



Western Cape
Government



Department of the Premier

Annual Report 2020/2021

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Part A

GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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2. ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
ABT	Area-based Teams
AGSA	Auditor-General of South Africa
AO	Accounting Officer
APP	Annual Performance Plan
BBBEE	Broad-based Black Economic Empowerment
BI	Business Intelligence
BAC	Bid Adjudication Committee
BEC	Bid Evaluation Committee
BAS	Basic Accounting System
BRICS	Brazil, Russia, India, China and South Africa
BSC	Bid Specification Committee
CAPEX	Capital Expenditure
CAR	Containment, Adaptation and Recovery
CCE	Community Capacity Enhancement
CCOD	Call Centre on Demand
CD	Chief Director
CEDAW	Committee on the Elimination of Discrimination against Women
Ce-I	Centre for e-Innovation
CFO	Chief Financial Officer
CHEC	Cape Higher Education Consortium
CRM	Customer Relationship Management
COBIT	Control Objectives for Information and Related Technology
COE	Compensation of Employees
COMAF	Communication of Audit Findings
COVID-19	Coronavirus Disease 2019
CPUT	Cape Peninsula University of Technology
CSC	Corporate Services Centre
CTICC	Cape Town International Convention Centre
CTP	Cape Town Partnership
DCAS	Department of Cultural Affairs and Sport
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
D: ERM	Directorate Enterprise Risk Management
DGS	Digital Government Strategy
DOCS	Department of Community Safety
DOTP	Department of the Premier
DORA	Division of Revenue Act
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DQM	Data Quality Management
DSD	Department of Social Development
DTP	Digital Transformation Plan
DTPW	Department of Transport and Public Works
ECM	Enterprise Content Management
EE	Employment Equity

EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
EXCO	Executive Committee
FAQs	Frequently Asked Questions
FMCP	Financial Management Capacitation Plan
GEHS	Government Employees Housing Scheme
GG	Government Garage
GIAMA	Government Immovable Asset Management Act
GITO	Government Information Technology Officer
GMT	Government Motor Transport
GOVCOM	Governance Committee
GPSSBC	General Public Service Sectoral Bargaining Council
GRPBMEA	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
GWME	Government-wide Monitoring and Evaluation
HBP	Hout Bay Partnership
HCM	Human Capital Management
HCT	HIV & Aids Counselling and Testing
HIV/Aids	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HOD	Head of Department
HR	Human Resources
ICAS	Independent Counselling Advisory Services
ICT	Information and Communication Technology
IFMS	Integrated Financial Management System
ILSF	Individually Linked Savings Facility
IMLC	Institutional Management and Labour Committee
IR	International Relations
IRF	International Relations Forum
IRS	International Relations Strategy
IT	Information Technology
JE	Job Evaluation
LAN	Local Area Network
LBC	Library Business Corners
LDW	Logical Data Warehouse
LGMTEC	Local Government Medium-term Expenditure Committee
LTSA	Liquid Telecom South Africa
MAY	Mayors Advancement of Youth
MDM	Master Data Management
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MISS	Minimum Information Security Standards
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
NPO	Non-Profit Organisation
MPSA	Minister of Public Service and Administration
MTEC	Medium-term Expenditure Committee
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan

NGO	Non-governmental Organisation
NSG	National School of Government
NT	National Treasury
OAG	Office of the Accountant-General
OD	Organisation Development
ODA	Overseas Development Assistance
OECD	Organisation for Economic Cooperation and Development
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
OPEX	Operational Expenditure
PAY	Premier's Advancement of Youth
PAC	Provincial Assessment Centre
PCF	Premier's Coordinating Forum
PDO	Provincial Data Office
PERM	Priority Escalation and Resolution Management
PERMIS	Performance Management Information System
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act
PGMTEC	Provincial Government Medium-term Expenditure Committee
PHRR	Presidential Hotline Resolution Rate
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSA	Public Servants Association
PSCBC	Public Service Coordinating Bargaining Council
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PSR	Public Service Regulations
PSRMF	Public Sector Risk Management Framework
PT	Provincial Treasury
PTE	People Training and Empowerment
PTI	Provincial Training Institute
PTM	Provincial Top Management
PTMS	Provincial Transversal Management System
PWDG	Province-wide Data Governance
QPR	Quarterly Performance Report
RBME	Results-based Monitoring and Evaluation
RFI	Request for Information
SA	South Africa
SARS	South African Revenue Services
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDG	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SHEQ	Safety Health Environment and Quality
SITA	State Information Technology Agency
SLA	Service Level Agreement

SMI	Strategic Management Information
SMS	Senior Management Service
SOP	Standard Operating Procedure
SP	Strategic Plan
STATS SA	Statistics South Africa
STI	Sexually Transmitted Infection
TB	Tuberculosis
TR	Treasury Regulations
UCT	University of Cape Town
UNDP	United Nations Development Programme
VAT	Value-added Tax
VBLD	Values-based Leadership Development
VIP	Vision-inspired Priority
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
VPNRA	Virtual Private Network Remote Access
WCED	Western Cape Education Department
WCG	Western Cape Government
WIL	Work Integrated Learning

3. FOREWORD BY THE PREMIER

I am pleased to present the annual report of the Department of the Premier for the 2020/21 financial year.

Since the beginning of the pandemic, the Department, in collaboration with others, has played a pivotal role in the Western Cape Government's (WCG) response to COVID-19. We overcame red tape, found innovative solutions to challenges faced and diverted resources towards managing the pandemic.

Among the innovative programmes driven in response to the pandemic was the large-scale public communication programme which aimed to educate the public about the COVID-19 virus and drive behaviour change.

We implemented campaigns including: "Stop the Spread", "Stay Safe and Save Lives", "Stay Safe, Move Forward", and "Keep Gran and Grandpa Safe", which was supported through weekly polling research, to improve the targeting and focus of messaging.

Throughout the pandemic, the Western Cape Government has worked transversally to ensure that we save both lives and livelihoods. This has seen us implement innovations including the delivery of chronic medications to high-risk residents and the rapid commissioning and establishment of our field hospitals. Going forward, we must sustain the momentum and transparency that we have developed as this new way of work will ensure that we are even more responsive to the needs of residents amid challenging times.

Following the devastating impact of the COVID-19 pandemic, the Department led the development of a provincial Recovery Plan with jobs, well-being and safety emerging as the key policy priorities.

We are working to support the private sector by creating an environment that is conducive to economic growth. This is why in my State of the Province Address, I committed the Western Cape Government to pursue infrastructure-led growth, a single Transport Authority for greater Cape Town, leveraging innovation in agriculture to create jobs, and lobbying the President to introduce a Remote Working Visa.

Throughout the pandemic, we supported the Western Cape Government's employees, who needed to work from home, by rolling out MS Teams to more than 10 000 employees. Bulk data and Wi-Fi routers were procured and distributed to 500 key employees.

The second priority of the Recovery Plan is ensuring the safety of our residents by halving the murder rate in the province over the next 10 years. We aim to achieve this by implementing the Western Cape Safety Plan and ensuring that we deploy additional boots on the ground while implementing a range of violence prevention interventions. These interventions include the youth safety ambassador programme, also amending the Western Cape Liquor Act to reduce alcohol-related harms.

The Department of the Premier has played its part in supporting the safety priority by enabling video conferencing facilities at the Joint Operations Centre at 4 Dorp Street and the Provincial Disaster Management Centre.

The final component of the Recovery Plan aims to uphold the dignity and wellbeing of residents. The Western Cape Government is working to support this priority through the First 1000 Days programme, which focuses on the moment of conception to a child's second birthday and aims to ensure a healthy and prosperous future. We have also worked hard to ensure learning and schooling continue amid the pandemic.

In supporting this priority, the Western Cape Government's Contact Centre assisted with the humanitarian relief response by managing up to 15 000 calls per day. This increased from an average of 3 000 calls per day. The Department temporarily redeployed employees as call centre agents to assist with the increase in demand while we sourced additional capacity.

The Department of the Premier has further played its part in supporting the 'dignity and wellbeing' priority by installing access points in various facilities to create wireless local area networks. We did so in field hospitals including the Cape Town International Convention Centre (CTICC) Hospital of Hope ensuring that patients could communicate with their loved ones who were unable to visit them.

