innovation (Corporate Services Centre)	430	135 706	396	148 651	454	165 974	471		471	187 377	433	190 398	433	205 354	433	218 016	(2.8%)	5.2%	34.6%
Corporate Assurance (Corporate Services Centre)	162	55 918	132	59 259	173	69 977	207		207	89 745	180	100 502	180	107 328	180	114 972	(4.6%)	8.6%	17.8%
Total	1 269	378 098	1 085	400 434	1 299	448 541	1 291		1 291	523 542	1 256	557 165	1 256	598 927	1 257	636 787	(0.9%)	6.7%	100.0%
Employee dispensation classification																			
Public Service Act appointees not covered by OSDs							1 160			489 426	1 125	520 469	1 125	559 002	1 125	593 748		6.7%	93.4%
Legal Professionals							41			30 507	41	32 887	41	35 781	41	38 572		8.1%	5.9%
Others such as interns, EPWP, learnerships, etc							90			3 609	90	3 809	90	4 144	90	4 467		7.4%	0.7%
Total							1 291			523 542	1 256	557 165	1 256	598 927	1 256	636 787		6.7%	100.0%

¹ Personnel numbers includes all filled posts together with those posts additional to the approved establishment.

Training

Table 9.2 Payments on training

Programme R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
1. Executive Support (Administration)	134	94	311	1 084	935	935	625	(33.16)	302	329
<i>of which</i>										
Other	134	94	311	1 084	935	935	625	(33.16)	302	329
2. Provincial Strategic Management	95	264	142	121	86	86	262	204.65	125	133
<i>of which</i>										
Other	95	264	142	121	86	86	262	204.65	125	133
3. People Management (Corporate Services Centre)	1 936	1 903	1 964	2 751	2 003	2 003	2 331	16.38	2 313	2 347
<i>of which</i>										
Payments on tuition	125	263	377	500	500	500	856	71.20	500	529
Other	1 811	1 640	1 587	2 251	1 503	1 503	1 475	(1.86)	1 813	1 818
4. Centre for E-Innovation (Corporate Services Centre)	1 986	1 380	3 264	2 546	1 903	1 903	2 111	10.93	2 999	3 173
<i>of which</i>										
Payments on tuition	395	427	455	400	400	400	400		400	423
Other	1 591	953	2 809	2 146	1 503	1 503	1 711	13.84	2 599	2 750
5. Corporate Assurance (Corporate Services Centre)	346	874	585	844	1 005	1 005	938	(6.67)	1 026	992
<i>of which</i>										
Other	346	874	585	844	1 005	1 005	938	(6.67)	1 026	992
Total payments on training	4 497	4 515	6 266	7 346	5 932	5 932	6 267	5.65	6 765	6 973

Table 9.3 Information on training

Description	Outcome						Medium-term estimate			
	2012/13	2013/14	2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Number of staff	1 269	1 085	1 299	1 291	1 291	1 291	1 256	(2.71)	1 256	1 257
Number of personnel trained	584	585	585	585	585	585	585		588	622
<i>of which</i>										
Male	246	295	295	295	295	295	295		296	314
Female	338	290	290	290	290	290	290		291	308
Number of training opportunities	87	87	87	87	87	87	87		87	93
<i>of which</i>										
Workshops	44	44	44	44	44	44	44		44	47
Seminars	28	28	28	28	28	28	28		28	30
Other	15	15	15	15	15	15	15		15	16
Number of bursaries offered	50	65	65	65	65	65	65		65	69
Number of interns appointed	50	50	50	50	50	50	50		50	53

Reconciliation of structural changes

None.

Annexure A to Vote 1

Table A.1 Specification of receipts

Receipts R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Sales of goods and services other than capital assets	670	3 170	2 950	671	671	3 708	1 707	(53.96)	1 742	1 786
Sales of goods and services produced by department (excluding capital assets)	670	3 164	2 950	671	671	3 708	1 707	(53.96)	1 742	1 786
Sales by market establishments	4	1 669	855				1 000		1 000	1 000
Other sales	666	1 495	2 095	671	671	3 708	707	(80.93)	742	786
Commission on insurance	71	70	77	69	69	69	69		72	77
Miscellaneous capital receipts	8									
Other	587	1 425	2 018	602	602	3 639	638	(82.47)	670	709
Sales of scrap, waste, arms and other used current goods (excluding capital assets)		6								
Transfers received from					3 734	3 786		(100.00)		
International organisations					2 734	2 786		(100.00)		
Households and non-profit institutions					1 000	1 000		(100.00)		
Interest, dividends and rent on land	6	8	35	11	11	7	11	57.14	12	12
Interest	6	8	35	11	11	7	11	57.14	12	12
Sales of capital assets	1	10	5			8		(100.00)		
Other capital assets	1	10	5			8		(100.00)		
Financial transactions in assets and liabilities	650	982	594			895		(100.00)		
Recovery of previous year's expenditure	758	762	563			895		(100.00)		
Unallocated credits	(162)	6								
Other	54	214	31							
Total departmental receipts	1 327	4 170	3 584	682	4 416	8 404	1 718	(79.56)	1 754	1 798

Annexure A to Vote 1

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	702 321	821 781	958 559	1 248 902	1 145 804	1 145 804	1 286 491	12.28	1 351 320	1 449 792
Compensation of employees	378 098	400 434	448 541	529 345	523 542	523 542	557 165	6.42	598 927	636 787
Salaries and wages	337 113	357 142	399 690	475 777	469 394	469 394	492 788	4.98	538 576	572 386
Social contributions	40 985	43 292	48 851	53 568	54 148	54 148	64 377	18.89	60 351	64 401
Goods and services of which	324 223	421 347	510 018	719 557	622 262	622 262	729 326	17.21	752 393	813 005
Administrative fees	35	(12)	50	32	37	32	30	(6.25)	34	36
Advertising	12 165	7 628	10 965	9 676	10 015	10 015	7 865	(21.47)	8 014	8 087
Minor Assets	1 349	1 832	4 914	2 482	3 208	3 208	2 271	(29.21)	2 199	2 309
Audit cost: External	3 904	4 450	4 471	5 218	5 218	5 218	4 624	(11.38)	5 407	5 606
Bursaries: Employees	520	690	832	900	840	840	1 256	49.52	900	952
Catering: Departmental activities	544	1 118	1 322	1 454	1 934	1 927	1 768	(8.25)	1 627	1 671
Communication (G&S)	5 935	7 993	7 127	8 070	8 001	8 001	6 615	(17.32)	8 004	8 391
Computer services	221 644	332 958	408 414	614 323	509 065	509 065	617 290	21.26	650 398	707 346
Consultants and professional services: Business and advisory services	18 477	7 218	13 718	19 012	23 326	24 244	28 305	16.75	24 054	24 082
Consultants and professional services: Legal costs	889	1 356	1 409	1 853	1 853	935	821	(12.19)	709	750
Contractors	8 866	4 452	1 702	3 958	2 474	2 474	2 675	8.12	2 908	3 268
Agency and support/outsource services	23 819	22 665	25 442	17 082	20 287	20 287	20 305	0.09	9 373	9 909
Entertainment	63	61	26	48	65	65	91	40.00	57	61
Fleet services (including government motor transport)	3 640		3 602	4 427	4 841	4 841	4 403	(9.05)	4 645	4 915
Inventory: Food and food supplies		328								
Inventory: Fuel, oil and gas		15								
Inventory: Learner and teacher support material		63								
Inventory: Materials and supplies	42	177					10		11	12
Inventory: Medical supplies		1								
Inventory: Medicine		1								
Inventory: Other supplies		178								
Consumable supplies	588	23	1 533	1 355	1 561	1 716	1 788	4.20	1 470	1 552
Consumable: Stationery, printing and office supplies	2 715	4 116	2 834	3 617	3 806	3 651	3 454	(5.40)	3 590	3 798
Operating leases	396	2 114	2 003	2 277	2 110	2 110	2 188	3.70	2 318	2 451
Property payments	1 830	1 568	1 300	836	855	855	840	(1.75)	787	833
Travel and subsistence	6 245	10 852	6 338	10 107	9 771	9 771	9 956	1.89	12 637	12 776
Training and development	5 632	3 825	5 434	6 446	5 032	5 032	5 011	(0.42)	6 263	6 444
Operating payments	3 597	3 501	4 349	3 621	4 352	4 352	4 462	2.53	4 836	5 019
Venues and facilities	1 321	2 045	2 178	2 712	3 530	3 537	3 212	(9.19)	2 041	2 620
Rental and hiring	7	131	55	51	81	86	86		111	117
Transfers and subsidies to	22 576	33 594	25 152	26 732	32 186	32 186	18 238	(43.34)	16 480	16 536
Provinces and municipalities	9 000	12 600	10 800	7 298	7 298	7 298		(100.00)		
Municipalities	9 000	12 600	10 800	7 298	7 298	7 298		(100.00)		
Municipal bank accounts	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Municipal agencies and funds		2 600	100							
Departmental agencies and accounts	24	24	29	34	534	534	38	(92.88)	35	36
Departmental agencies (non- business entities)	24	24	29	34	534	534	38	(92.88)	35	36
Western Cape Trade and Investment Promotion Agency					500	500		(100.00)		
Other	24	24	29	34	34	34	38	11.76	35	36
Public corporations and private enterprises	230									
Public corporations	230									
Other transfers to public corporations	230									
Non-profit institutions	12 711	12 907	13 723	19 400	23 710	23 710	18 200	(23.24)	16 445	16 500
Households	611	8 063	600		644	644		(100.00)		
Social benefits	611	1 580	463		644	644		(100.00)		
Other transfers to households		6 483	137							