As we move forward, we will continue to roll out a vaccination programme that ensures that each resident in the province can receive the COVID-19 vaccine in a convenient and safe location. We have made this commitment as we know that achieving herd immunity will ensure that we save lives and livelihoods.

I would like to express my thanks to Dr Malila and the entire Department of the Premier team for their hard work and support over the past year. I look forward to continuing the work we have begun, to ensure that this province delivers services that will improve the lives of all its residents.

A handwritten signature in black ink, appearing to be 'ALW', is written above a horizontal line.

MR ALAN R WINDE

PREMIER OF THE WESTERN CAPE

DATE: 31 JULY 2021

4. REPORT OF THE ACCOUNTING OFFICER

4.1. Overview of the operations of the Department

The Department of the Premier entered the 2020/21 financial year soon after the President announced South Africa's first lockdown as an initial intervention to curb the spread of COVID-19. The lockdown came into effect on 26 March 2020 and together with a range of other mitigation measures had a profound impact on the operating environment of the Department.

The Department of the Premier played a leading, enabling and guiding role in the WCG COVID-19 response. As is often the case with a crisis, it creates opportunities for growth and renewal. In exercising its role in the response to the pandemic the Department became more responsive, agile and innovative during this challenging period – organisational features not always associated with large bureaucratic institutions.

The departmental COVID-19 response necessitated the diversion of both human and financial resources toward efforts aimed at managing the pandemic. This sudden shift in performance focus had a significant impact on the ability of the Department of the Premier to deliver against the performance targets set out in the Annual Performance Plan for the 2020/21 financial year, as tabled in the Western Cape Provincial Parliament on 3 March 2020.

National reporting timelines shifted to allow government the opportunity to respond to the onset of the pandemic. Many training interventions for which the Department is responsible relied on face-to-face engagements. Subsequently, many of these training interventions were moved to a virtual platform (Microsoft Teams), while others were adapted for online training.

The hard lockdown curbed travelling and access to office files as well as employees instrumental in finalising administrative processes, such as in the case of Chief Directorates: Internal Audit and Provincial Forensic Services.

Service demands increased dramatically, particularly in the Branch: Centre for e-Innovation (Ce-I). Assistance with humanitarian relief efforts through its Contact Centre saw an increase in contact tickets from around 3 000 calls per day to 15 000 at the height of the pandemic. The Department ensured that these citizens obtained access to much needed food security. As more employees started to work from home, the IT Service Desk became inundated with requests for technical assistance. This meant that certain indicators related to turn-around times could not be achieved.

Performance against certain indicators was also dependent on the management of other departments whose focus shifted to responding to the pandemic. In some of these cases, departmental signoffs could not be timeously obtained to finalise deliverables.

Specific targets were exceeded as a result of COVID-19, particularly in the Ce-I space where the roll-out of measures to enable remote access to WCG networks and systems was prioritised.

The Department's contribution to the management of the pandemic on numerous levels exceeded its APP indicators.

The Department responded to the significant change in the operating environment by submitting an Addendum to its 2020/21 Annual Performance Plan signed by the Premier, Director-General and Programme Managers to the Western Cape Provincial Parliament on 26 November 2020 as part of the Adjustment Budget process. The aim of the Addendum was to bring the Department's performance planning in line with the changed operating environment in a realistic and rational manner. The changes

related to adjustments to set targets and a few indicators. The Department did not re-table its departmental Strategic Plan as the impacts and outcomes that it pursued during the period under review remained the same.

During the period under review three adjusted budgets were submitted to the Western Cape Provincial Parliament. The adjustment budget processes allowed for the repurposing of the departmental budget to compensate for budget pressures brought about by the pandemic. These pressures related, amongst others, to ensuring rapid digitalisation, remote access to networks, IT refresh of critical infrastructure, ICT licensing impacted by the Rate of Exchange due to COVID-19's negative impact on the global economy, phased external COVID-19 communication campaigns to change behaviour toward safe COVID-19 practices and regular polling research to improve on the targeting of WCG messaging and to shift direction where required. Another budget pressure related to the much-needed expansion of Contact Centre and Customer Relationship Management capabilities in support of the provincial humanitarian relief efforts.

Despite the challenges and impracticalities brought about by the pandemic, managing the Department's finances during COVID-19 proved less challenging. The Department managed to comply with its financial responsibilities and obtained a clean audit report in respect of the 2019/20 financial year. At the end of the 2020/21 financial year, the Department managed to spend 99,6% of its budget, which is an improvement on the spend for the previous year. The Department also benefitted from certain efficiencies that were introduced, such as the use of electronic signatures and the electronic submission of claims, in our quest to achieve a more paperless and safer environment.

Through extraordinary efforts on the part of the senior management and staff, the Department managed to achieve 100% performance (all 58 of its performance indicator targets) for the 2020/21 financial year. The 100% performance can be attributed to the Accounting Officer prioritising the departmental performance and driving it strongly from the top. A further contributing factor was the implementation of an early-warning system consisting of monthly tracking of performance against indicators and timeous management intervention where required. Performance was tracked monthly from the 3rd quarter and weekly in the 4th quarter, particularly those indicators previously identified as at risk of non-achievement. The senior management of the Department made a collective effort across programmes to ensure continuous improvement of performance which is aimed at achieving results that have a positive impact on the lives of citizens.

4.2. Overview of the financial results of the Department

4.2.1. Departmental receipts

Table 1: Departmental receipts

Departmental receipts	2020/21			2019/20		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax receipts						
Casino taxes						
Horse racing taxes						
Liquor licences						
Motor vehicle licences						
Sale of goods and services other than capital assets	1 588	816	772	1 886	1 999	(113)
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	14	18	(4)	13	71	(58)
Sale of capital assets	-	3	(3)	-	92	(92)
Financial transactions in assets and liabilities	-	994	(994)	-	1 411	(1 411)
Total	1 602	1 831	(229)	1 899	3 573	(1 674)

The Department remains a non-revenue-generating organisation, although it has successfully delivered on its plan to collect departmental revenue through annual revision of its tariffs. The Department over-collected revenue by R229 000. The over collection is due to amounts recovered in respect of previous years' expenditure claimed in the current year for salaries and training events. It remains a difficult task to budget accurately for these items given that they are demand-driven.

Bad debts were written off in terms of the Provincial Debt Management Policy. During the year under review, 50 debts valued at R201 000 were written off.

4.2.2. Programme expenditure

Table 2: Expenditure per programme

Programme name	2020/21			2019/20		
	Final Appropriation	Actual expenditure	(Over)/ Under expenditure	Final Appropriation	Actual expenditure	(Over)/ Under expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Executive Governance and Integration (Administration)	95 479	94 648	831	108 112	105 659	2 453
Provincial Strategic Management	68 504	66 487	2 017	61 927	57 521	4 406
People Management (CSC)	192 578	190 655	1 923	208 061	201 606	6 455
Centre for e-Innovation (CSC)	1 102 467	1 101 447	1 020	1 070 718	1 064 547	6 171
Corporate Assurance (CSC)	157 693	156 891	802	133 970	131 698	2 272
Total	1 616 721	1 610 128	6 593	1 582 788	1 561 031	21 757

The Department's total expenditure for the period ending 31 March 2021 was R1.610 billion, representing 99.6% of the allocated funds. The underspending of R6.593 million translates into 0.41% and had no significant impact on the achievement of departmental targets. Savings include a saving of R293 000 on Compensation of Employees (COE), which is due to rounding for final virements and on Goods and Services (R6.218 million), largely due to the impact of COVID-19 on certain projects which started later than anticipated or had to be postponed to the 2021/22 financial year.

4.2.3. Virements/roll-overs

Virements were applied between programmes chiefly for the following reasons:

- R1.853 million was vired from Programme 2: Provincial Strategic Management to Programme 4: Centre for e-Innovation to assist in managing the increase in the usage of the Contact Centre due to humanitarian relief efforts.
- R7.060 million was vired from Programme 3: People Management to Programme 4: Centre for e-Innovation to assist in managing the increase in the usage of the Contact Centre due to humanitarian relief efforts as well as the impact of the weakened R/\$ exchange rate on the Microsoft Software Licenses payment.
- R2.777 million was vired from Programme 5: Corporate Assurance to Programme 4: Centre for e-Innovation to assist in managing the increase in the usage of the Contact Centre as well as leave gratuities paid to staff who left the service.