Annexure A to Vote 1

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Payments for capital assets	22 097	38 986	58 242	56 393	94 618	94 618	36 381	(61.55)	52 735	55 728
Buildings and other fixed structures										
Buildings					18	18		(100.00)		
Other fixed structures					(18)	(18)		(100.00)		
Machinery and equipment	21 915	38 986	57 922	56 393	94 531	94 531	36 381	(61.51)	52 735	55 728
Transport equipment	118	6 999	6 059	5 722	6 200	5 461	3 411	(37.54)	5 799	6 067
Other machinery and equipment	21 797	31 987	51 863	50 671	88 331	89 070	32 970	(62.98)	46 936	49 661
Software and other intangible assets	182		320		87	87		(100.00)		
Payments for financial assets	171	176	921							
Total economic classification	747 165	894 537	1 042 874	1 332 027	1 272 608	1 272 608	1 341 110	5.38	1 420 535	1 522 056

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						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	61 177	62 554	69 792	80 876	83 187	83 187	95 286	14.54	101 205	107 910
Compensation of employees	49 924	50 518	57 006	65 309	66 620	66 620	76 494	14.82	83 586	88 678
Salaries and wages	45 258	45 640	51 732	58 879	59 893	59 893	69 553	16.13	75 898	80 543
Social contributions	4 666	4 878	5 274	6 430	6 727	6 727	6 941	3.18	7 688	8 135
Goods and services	11 253	12 036	12 786	15 567	16 567	16 567	18 792	13.43	17 619	19 232
of which										
Administrative fees	35	26	50	32	37	32	30	(6.25)	34	36
Advertising	245	159	631	6	6	6		(100.00)	6	6
Minor Assets	11	49	71	85	97	97	170	75.26	135	146
Audit cost: External	3 904	4 450	4 471	5 218	5 218	5 218	4 624	(11.38)	5 407	5 606
Catering: Departmental activities	316	284	218	282	317	317	483	52.37	448	625
Communication (G&S)	1 134	1 314	1 138	2 091	2 050	2 050	1 544	(24.68)	1 678	1 701
Computer services	68	576	673	475	490	490	380	(22.45)	399	422
Consultants and professional services: Business and advisory services	107	111	136	216	1 183	1 183	2 262	91.21	2 917	3 013
Consultants and professional services: Legal costs	11									
Contractors	175	665	641	486	494	494	487	(1.42)	352	520
Agency and support/outourced services	1 004	1 016	816	1 203	1 099	1 099	2 419	120.11	1 333	1 411
Entertainment	18	7	9	21	21	21	30	42.86	22	23
Fleet services (including government motor transport)	580		517	586	492	492	472	(4.07)	525	555
Inventory: Food and food supplies		108								
Inventory: Materials and supplies	9	3								
Inventory: Other supplies		74								
Consumable supplies	171	7	196	251	336	389	353	(9.25)	330	349
Consumable: Stationery, printing and office supplies	690	617	955	968	986	933	942	0.96	891	941
Operating leases	333	420	353	394	472	472	590	25.00	485	511
Property payments	2	2	1	1	11	11	4	(63.64)	5	6
Travel and subsistence	1 238	1 384	509	909	1 137	1 137	1 480	30.17	1 088	1 090
Training and development	134	94	311	1 084	935	935	625	(33.16)	702	752
Operating payments	233	71	260	332	220	220	702	219.09	396	417
Venues and facilities	831	599	830	927	966	966	1 195	23.71	460	1 096
Rental and hiring	4					5		(100.00)	6	6
Transfers and subsidies to	58	6 842	332	6	233	233	10	(95.71)	6	6
Departmental agencies and accounts	3	3	4	6	6	6	10	66.67	6	6
Departmental agencies (non-business entities)	3	3	4	6	6	6	10	66.67	6	6
Other	3	3	4	6	6	6	10	66.67	6	6
Non-profit institutions	34	147	165		200	200		(100.00)		
Households	21	6 692	163		27	27		(100.00)		
Social benefits	21	217	163		27	27		(100.00)		
Other transfers to households		6 475								
Payments for capital assets	1 764	1 214	2 189	1 780	1 780	1 780	1 271	(28.60)	1 708	1 739