Roll-overs were requested regarding the following:

- Commissioner for Children
- Innovation for impact initiatives
- Innovation methodology to solve complex problems
- Employee Health and Wellness, and
- Broadband: Municipalities.

4.3. Irregular, and fruitless and wasteful expenditure

Fruitless and wasteful expenditure:

- 1 case of fruitless and wasteful expenditure was identified in relation to the 2019-20 financial year.

Irregular expenditure:

- 4 cases of irregular expenditure were identified during the year. Of the 4 cases:
 - 2 cases amounting to R398 700.23 are still under investigation
 - 1 case amounting to R136 982.58 was condoned by the Provincial Treasury (PT), and
 - 1 case amounting to R1 632.82 was condoned by PT subsequent to year end.

4.4. Strategic focus over the short to medium term period

The Department's strategic focus remains firmly embedded in the belief that the innovation and a more conducive culture that emerged in the response to the pandemic need to be sustained over the longer term. Innovation and culture therefore remain the bedrock of the strategic trajectory. Interventions such as the Recovery Plan with its three focus areas of jobs, safety and wellbeing and the New Way of Working Programme as a cross-cutting theme, will be pursued as key elements of the ongoing response to the pandemic and key catalysts for the social and economic recovery of the Province.

The Department will in the short- to-medium term support the roll-out of the provincial Department of Health's vaccination programme through ongoing communication campaigns, generation and dissemination of data, providing governance assurance, contact centre services, connectivity and ICT infrastructure support and the provision of legal support and advice.

The Department will support the implementation of the Recovery Plan and provide the structural mechanisms to ensure responsibility and accountability for the implementation plans and that progress towards outcomes are monitored and evaluated.

The provincial Digital Transformation Plan aims to optimise and transform citizen-centric services and supports the Digital Government Strategy. The strategy has five thrusts:

- digitally empowered and informed citizens
- optimised and integrated services to Western Cape citizens
- connected government and sound ICT governance
- digitally-empowered employees and innovative culture, and
- data driven service delivery and decision-making.

Citizens will remain at the heart of the Department's transformation and service delivery agenda and will continue to inform the strategic intent of departmental programmes and projects.

4.5. Public-private partnerships

No public-private partnerships were entered into during the period under review.

4.6. Discontinued activities/activities to be discontinued

No activities were discontinued during the period under review.

4.7. New or proposed activities

None

4.8. Supply chain management

There were no unsolicited bid proposals received during the year under review.

Supply Chain Management (SCM) processes and systems are in place to prevent irregular expenditure. The SCM component continued to inculcate a culture of compliance with procurement prescripts to ensure good governance (accountability, credibility, clean government) in the Department through its training programmes, awareness sessions and collaboration between line functions and SCM officials.

4.9. Gifts and donations received in kind from non-related parties

The following in kind goods and services were received from parties other than related parties during the year:

Table 3: Gifts and donations received in kind

Name of organisation	Nature of gift, donation or sponsorship	2020/21
		R'000
Vodacom	Donation for the flighting of SMSs for COVID-19 messaging during the lock-down period	4 368
Independent Outdoor Media	Donation for placing and advertising of COVID-19 messaging on outside billboards during the lock-down period	3 750
FCB	Donation to utilise radio stations for placing and advertising of COVID-19 messaging on radio during the duration of the COVID-19 pandemic	1 340
The Financial Mail e-Edition	Donation for the placing and advertising of COVID-19 messaging during the lock-down period in The Financial Mail	15
FCB	Donation for COVID-19 spread prevention messaging	1 200
Vodacom	Donation for COVID-19 prevention messaging	1 700
TOTAL		12 373

4.10. Exemptions and deviations received from the National Treasury

Table 4: Exemptions received from the National Treasury

Project	Reason
Revised dates for submission of 2019/20 Annual Report: National Treasury, Government Notice No. 437, 31 March 2020	Extension of two months granted for meeting the statutory deadlines for the submission of the Annual Report in terms of Sections 8(1)(b), 8(5), 19(1)(b), 19(5), 40(1)(c), 40(1)(d), 55(1)(c), 55(1)(d) and 65(2) of the Public Finance Management Act, 1999 (Act No 1 of 1999) due to the extension of the national state of disaster brought about by the COVID-19 pandemic.

Table 5: Deviations approved by the National Treasury

Project	Reason
Department (Vote 1) deviated from the National Budget Programme Structure	Organisational redesign process as part of the modernisation programme was relatively large-scale and the aim was to: a) Improve functional, organisational and budget alignment; b) Improve management and control; and c) Improve resource provisioning, relevant efficiencies as well as monitoring and evaluation.

4.11. Events after the reporting date

As at 31 March 2021, the Department had an estimated, unconfirmed liability of R61.34 million owing to the South African Revenue Services (SARS) in respect of outstanding taxes (VAT) incurred on imported service transactions for the period November 2015 to October 2020, which included a capital portion of R42.30 million and penalties and interest of R19.03 million.

On 13 April 2021, Legal Services confirmed that the Department already had a present obligation in respect of the capital portion at year-end. Accordingly, the capital portion of R42.30 million was paid over to SARS on 19 May 2021 and the Department was required to adjust its Payables not recognised with this amount, instead of merely disclosing a contingent liability (see Part E, note 19.2).

Based on legal advice, the Department contested the requirement to pay the penalties and interest, of which the remission has subsequently been confirmed by SARS on 31 May 2021.

It should be noted that the Department, as a component of the WCG, is not required to register as a VAT vendor in terms of the Value-Added Tax Act 89 of 1991 (the "VAT Act") and hence did not have any pre-existing institutional knowledge relevant to the collection of VAT.

4.12. Other

To the best of my knowledge there are no other material facts or circumstances that may influence the understanding of the financial state of affairs not addressed elsewhere in this report.

I wish to express my sincere appreciation to the management and every employee of this Department who continuously strive towards continuous commitment to good governance and improvement in service delivery and steady increase in the value add that this Department brings to the Western Cape Government.

I hereby approve the 2020/21 Annual Report of the Department of the Premier.



DR HARRY MALILA
DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER
DATE: 31 JULY 2021

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed throughout the Annual Report are consistent
- The Annual Report is complete, accurate and is free from any omissions
- The Annual Report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury
- The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury
- The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information
- The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements
- The external auditors are engaged to express an independent opinion on the annual financial statements

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2021.

Yours faithfully



DR HARRY MALILA
DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER
DATE: 31 JULY 2021

6. STRATEGIC OVERVIEW

6.1. Vision

The vision of the Department of the Premier is: "A safe Western Cape where everyone prospers".

6.2. Mission

The mission of the Department of the Premier is: "To enable and lead a capable Western Cape Government by inculcating a culture of innovation and collaboration for improved services for the people of the Western Cape".

6.3. Values

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

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

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

ACCOUNTABILITY (We take responsibility)

- We have a clear understanding of our vision, mission, strategic objectives, roles, delegations and responsibilities.
- We deliver on our outcomes and targets with quality, on budget and in time.
- We hold each other accountable as public servants and know we can trust each other to deliver.
- We individually take responsibility for and ownership of our work, actions and decisions.

INTEGRITY (To be honest and do the right thing)

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

RESPONSIVENESS (To serve the needs of our citizens and those we work with)

- Our focus is the citizen, building relationships that allow us to anticipate citizen needs and deal with them proactively.

- We take each other and the citizens seriously, being accessible, listening and hearing their voices.
- We respond with timeous action and within agreed timeframes.
- We collaborate with each other, providing appropriate and reliable information and sharing it responsibly.

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

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

INNOVATION (To be open to new ideas and develop creative solutions to challenges in a resourceful way)

- We seek to implement new ideas, create dynamic service options and improve services.
- We strive to be creative thinkers who view challenges and opportunities from all possible perspectives.
- We are citizen-centric and have the ability to consider all options and find a resourceful solution.
- We value employees who question existing practices with the aim of renewing, rejuvenating and improving them.
- We foster an environment where innovative ideas are encouraged and rewarded.
- We understand mistakes made in good faith and allow employees to learn from them.
- We solve problems collaboratively to realise our strategic organisational goals.