Machinery and equipment	1 764	1 214	2 189	1 780	1 780	1 780	1 271	(28.60)	1 708	1 739
Transport equipment		976	1 079	995	1 007	1 005	843	(16.12)	1 016	1 006
Other machinery and equipment	1 764	238	1 110	785	773	775	428	(44.77)	692	733
Payments for financial assets	158	174	710							
Total economic classification	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655

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						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	33 394	44 054	57 201	85 092	93 531	93 531	62 585	(33.09)	53 716	56 130
Compensation of employees	25 492	29 300	30 536	34 690	37 273	37 273	37 621	0.93	40 176	42 646
Salaries and wages	22 911	26 465	27 297	31 657	34 040	34 040	33 696	(1.01)	37 129	39 422
Social contributions	2 581	2 835	3 239	3 033	3 233	3 233	3 925	21.40	3 047	3 224
Goods and services	7 902	14 754	26 665	50 402	56 258	56 258	24 964	(55.63)	13 540	13 484
of which										
Administrative fees		8								
Advertising	1 860	2 812	4 522	3 363	4 223	4 223	4 110	(2.68)	3 032	3 208
Minor Assets	13	38	136	447	453	453	223	(50.77)	171	180
Catering: Departmental activities	94	102	133	234	444	444	195	(56.08)	243	256
Communication (G&S)	290	340	301	610	528	528	282	(46.59)	567	599
Computer services	194	2 688	13 205	34 610	34 618	34 618	10 568	(69.47)	558	589
Consultants and professional services: Business and advisory services	2 785	3 200	5 563	4 553	7 253	7 253	4 234	(41.62)	3 033	2 902
Contractors	124	2 017	418	2 115	1 193	1 193	522	(56.24)	573	606
Agency and support/outsourced services	496	984	122		2 100	2 100	650	(69.05)		
Entertainment	8	3	6	7	6	6	8	33.33	7	7
Fleet services (including government motor transport)	41		41	86	96	96	92	(4.17)	87	93
Inventory: Food and food supplies		32								
Inventory: Materials and supplies	2									
Inventory: Medicine		1								
Inventory: Other supplies		7								
Consumable supplies	36	13	60	118	177	195	83	(57.44)	70	74
Consumable: Stationery, printing and office supplies	181	391	212	432	496	478	269	(43.72)	524	555
Operating leases	1	59	73	168	168	168	98	(41.67)	176	186
Travel and subsistence	1 244	1 094	1 205	2 038	1 991	1 991	2 071	4.02	3 151	2 803
Training and development	95	264	142	121	86	86	262	204.65	125	132
Operating payments	210	83	231	597	747	747	292	(60.91)	408	431
Venues and facilities	228	497	294	902	1 668	1 668	1 004	(39.81)	814	862
Rental and hiring		121	1	1	11	11	1	(90.91)	1	1
Transfers and subsidies to	1 452	3 891	1 459	904	1 199	1 199	703	(41.37)	949	1 004
Provinces and municipalities		2 600	100							
Municipalities		2 600	100							
Municipal agencies and funds		2 600	100							
Departmental agencies and accounts		1	1	4	504	504	3	(99.40)	4	4
Departmental agencies (non-business entities)		1	1	4	504	504	3	(99.40)	4	4
Western Cape Trade and Investment Promotion Agency					500	500		(100.00)		
Public corporations and private enterprises	230									
Public corporations	230									
Other transfers to public corporations	230									
Non-profit institutions	1 177	1 260	1 358	900	670	670	700	4.48	945	1 000
Households	45	30			25	25		(100.00)		
Social benefits	45	30			25	25		(100.00)		
Payments for capital assets	316	210	181	458	458	458	224	(51.09)	472	500
Machinery and equipment	316	210	181	458	458	458	224	(51.09)	472	500
Transport equipment		36	26	50	100	103	82	(20.39)	51	54
Other machinery and equipment	316	174	155	408	358	355	142	(60.00)	421	446
Payments for financial assets	3		1							
Total economic classification	35 165	48 155	58 842	86 454	95 188	95 188	63 512	(33.28)	55 137	57 634