7. Legislative and other mandates

7.1. Constitutional mandates

The Department acts in accordance with the mandates as determined by the Constitution of the Republic of South Africa, 1996 and the Constitution of the Western Cape, 1997 (Act 1 of 1998).

7.2. Legislative mandates

The Constitutions, together with the Acts listed hereunder, guide and direct the actions, performance and responsibilities carried out in the Department.

- Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)
- Cape Town International Convention Centre Company Act, 2000 (Act 8 of 2000)
- Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993)
- Consumer Protection Act, 2008 (Act 68 of 2008)
- Disaster Management Act, 2002 (Act 57 of 2002)
- Division of Revenue Act (annually)
- Electronic Communications and Transactions Act, 2002 (Act 25 of 2002)
- Employment Equity Act, 1998 (Act 55 of 1998)
- Employment Services Act, 2014 (Act 4 of 2014)
- Financial Intelligence Centre Act, 2001 (Act 38 of 2001)
- Geomatics Profession Act, 2013 (Act 19 of 2013)
- Government Employees Pension Law, 1996 (Proclamation 21 of 1996)
- Government Immovable Asset Management Act, 2007 (Act 19 of 2007)
- Income Tax Act, 1962 (Act 58 of 1962)
- Intelligence Services Act, 2002 (Act 65 of 2002)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Labour Relations Act, 1995 (Act 66 of 1995)
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996)
- National Qualifications Framework Act, 2008 (Act 67 of 2008)
- National Treasury Regulations, 2005
- Occupational Health and Safety Act, 1993 (Act 85 of 1993)
- Pension Funds Act, 1956 (Act 24 of 1956)
- Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
- Preferential Procurement Regulations, 2017

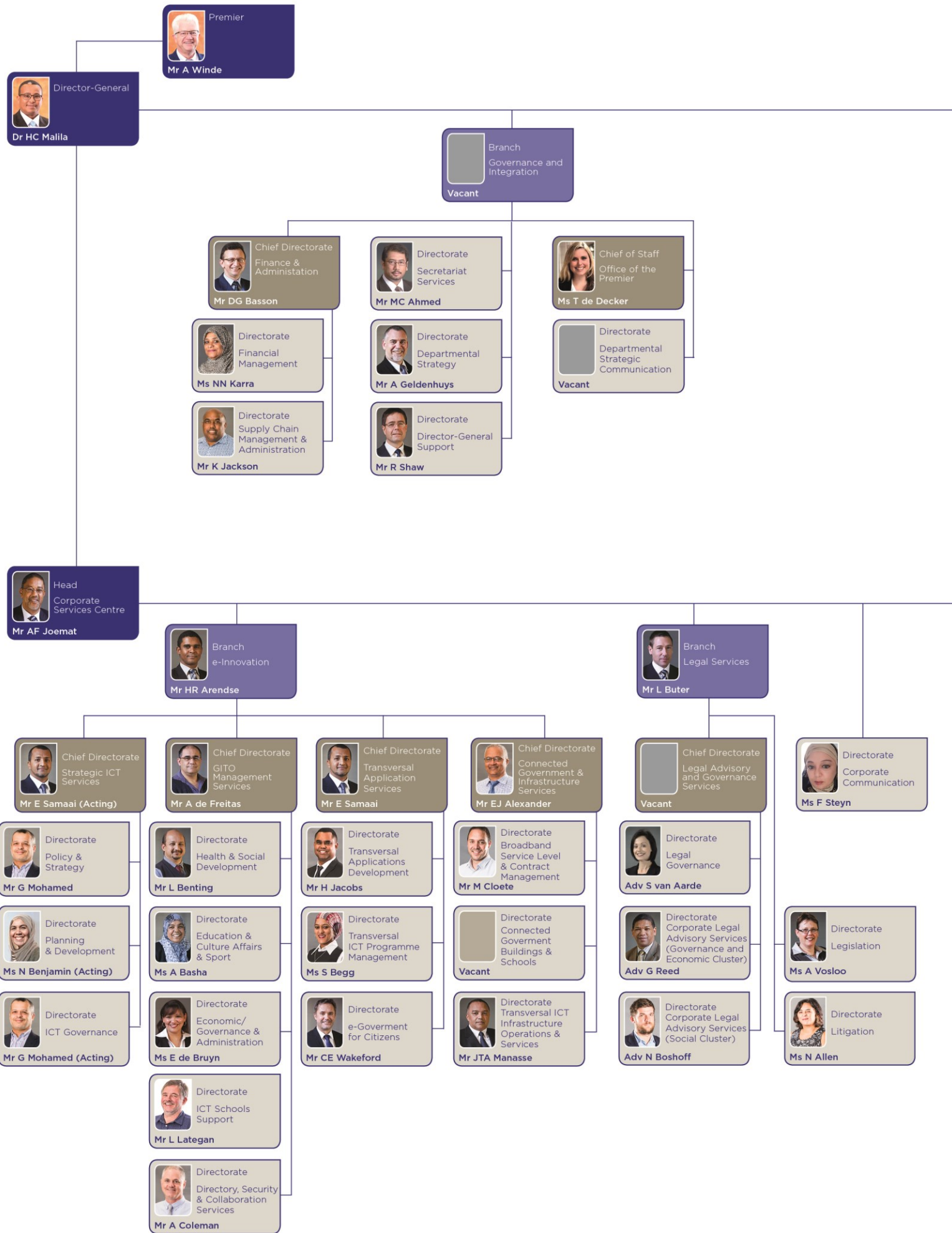
- Prescription Act, 1969 (Act 68 of 1969)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004)
- Prevention of Organised Crime Act, 1998 (Act 121 of 1998)
- Promotion of Access to Information Act, 2000 (Act 2 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000)
- Protected Disclosures Act, 2000 (Act 26 of 2000)
- Protection of Personal Information Act, 2013 (Act 4 of 2013)
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005)
- Provincial Treasury Instructions, 2012
- Public Administration Management Act, 2014 (Act 11 of 2014)
- Public Audit Act, 2004 (Act 25 of 2004)
- Public Finance Management Act, 1999 (Act 1 of 1999)
- Public Holidays Act, 1994 (Act 36 of 1994)
- Public Service Act, 1994 (Proclamation 103 of 1994)
- Public Service Regulations 2016
- Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act 70 of 2002)
- Skills Development Act, 1998 (Act 97 of 1998)
- Skills Development Levies Act, 1999 (Act 9 of 1999)
- Spatial Data Infrastructure Act, 2003 (Act 54 of 2003)
- State Information Technology Agency Act, 1998 (Act 88 of 1998)
- Western Cape Appropriation Act (annually)
- Western Cape Commissioner for Children Act, 2019 (Act 2 of 2019)
- Western Cape Consumer Affairs (Unfair Business Practices) Act, 2002 (Act 10 of 2002)
- Western Cape Delegation of Powers Law, 1994 (Law 7 of 1994)
- Western Cape Direct Charges Act, 2000 (Act 6 of 2000)
- Western Cape Provincial Coat of Arms Act, 1998 (Act 7 of 1998)
- Western Cape Provincial Commissions Act, 1998 (Act 10 of 1998)
- Western Cape Provincial Honours Act, 1999 (Act 9 of 1999)
- Western Cape Provincial Languages Act, 1998 (Act 13 of 1998)

In addition, the Department, as an entity and in fulfilling its role within the provincial government, takes into account national policy mandates, in particular the following:

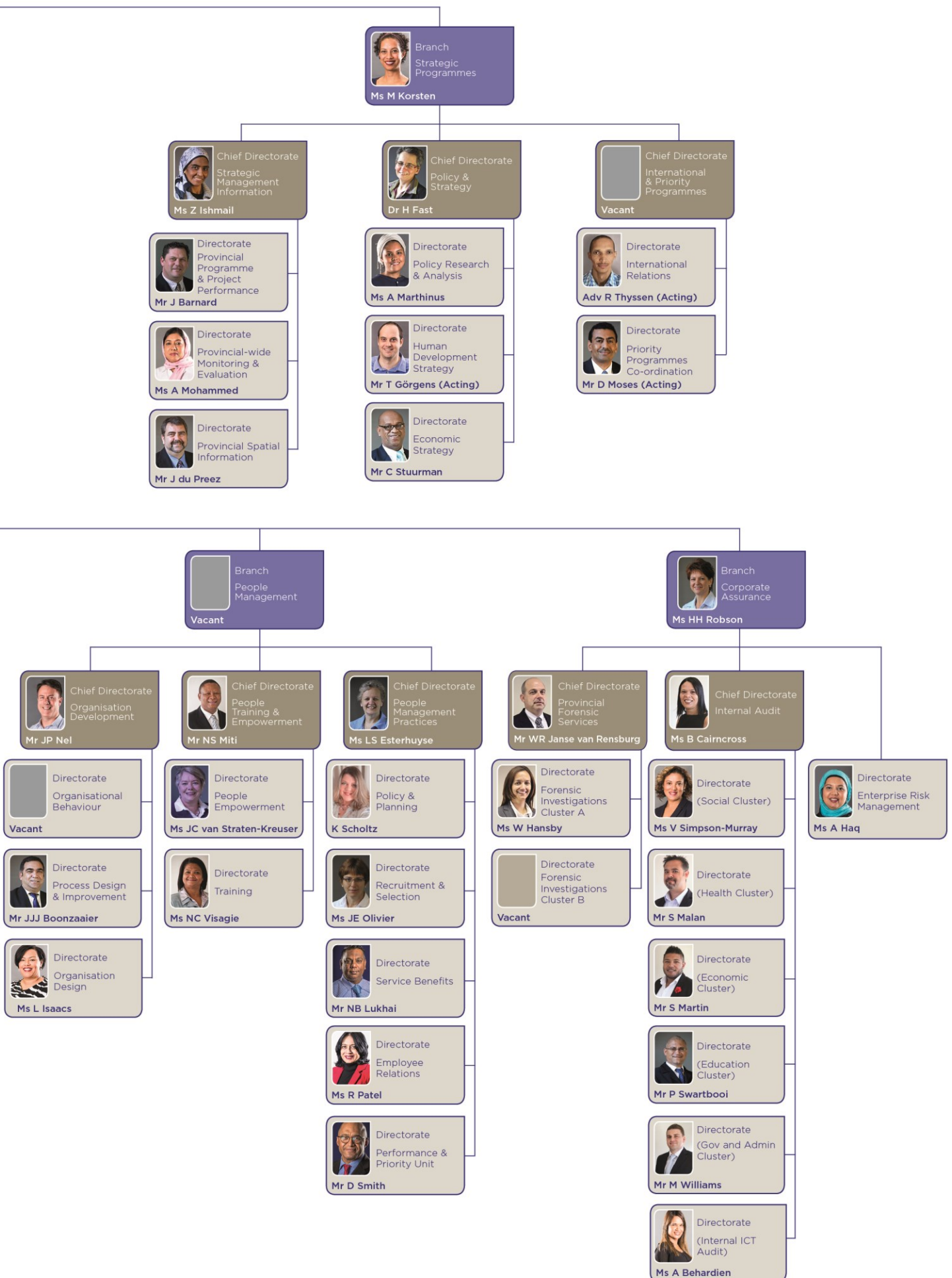
- Disaster Management Act (57/2002): Electronic Communications, Postal and Broadcasting Directions Issued under Regulation 10 (8) of the Act (2020)
- Framework on gender-responsive planning, budgeting, monitoring, evaluation and auditing
- Green Paper on National Performance Management (2009)
- Medium Term Strategic Framework – 2019-2024
- National Development Plan (2012)
- National e-Strategy (2017)
- National Evaluation Policy Framework (2011)
- National Integrated ICT Policy White Paper (2016)
- National Knowledge Management Strategy Framework (2019)
- National Measurable Outcomes
- National Monitoring and Evaluation Framework – White Paper, October 2009
- National Skills Development Strategy (I, II and III)
- National Strategic Framework of the Department for Women, Children and People with Disabilities
- National Treasury Framework for Managing Programme Performance Information (2007)
- National Youth Policy (2009-2014) of the National Youth Development Agency
- Policy Framework for a Government-wide Monitoring and Evaluation System (2007)
- Policy Frameworks of the National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service
- Data Quality Policy 001: Policy on informing users of data quality (Stats SA), 2006
- Revised Framework for Strategic Plans and Annual Performance Plans 2019
- South Africa Connect
- Specific National Policy Frameworks on Gender and Women's Empowerment, Disability and Children
- The White Paper on a New Employment Policy for the Public Service (1997)
- The White Paper on Human Resources Management in the Public Service
- The White Paper on Public Service Training and Education (1997)
- The White Paper on the Transformation of the Public Service (1995)
- The White Paper on Transforming Public Service Delivery [Batho Pele] (1997)

8. ORGANISATIONAL STRUCTURE

The chart overleaf depicts the senior management structure of the Department as at 31 March 2021.



Organisational Structure of the Department of the Premier as at 31 March 2021.



9. ENTITIES REPORTING TO THE PREMIER

During the period under review, no entities reported to the Premier.







Part B

PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings, if any, being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 181 (Report of the Auditor-General), published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. Service Delivery Environment

2.1.1. Leadership and Governance

At the onset of the pandemic, the Department of the Premier facilitated up to three Cabinet meetings per week, daily Cabinet Committee meetings, weekly Provincial Top Management meetings, and bi-weekly meetings of the departmental Executive Committee. These meetings enabled the Executive to govern and provide leadership to the Western Cape Province during the crisis through strategic decision-making. Extended Cabinet meetings were also introduced, pulling in Metro and District Mayors and Municipal Managers.

The Secretariat Services and Protocol unit ensured a successful visit by the President and national Ministers and worked with faith-based organisations to develop protocols on bereavements, funerals and cross provincial border co-operation.

The Department of the Premier, together with the Provincial Treasury, led the strategic cluster in responding to the pandemic on a provincial level. The strategic cluster also advised the provincial Budget Policy Committee and Cabinet. Under the stewardship of the Director-General, a Hotspot Strategy was developed that provided for the coordination and management of an integrated COVID-19 response in geographical areas experiencing increasing infection rates. This was done in line with a Whole of Government and Whole of Society approach and supported by the Frontline Service Delivery Monitoring team. The Department has also initiated transversal leadership development through the Values-based leadership development programme (VBLDP). Thirty-five leaders are involved in a pilot programme which precedes the broader roll-out of this intervention. The aim is to develop leadership maturity to support the new way of work required within the WCG.

2.1.2. Policy and Strategy

During the pandemic, the strategic focus of the Department and the WCG shifted towards developing and supporting the implementation of a Provincial Recovery Plan, alongside a review of the 2019-2024 Provincial Strategic Plan (PSP) and Budget. The Department also commenced an intervention aimed at rethinking the "Way We Work" and institutionalising some of the learnings during the management of the pandemic. COVID-19 has brought with it challenges and opportunities, and some aspects of the "new normal" are here to stay.

The Provincial Recovery Plan, which derives from the PSP and prioritises interventions in the PSP, will focus on jobs, safety and wellbeing. These focus areas have as their goal the dignity of all Western Cape residents.

The aforementioned interventions will inform a review of the PSP's Vision-inspired Priority (VIP) 5: Innovation and Culture, the strategic priority led by the Department. Webinars with subject experts are taking place to provide guidance on transforming government in a disrupted world. These insights and those gleaned from Cabinet Bosberaads will inform the Provincial Recovery Plan and a "re-imagined" WCG.

2.1.3. International Relations

The Directorate: International Relations played a strong role in repatriating citizens as well as foreign nationals to their home countries at the onset of the pandemic and subsequent hard lockdown.

2.1.4. Using data strategically during COVID-19

During the onset of the COVID-19 pandemic, the Provincial Data Office (PDO) ramped up its services to deliver a number of data initiatives and data capabilities to support the Executive in making important decisions about service delivery and to save lives in our province. The provincial response to COVID-19 was therefore data-led and evidence based. The Department managed, collated, and improved the quality of various data sets; generated and analysed new data for insights; and synthesised existing evidence, particularly in support of the provincial Hotspot Strategy. It enabled rapid and improved decision-making, which informed management responses in hotspot areas.