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						Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15	Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	% Change from Revised estimate			
							2016/17	2015/16	2017/18	2018/19
Current payments	134 731	139 346	154 259	192 277	186 366	186 366	200 002	7.32	200 329	211 672
Compensation of employees	111 058	112 706	125 048	141 152	142 527	142 527	152 150	6.75	162 483	172 475
Salaries and wages	97 835	99 248	109 434	124 258	125 605	125 605	131 738	4.88	143 550	152 445
Social contributions	13 223	13 458	15 614	16 894	16 922	16 922	20 412	20.62	18 933	20 030
Goods and services	23 673	26 640	29 211	51 125	43 839	43 839	47 852	9.15	37 846	39 197
of which										
Advertising	8 533	4 289	5 213	5 752	5 447	5 447	3 550	(34.83)	4 267	4 124
Minor Assets	801	107	274	469	757	757	372	(50.86)	556	589
Bursaries: Employees	125	263	377	500	500	500	856	71.20	500	529
Catering: Departmental activities	(167)	448	624	751	869	869	770	(11.39)	692	532
Communication (G&S)	1 144	1 045	1 013	1 296	1 264	1 264	755	(40.27)	1 359	1 439
Computer services	867	6 047	3 017	12 801	5 099	5 099	722	(85.84)	2 702	2 857
Consultants and professional services: Business and advisory services	2 168	959	4 063	10 139	10 999	10 999	18 907	71.90	11 860	12 384
Consultants and professional services: Legal costs	11	478	292	101	101	101	101		106	112
Contractors	816	362	284	193	491	491	1 308	166.40	1 302	1 637
Agency and support/outsourced services	2 459	4 073	5 719	9 328	9 339	9 339	12 501	33.86	5 142	5 440
Entertainment	5	5					10			
Fleet services (including government motor transport)	603		735	989	1 038	1 038	890	(14.26)	1 230	1 301
Inventory: Food and food supplies		84								
Inventory: Fuel, oil and gas		15								
Inventory: Learner and teacher support material		1								
Inventory: Materials and supplies	18	16								
Inventory: Other supplies		42								
Consumable supplies	137	1	298	98	132	132	105	(20.45)	104	108
Consumable: Stationery, printing and office supplies	595	1 006	672	901	919	919	637	(30.69)	952	1 007
Operating leases	62	728	624	753	614	614	573	(6.68)	691	730
Property payments	1 612	1 382	1 170	715	715	715	752	5.17	656	694
Travel and subsistence	1 354	2 606	1 585	2 519	2 182	2 182	1 919	(12.05)	2 547	2 695
Training and development	1 811	1 640	1 587	2 251	1 503	1 503	1 475	(1.86)	1 812	1 818
Operating payments	659	196	653	828	1 127	1 127	833	(26.09)	969	927
Venues and facilities	57	837	957	691	673	673	781	16.05	347	219
Rental and hiring	3	10	54	50	70	70	35	(50.00)	52	55
Transfers and subsidies to	1 416	733	178	15	463	463	15	(96.76)	16	17
Departmental agencies and accounts	14	14	18	15	15	15	15		16	17
Departmental agencies (non-business entities)	14	14	18	15	15	15	15		16	17
Other	14	14	18	15	15	15	15		16	17
Non-profit institutions	1 000									
Households	402	719	160		448	448		(100.00)		
Social benefits	402	711	160		448	448		(100.00)		
Other transfers to households		8								
Payments for capital assets	1 922	2 475	2 323	2 090	2 090	2 090	1 765	(15.55)	2 102	2 224
Buildings and other fixed structures										
Buildings					18	18		(100.00)		
Other fixed structures					(18)	(18)		(100.00)		
Machinery and equipment	1 893	2 475	2 003	2 090	2 080	2 080	1 765	(15.14)	2 102	2 224
Transport equipment		2 209	1 030	1 191	1 155	783	821	4.85	1 198	1 267
Other machinery and equipment	1 893	266	973	899	925	1 297	944	(27.22)	904	957
Software and other intangible assets	29	320			10	10		(100.00)		
Payments for financial assets	1	2	19							
Total economic classification	138 070	142 556	156 779	194 382	188 919	188 919	201 782	6.81	202 447	213 913