2.1.5. The WCG Capability Model

A key element of the Provincial Recovery Plan is the development and application of the WCG Capability Model to support the transversal themes of jobs, safety and wellbeing. The capability model defines the level of capacity required to deliver the WCG functions. An assessment of the existing WCG functions was done in this cycle and the outcome will be used to inform capacity development and re-allocation decisions going forward. The Department, together with the Provincial Treasury, initiated an analysis of the cost of employees (COE) that will form the basis for departmental COE planning. In ensuring a sustainable wage bill the Western Cape Government has only one area of direct influence, that is headcount as remuneration falls within the purview of the Department of Public Service and Administration (DPSA).

2.1.6. People Management

The Department ensured that staff salaries were paid and developed numerous policies and guidelines in response to the pandemic. The guidelines and practice notes assisted people managers with the management of, amongst others, leave arrangements and the management of vulnerable employees with comorbidities.

Change support strategies were defined and implemented to support leaders and all WCG staff to deal with the implications of COVID-19. The Employee Health and Wellness service played a significant role in enabling leaders to support their staff through this challenging time.

2.1.7. Centre for e-Innovation

Access points were installed in various facilities to create wireless local area networks, particularly in field hospitals, including the 'Hospital of Hope' at the Cape Town International Convention Centre.

Video conferencing facilities were enabled in the Joint Operations Centre at 4 Dorp Street and at the Provincial Disaster Management Centre.

Employees were enabled to work from home by rolling out MS Teams to more than 10 000 employees. Bulk data and WiFi routers were procured and distributed to 500 key employees. Through the activation of Virtual Private Networks, employees were provided access to applications hosted on the corporate network in addition to departmental critical systems and applications that staff required access to while working from home. These interventions ensured business continuity of critical services throughout the pandemic.

The WCG Contact Centre is one of 14 channels citizens can use to access WCG services. The Centre assisted with the humanitarian relief response, managing up to 15 000 calls per day from a prior average of 3 000 calls per day. Departmental employees were temporarily redeployed as call centre agents to assist with the increase in calls until additional capacity was sourced.

The call centre also provided advice to citizens seeking social relief of distress grants.

2.1.8. Legal Services

The Department provided advice and guidance on the interpretation of the Disaster Management Act Regulations and Directions and supported the Ministry of Finance and Economic Opportunities by vetting Frequently Asked Questions (FAQs) that were published on the Western Cape Government website as guidance to government, business and the public on the interpretation of the various regulations and directives that were issued during the lockdown phases/alert levels. The unit also supported departments in concluding various commercial transactions that were required to respond to the disaster pertaining to, amongst others, the establishment of field hospitals, isolation and quarantine facilities.

The unit advocated for greater consultation on draft regulations and directions by national government and supported Members of the Executive in responding to draft and issued regulations and directions.

2.1.9. Internal Audit

The Department assisted with strengthening the control environment and focused its work on providing assurance on the effectiveness, efficiency and economy of COVID-19 related Supply Chain Management (SCM) transactions. The unit also played an advisory role on the Central Procurement Advisory Committee that was chaired by the Provincial Treasury.

2.1.10. Corporate and Strategic Communication

A large-scale public communication programme was rolled out to educate the public on what COVID-19 is and how to avoid transmission of the virus particularly through behaviour change interventions. Strategic and Corporate Communication implemented three campaigns, "Stop the Spread", "Stay Safe and Save Lives" and "Stay Safe, Move forward" using a variety of media including: radio, billboards, loud hailing services, flyers and press adverts, pamphlets, taxi decals, "Share the Love" presentations to NGOs, animated images for online digital ads, "Keep Gran and Grandpa Safe" poster jpegs for online digital ads and street pole posters, taxi execution – inside, and link to CTICC video.

The communication campaign also included relevant weekly polling research, which was used to improve the targeting and focus of messaging.

2.1.11. Occupational Health and Safety

The Department procured masks for staff, thermometers for various buildings occupied by departmental employees and ensured compliance with a multitude of regulatory frameworks. A Compliance Officer was appointed, the Terms of Reference of the OHS Committee was updated, an office cleaning protocol was implemented, and isolation rooms were set up and equipped.

2.2. Service Delivery Improvement Plan

The Department has completed a Service Delivery Improvement Plan (SDIP) for 1 April 2018 to 31 March 2021. The tables below highlight the service delivery plan and the achievements to date.

Table 6: Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Cape Access e-Centre Operations	Citizens within communities with a special focus on semi-urban areas, which are identified as priority areas, within the Western Cape	a) 3 171 Cape Access e-Skills training opportunities provided (accredited) 1 504 Cape Access e-Skills training opportunities provided (non-accredited) b) 682 263 Cape Access User Sessions (including closure of all Centres due to COVID-19 from 19 March 2020)	a) 2 000 Cape Access e-Skills training opportunities provided b) 400 000 Cape Access User Sessions	a) 1 877 Cape Access e-Skills training opportunities provided i.e. 1 532 (accredited) and 345 (non-accredited) b) 159 706 Cape Access User Sessions conducted. Underachievement is due to Centres being closed and limited capacity numbers in compliance with National Disaster regulations
e-Government Channels	Citizens within the Western Cape	a) 42 547 968 (Internet Portal only), 108 942 009 (including Social Media and WCG Contact Centre Contact tickets across channels, excluding WCG Intranet)	a) 20 000 000 Contact Tickets across channels (excluding WCG Intranet). [Nr WCG Portal Contact tickets; Nr WCG Contact Centre Contact tickets; Nr WCG Social Media Impressions; 13 e-Government access channels managed through which citizens actively engage Government (excluding Intranet)]	a) 229 118 083 Contact Tickets across the following channels: <ol style="list-style-type: none"> WCG Portal: 53 909 562 WCG Facebook: 159 649 570 WCG Twitter: 13 592 094 WCG LinkedIn: 1 228 110 WCG YouTube: 121 155 WCG Call Centre: 462 144 WCG Fax: 78 WCG Please Call Me: 43 565 WCG Walk-in Centre: 1 457 WCG Snail Mail: 1 Presidential Hotline: 106 WCG SMS: 17 419 WCG Email: 86 920 Portal queries: 3 300 Social media queries: 2 602

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
		b) 99.02% Presidential Hotline Resolution Rate c) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre d) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement	b) 95% Presidential Hotline resolution rate. c) 1 User and Client Experience Survey conducted d) 1 User and Client Experience Report released	b) 99.41% (cumulative) Presidential Hotline Resolution Rate c) Hotline was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand d) Monthly eG4C dashboard reports distributed with necessary data to all departments

Table 7: Batho Pele arrangements with beneficiaries (consultation, access etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Cape Access e-Centre Operations Consultation: Clients are consulted through: a) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre b) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement c) Centre Managers are always on site as required	Consultation: Clients are consulted through: a) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required b) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted c) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required	Consultation: Clients are consulted through: a) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand b) Monthly eG4C dashboard reports distributed with necessary data to all departments c) e-Centre managers were on site during working hours, subject to National Disaster regulations, to engage with citizens throughout access sessions to obtain their input, when required

Current/actual arrangements	Desired arrangements	Actual achievements
<p>Access:</p> <p>Access created through:</p> <p>a) 73 e-Centres (contact details can be provided per e-Centre on request). The 3 additional centres opened during 2019/2020 are Klappmuts (April 2019), Sonskynvallei (November 2019), Rietpoort (December 2019). Conville e-Centre has been re-opened. The opening of 2 additional Centres (Brandwag and Melkhoutfontein) was delayed due to the COVID-19 Cape Access Centre closure, 19 March 2020</p> <p>b) The accessibility of services is also improved through:</p> <ol style="list-style-type: none"> Wheelchair accessibility at all e-Centres Appropriate Branding at 100% e-Centres e-Centre managers on site and accessible to citizens at 100% e-Centres 24/7 access to the WCG Contact Centre operational 07:30 – 16:00. Responses outside of Priority Escalation and Resolution Management (PERM) are managed in work hours <p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements</p> <p>b) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre</p> <p>c) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement.</p>	<p>Access:</p> <p>Access created through e-Centres:</p> <p>a) 70 e-Centres (contact details can be provided per e-Centre on request)</p> <p>b) Note: #One e-Centre (Conville) is temporary closed for renovations – it is envisaged to be re-opened in the near future</p> <ol style="list-style-type: none"> The accessibility of services is also improved through: Wheelchair accessibility at 100% physical locations (e-Centres) Appropriate Branding at 100% e-Centres e-Centre managers on site and accessible to citizens at 100% e-Centres 24/7 access to the WCG Call Centre operational 07:00 – 19:00. Responses outside of Priority Escalation and Resolution Management (PERM) are managed in work hours <p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements</p> <p>b) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required</p> <p>c) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted</p>	<p>Access:</p> <p>Access created through:</p> <p>a) 75 e-Centres (new Centres for 2020/21: Melkhoutfontein and Brandwag)</p> <p>b) The accessibility of services was also improved through:</p> <ol style="list-style-type: none"> 74 of 75 e-Centres are wheelchair accessible Appropriate branding at 100% e-Centres e-Centre managers on site and accessible to citizens at all e-Centres, as required, subject to National Disaster regulations 24/7 access to the WCG Call Centre operational weekdays 08:00 – 16:00 excluding COVID-19 related projects. Responses outside of Priority Escalation and Resolution Management (PERM) were managed in work hours <p>Courtesy:</p> <p>Courtesy reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements</p> <p>b) Hotline was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand</p> <p>c) Monthly eG4C dashboard reports distributed with necessary data to all departments</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p>d) e-Centre managers on site during working hours to engage with citizens</p> <p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) 1 Departmental Annual Performance Report tabled</p> <p>c) 100% available Cape Access website which was updated: www.westerncape.gov.za/capeaccess</p> <p>d) e-Centre managers on site at all e-Centres to provide information to citizens</p> <p>e) WCG Contact Centre monthly statistics of incidents received, as well as monthly resolution rate. Incidents are escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements</p> <p>f) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre</p> <p>g) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement</p> <p>Value for Money:</p> <p>a) ICTs used to facilitate more efficient and effective communication and service delivery</p>	<p>d) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required</p> <p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <p>a) 1 Departmental Annual Performance Plan published during March annually</p> <p>b) 1 Departmental Annual Performance Report tabled annually.</p> <p>c) 100% available Cape Access website which is updated, as required: www.westerncape.gov.za/capeaccess</p> <p>d) e-Centre managers on site at all e-Centres to provide information to citizens</p> <p>e) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements</p> <p>f) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required</p> <p>g) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted</p> <p>Value for Money:</p> <p>a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget)</p>	<p>d) e-Centre managers were on site during working hours, subject to National Disaster regulations, to engage with citizens throughout access sessions to obtain their input, when required</p> <p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) 1 Departmental Annual Performance Report tabled</p> <p>c) 100% available Cape Access website which was updated: www.westerncape.gov.za/capeaccess</p> <p>d) e-Centre managers on site to provide information to citizens, subject to National Disaster regulations</p> <p>e) WCG Contact Centre monthly statistics of incidents received, as well as monthly resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements</p> <p>f) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand</p> <p>g) Monthly eG4C dashboard reports distributed with necessary data to all departments</p> <p>Value for Money:</p> <p>a) 75 Cape Access e-Centres established and open to public, subject to National Disaster regulations</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p>e-Government Channels</p> <p>Clients were consulted through:</p> <p>Consultation:</p> <ul style="list-style-type: none"> a) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre b) Monthly reports are produced on citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement c) Inputs were provided by citizens which formed part of monthly analysis <p>Access:</p> <p>Access created through the 14 Government channels (including Intranet):</p> <ul style="list-style-type: none"> a) WCG Digital platform: Internet Portal: http://www.westerncape.gov.za/ Intranet Portal: http://intrawp.pgwc.gov.za/ b) WCG Social Media channels: Twitter: https://twitter.com/WesternCapeGov Facebook: www.facebook.com/WesternCapeGovernment YouTube: https://www.youtube.com/user/westerncapegov LinkedIn: https://www.linkedin.com/company/westerncape-government c) WCG Contact Centre: Call Centre: 0860 142142 Fax: 021 483 7216 SMS: 31022 – Help Please Call me: 079 769 1207 d) Walk-in-Centre: 9 Wale Street, Cape Town e) Snail Mail: 9 Wale Street, Cape Town E-mail Centre: service@westerncape.gov.za f) Presidential Hotline: 17737 g) Additional mechanism utilised: First Thursdays 	<p>Clients are consulted through:</p> <p>Consultation:</p> <ul style="list-style-type: none"> a) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required b) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted c) WCG Contact Centre: Citizens can provide inputs or raise matters, monthly analysis done <p>Access:</p> <p>No standards captured in the approved SDIP (2018 – 2021) for Year 3: 2020/21</p>	<p>Clients were consulted through:</p> <p>Consultation:</p> <ul style="list-style-type: none"> a) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand b) Monthly eG4C dashboard reports distributed with necessary data to all departments c) Monthly eG4C dashboard reports distributed with necessary data to all departments <p>Access:</p> <p>Access created through the 14 Government channels:</p> <ul style="list-style-type: none"> a) WCG Digital platform: http://www.westerncape.gov.za/ b) Twitter: https://twitter.com/WesternCapeGov Facebook: www.facebook.com/WesternCapeGovernment YouTube: https://www.youtube.com/user/westerncapegov LinkedIn: https://www.linkedin.com/company/westerncape-government c) WCG Contact Centre: Call Centre: 0860 142142 Fax: 021 483 7216 SMS: 31022 – Help Please Call me: 079 769 1207 d) Walk-in-Centre: 9 Wale Street, Cape Town e) Snail Mail: 9 Wale Street, Cape Town E-mail Centre: service@westerncape.gov.za f) Presidential Hotline: 17737 g) Physical First Thursdays suspended due to National Disaster regulations. First Thursdays continued in radio format

Current/actual arrangements	Desired arrangements	Actual achievements
<p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre c) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement d) Ongoing Contact Centre training conducted 	<p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required c) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted d) Annual Contact Centre training e.g. how to answer telephone; how to engage with citizens etc. 	<p>Courtesy:</p> <p>Courtesy was reported and measured through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements b) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand c) Monthly eG4C dashboard reports distributed with necessary data to all departments d) Ongoing Contact Centre training was conducted/ provided, subject to business requirements: <p>Department specific training included, for example:</p> <ul style="list-style-type: none"> i. DHS: Renting and Rental Disputes ii. DEDAT: Consumer Protector Services and COVID-19 Non-Compliance and Business Safety Complaints Management iii. DSD: Social Development Services iv. DTPW: Transport, Admin and Licencing v. DOH: COVID-19 Case and Contact Tracing and Diabetic Support vi. SASSA: Social Relief of Distress <p>Customer Service training included for example:</p> <ul style="list-style-type: none"> i. Effective Communication ii. Listening Skills iii. Professionalism and Building Rapport iv. Emotional Intelligence v. Attitude and Teamwork vi. Interpersonal Skills vii. Time Management viii. Telephone and Email Etiquette

Current/actual arrangements	Desired arrangements	Actual achievements
<p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published b) 1 Departmental Annual Performance Report tabled c) 100% available Western Cape Government website, which is updated, as required: www.westerncape.gov.za/ d) Contact Centre employees available at the 14 government channels e) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements f) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre g) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement <p>Value for Money:</p> <ul style="list-style-type: none"> a) ICTs used to facilitate more efficient and effective communication and service delivery 	<p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published during March annually b) 1 Departmental Annual Performance Report tabled annually c) 100% available Western Cape Government website which is updated, as required: www.westerncape.gov.za/ d) Contact Centre employees available at the 14 government channels e) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements f) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required g) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted <p>Value for Money:</p> <ul style="list-style-type: none"> a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget) 	<p>Openness and Transparency:</p> <p>Openness and transparency is achieved through:</p> <ul style="list-style-type: none"> a) 1 Department Annual Performance Plan published b) 1 Departmental Annual Performance Report tabled c) 100% available WCG website which was updated: www.westerncape.gov.za/cgpeaccess d) Contact Centre agents available through 14 government channels, subject to National Disaster regulations e) WCG Contact Centre monthly statistics of incidents received, as well resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements f) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand g) Monthly eG4C dashboard reports distributed with necessary data to all departments <p>Value for Money:</p> <ul style="list-style-type: none"> a) 14 Digital WCG Channels and 75 Cape Access e-Centres available to all citizens