Annexure A to Vote 1

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	384 811	487 246	578 545	773 813	673 197	673 197	811 048	20.48	871 520	942 521
Compensation of employees	135 706	148 651	165 974	191 548	187 377	187 377	190 398	1.61	205 354	218 016
Salaries and wages	121 280	132 955	148 727	175 118	170 975	170 975	169 123	(1.08)	186 808	197 846
Social contributions	14 426	15 696	17 247	16 430	16 402	16 402	21 275	29.71	18 546	20 170
Goods and services	249 105	338 595	412 571	582 265	485 820	485 820	620 650	27.75	666 166	724 505
of which										
Advertising	174	42	21	21	26	26	100	284.62	105	110
Minor Assets	454	1 496	3 891	1 011	1 013	1 013	1 414	39.59	1 062	1 123
Bursaries: Employees	395	427	455	400	340	340	400	17.65	400	423
Catering: Departmental activities	229	192	253	72	175	168	235	39.88	123	130
Communication (G&S)	2 205	3 664	4 302	3 176	3 351	3 351	3 478	3.79	3 482	3 683
Computer services	220 089	322 895	389 462	564 715	466 636	466 636	602 324	29.08	644 798	702 030
Consultants and professional services: Business and advisory services	9 692	383	205	1 202	1 767	1 767	202	(88.57)	1 719	1 695
Contractors	6 866	1 283	225	232	218	218	233	6.88	244	258
Agency and support/outsourced services	1 576	9	3 477	1 063	1 987	1 987	1 151	(42.07)	1 069	1 123
Entertainment	24	26	9	8	17	17	22	29.41	16	18
Fleet services (including government motor transport)	2 314		2 242	2 361	2 811	2 811	2 750	(2.17)	2 466	2 610
Inventory: Food and food supplies		74								
Inventory: Materials and supplies	12	156					10		11	12
Inventory: Other supplies		37								
Consumable supplies	122	2	885	702	764	828	974	17.63	771	815
Consumable: Stationery, printing and office supplies	720	944	551	538	649	585	858	46.67	721	763
Operating leases		576	630	588	558	558	526	(5.73)	610	646
Property payments	182	184	129	84	129	129	84	(34.88)	88	93
Travel and subsistence	2 063	5 116	2 452	3 579	3 466	3 466	3 865	11.51	3 976	4 205
Training and development	1 591	953	2 809	2 146	1 503	1 503	1 711	13.84	2 599	2 750
Operating payments	238	71	563	365	373	373	218	(41.55)	1 643	1 741
Venues and facilities	159	65	10	2	37	44	45	2.27	211	222
Rental and hiring							50		52	55
Transfers and subsidies to	19 599	21 734	22 997	25 804	30 230	30 230	17 507	(42.09)	15 506	15 506
Provinces and municipalities	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Municipalities	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Municipal bank accounts	9 000	10 000	10 700	7 298	7 298	7 298		(100.00)		
Departmental agencies and accounts	5	5	4	6	6	6	7	16.67	6	6
Departmental agencies (non-business entities)	5	5	4	6	6	6	7	16.67	6	6
Other	5	5	4	6	6	6	7	16.67	6	6
Non-profit institutions	10 500	11 500	12 200	18 500	22 800	22 800	17 500	(23.25)	15 500	15 500
Households	94	229	93		126	126		(100.00)		
Social benefits	94	229	93		126	126		(100.00)		
Payments for capital assets	16 981	34 840	52 963	51 304	88 304	88 304	32 513	(63.18)	47 638	50 402
Machinery and equipment	16 828	34 840	52 963	51 304	88 244	88 244	32 513	(63.16)	47 638	50 402
Transport equipment	118	3 584	3 692	3 278	3 550	2 946	1 475	(49.93)	3 295	3 487
Other machinery and equipment	16 710	31 256	49 271	48 026	84 694	85 298	31 038	(63.61)	44 343	46 915
Software and other intangible assets	153				60	60		(100.00)		
Payments for financial assets			104							
Total economic classification	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429

Annexure A to Vote 1

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	88 208	88 581	98 762	116 844	109 523	109 523	117 570	7.35	124 550	131 559
Compensation of employees	55 918	59 259	69 977	96 646	89 745	89 745	100 502	11.99	107 328	114 972
Salaries and wages	49 829	52 834	62 500	85 865	78 881	78 881	88 678	12.42	95 191	102 130
Social contributions	6 089	6 425	7 477	10 781	10 864	10 864	11 824	8.84	12 137	12 842
Goods and services	32 290	29 322	28 785	20 198	19 778	19 778	17 068	(13.70)	17 222	16 587
<i>of which</i>										
Administrative fees		(46)								
Advertising	1 353	326	578	534	313	313	105	(66.45)	604	639
Minor Assets	70	142	542	470	888	888	92	(89.64)	275	271
Catering: Departmental activities	72	92	94	115	129	129	85	(34.11)	121	128
Communication (G&S)	1 162	1 630	373	897	808	808	556	(31.19)	918	969
Computer services	426	752	2 057	1 722	2 222	2 222	3 296	48.33	1 941	1 448
Consultants and professional services: Business and advisory services	3 725	2 565	3 751	2 902	2 124	3 042	2 700	(11.24)	4 525	4 088
Consultants and professional services: Legal costs	867	878	1 117	1 752	1 752	834	720	(13.67)	603	638
Contractors	885	125	134	932	78	78	125	60.26	437	247
Agency and support/outourced services	18 284	16 583	15 308	5 488	5 762	5 762	3 584	(37.80)	1 829	1 935
Entertainment	8	20	2	12	21	21	21		12	13
Fleet services (including government motor transport)	102		67	405	404	404	199	(50.74)	337	356
Inventory: Food and food supplies		30								
Inventory: Learner and teacher support material		62								
Inventory: Materials and supplies	1	2								
Inventory: Medical supplies		1								
Inventory: Other supplies		18								
Consumable supplies	122		94	186	152	172	273	58.72	195	206
Consumable: Stationery, printing and office supplies	529	1 158	444	778	756	736	748	1.63	502	532
Operating leases		331	323	374	298	298	401	34.56	356	378
Property payments	34			36					38	40
Travel and subsistence	346	652	587	1 062	995	995	621	(37.59)	1 875	1 983
Training and development	2 001	874	585	844	1 005	1 005	938	(6.67)	1 025	992
Operating payments	2 257	3 080	2 642	1 499	1 885	1 885	2 417	28.22	1 420	1 503
Venues and facilities	46	47	87	190	186	186	187	0.54	209	221
Transfers and subsidies to	51	394	186	3	61	61	3	(95.08)	3	3
Departmental agencies and accounts	2	1	2	3	3	3	3		3	3
Departmental agencies (non-business entities)	2	1	2	3	3	3	3		3	3
Other	2	1	2	3	3	3	3		3	3
Non-profit institutions					40	40		(100.00)		
Households	49	393	184		18	18		(100.00)		
Social benefits	49	393	47		18	18		(100.00)		
Other transfers to households			137							
Payments for capital assets	1 114	247	586	761	1 986	1 986	608	(69.39)	815	863
Machinery and equipment	1 114	247	586	761	1 969	1 969	608	(69.12)	815	863
Transport equipment		194	232	208	388	624	190	(69.55)	239	253
Other machinery and equipment	1 114	53	354	553	1 581	1 345	418	(68.92)	576	610
Software and other intangible assets					17	17		(100.00)		
Payments for financial assets	9		87							
Total economic classification	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425

Annexure A to Vote 1

Table A.3 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Total departmental transfers/grants										
Category A	9 000	12 600	10 700	7 298	7 298	7 298		(100.00)		
City of Cape Town	9 000	12 600	10 700	7 298	7 298	7 298		(100.00)		
Category B			100							
Drakenstein			100							
Total transfers to local government	9 000	12 600	10 800	7 298	7 298	7 298		(100.00)		

Table A.3.1 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Fibre Optic Broadband Roll Out	9 000	12 600	10 700	7 298	7 298	7 298		(100.00)		
Category A	9 000	12 600	10 700	7 298	7 298	7 298		(100.00)		
City of Cape Town	9 000	12 600	10 700	7 298	7 298	7 298		(100.00)		

Annexure A to Vote 1

Table A.4 Provincial payments and estimates by district and local municipality

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	appropriation 2015/16	appropriation 2015/16	estimate 2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	725 593	870 421	1 014 794	1 302 727	1 243 308	1 243 308	1 310 118	5.37	1 387 794	1 487 564
Cape Winelands Municipalities	21 572	24 116	28 080	29 300	29 300	29 300	30 992	5.77	32 741	34 492
Stellenbosch	21 572	24 116	28 080	29 300	29 300	29 300	30 992	5.77	32 741	34 492
Total provincial expenditure by district and local municipality	747 165	894 537	1 042 874	1 332 027	1 272 608	1 272 608	1 341 110	5.38	1 420 535	1 522 056

Table A.4.1 Provincial payments and estimates by district and local municipality – Programme 1: Executive Support (Administration)

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	appropriation 2015/16	appropriation 2015/16	estimate 2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655
Total provincial expenditure by district and local municipality	63 157	70 784	73 023	82 662	85 200	85 200	96 567	13.34	102 919	109 655

Table A.4.2 Provincial payments and estimates by district and local municipality – Programme 2: Provincial Strategic Management

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	appropriation 2015/16	appropriation 2015/16	estimate 2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	35 165	48 155	58 842	86 454	95 188	95 188	63 512	(33.28)	55 137	57 634
Total provincial expenditure by district and local municipality	35 165	48 155	58 842	86 454	95 188	95 188	63 512	(33.28)	55 137	57 634

Annexure A to Vote 1

Table A.4.3 Provincial payments and estimates by district and local municipality – Programme 3: People Management (Corporate Services Centre)

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	116 498	118 440	128 699	165 082	159 619	159 619	170 790	7.00	169 706	179 421
Cape Winelands Municipalities	21 572	24 116	28 080	29 300	29 300	29 300	30 992	5.77	32 741	34 492
Stellenbosch	21 572	24 116	28 080	29 300	29 300	29 300	30 992	5.77	32 741	34 492
Total provincial expenditure by district and local municipality	138 070	142 556	156 779	194 382	188 919	188 919	201 782	6.81	202 447	213 913

Table A.4.4 Provincial payments and estimates by district and local municipality – Programme 4: Centre for e-Innovation (Corporate Services Centre)

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429
Total provincial expenditure by district and local municipality	421 391	543 820	654 609	850 921	791 731	791 731	861 068	8.76	934 664	1 008 429

Table A.4.5 Provincial payments and estimates by district and local municipality – Programme 5: Corporate Assurance (Corporate Services Centre)

Municipalities R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Cape Town Metro	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425
Total provincial expenditure by district and local municipality	89 382	89 222	99 621	117 608	111 570	111 570	118 181	5.93	125 368	132 425