Table 8: Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
<p>Cape Access e-Centre Operations</p> <p>Information is communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) Cape Access website 100% available: www.westerncape.gov.za/capeaccess</p> <p>c) 73 Cape Access e-Centres (e-Centre contact details can be provided as per e-Centre on request). Brochures are available at the Cape Access e-Centres</p> <p>d) Training is conducted as scheduled</p> <p>e) e-Centre managers on site at all e-Centres provided information to citizens</p> <p>f) 24/7/7 access to website at www.westerncape.gov.za and social media accounts</p>	<p>Information is communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published during March annually.</p> <p>b) 100% available Cape Access website: www.westerncape.gov.za/capeaccess</p> <p>c) 70 Cape Access e-Centres (e-Centre contact details can be provided as per e-Centre on request) which have brochures available at the Cape Access e-Centres</p> <p>d) Training and capacity building interventions provide opportunities for information sharing (training as scheduled)</p> <p>e) e-Centre managers on site at all e-Centres to provide information to citizens</p> <p>f) 24/7 access to website at www.westerncape.gov.za and social media accounts</p>	<p>Information is communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) Cape Access website 100% available: www.westerncape.gov.za/capeaccess</p> <p>c) 75 Cape Access e-Centres (e-Centre contact details can be provided as per e-Centre on request). Brochures are available at the Cape Access e-Centres</p> <p>d) Accredited and non-accredited training provided as scheduled, subject to National Disaster regulations</p> <p>e) e-Centre managers were on site to provide information to citizens, subject to National Disaster regulations</p> <p>f) WCG website www.westerncape.gov.za and social media accounts maintained and accessible 24/7</p>
<p>e-Government Channels</p> <p>Information was communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) 1 Departmental Annual Performance Report tabled</p> <p>c) 100% available Departmental website: www.westerncape.gov.za</p> <p>d) 13 available government channels with Contact Centre employees providing information</p> <p>e) Additional mechanism utilised: First Thursdays</p>	<p>Information is communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published during March annually</p> <p>b) 1 Departmental Annual Performance Report tabled annually</p> <p>c) 100% available Departmental website: www.westerncape.gov.za</p> <p>d) 13 available government channels with Contact Centre employees providing information</p>	<p>Information was communicated through:</p> <p>a) 1 Departmental Annual Performance Plan published</p> <p>b) 1 Departmental Annual Performance Report tabled</p> <p>c) WCG website: www.westerncape.gov.za was 100% available.</p> <p>d) 13 government channels available with Contact Centre employees providing information</p> <p>e) Additional mechanism utilised: Physical First Thursdays suspended due to National Disaster regulations. First Thursdays continued in radio format</p>

Table 9: Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
<p>Cape Access e-Centre Operations</p> <p>Complaints/Suggestions/Compliments/Queries were registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre c) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement d) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required 	<p>Complaints/Suggestions/Compliments/Queries are registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required c) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted d) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required 	<p>Complaints/Suggestions/Compliments/Queries were registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements b) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand c) Monthly eG4C dashboard reports distributed with necessary data to all departments d) e-Centre managers were on site during working hours, subject to National Disaster regulations, to engage with citizens throughout access sessions to obtain their input when required
<p>e-Government Channels</p> <p>Complaints/Suggestions/Compliments/Queries were registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre c) Monthly reports are produced on Citizen engagements across all channels. The top 10 issues are identified and provided to Departments to inform service improvement d) Additional mechanism utilised: First Thursdays 	<p>Complaints/Suggestions/Compliments/Queries are registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents escalated to WCG departments to assist with resolutions. Citizens assist with identifying improvements b) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required c) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted 	<p>Complaints/Suggestions/Compliments/Queries were registered and monitored through:</p> <ul style="list-style-type: none"> a) WCG Contact Centre: monthly statistics of incidents received, as well as resolution rate. Incidents were escalated to WCG departments to assist with resolutions. Citizens assisted with identifying improvements b) Hotjar was utilised to collect feedback and usage recordings of the pages of the WCG portal. The feedback was used for content and usability improvements. The system provides dashboard reports on demand c) Monthly eG4C dashboard reports distributed with necessary data to all departments d) Additional mechanism utilised: Physical First Thursdays suspended due to National Disaster regulations. First Thursdays continued in radio format

2.3. Organisational environment

This period was defined by transition. Due to COVID-19, the strategy and ways of work had to be reviewed and aligned to the new context as work from home or rotational arrangements became the norm. Leaders and employees had to learn new skillsets to adapt to a significantly changed environment. The Department led and coordinated a variety of humanitarian relief efforts and were instrumental in supporting the provincial COVID-19 response. The impact of the pandemic resulted in budget reprioritisation to fund COVID-19 interventions.

Organisational design interventions were reprioritized while an institutional review process got underway to ensure that the provincial departments are structured in the most efficient and effective way. A departmental Budget Committee was established and tasked with approval of the most critical vacancies to be filled. Some senior management posts became vacant during the period under review but could not be filled due to budgetary pressures. Internal management processes were put in place to ensure that these vacancies did not impact on service delivery. These and other austerity measures supported the drive to reduce the compensation of employees budget over the medium term.

All departmental programmes had to redirect the focus of their resources and annual outputs in line with the demands created by the pandemic and in support of the provincial response, thus strengthening the transversal role of the Department and evidencing its value contribution. Business units adapted, improved and streamlined business processes as the need for showing greater efficiency increased.

Despite the challenges related to COVID-19, the Department managed to maintain most of its service delivery standards.

The Department was mindful of the social, psychological and physical impact of the pandemic on its people and activated a rigorous employee health and wellness support system. Personal Protective Equipment and consumables such as masks, sanitisers, etc. were purchased and installed to ensure a safe working environment. Internal awareness and communication campaigns were successfully undertaken, and guidance provided to assist employees with negotiating unprecedented and unpredictable times.

Since the onset of the pandemic, communication from government and other sources has been rapid and continually changing. The Department had to keep abreast of these developments and had to communicate with employees rapidly and provide the correct information to enable them to make informed decisions.

Many of the departmental programmes and processes were converted to online platforms and together with the use of modern technologies and institutionalization of cross-functional teams ensured that the Department could continue to give effect to its mandates and functions.

2.4. Key policy developments and legislative changes

Following the devastating impact of COVID-19, the Department led the development of a provincial Recovery Plan with jobs, well-being and safety emerging as the key policy priorities. The Recovery Plan extracts and prioritises critical elements of the Provincial Strategic Plan and is closely aligned to the existing Vision-inspired Priorities as contained in the Provincial Strategic Plan.

3. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The period under review signifies the first year of the 2020/2025 Strategic Plan and despite the pandemic good progress was made towards the achievement of outcome indicators.

The Department understands its role in the WCG as that of directing, guiding and enabling the WCG in pursuit of the provincial vision of "A safe Western Cape where everyone prospers". In support of this provincial vision, the Department formulated the impact it wants to have as "An enabled WCG that delivers accessible, quality and people-centric services to improve socio-economic outcomes for the people of the Western Cape."

Based on strategic analysis, the Department identified medium-term results (outcomes) that must be achieved so that the desired impact can be achieved at the end of the five-year term. The following progress against the outcomes was recorded.

- **Improved quality, efficiency and effectiveness of organisational performance**

The performance against the Enterprise Content Management system contributed to the level of knowledge management maturity in the Department. In our pursuit of level 3 Knowledge Management maturity by 2025, the plan to initially grow the usage of the ECM system has largely been achieved. In the next phase, the focus will be on the use of ECM as a collaboration tool, e.g. for meetings and for document write-ups, as well as the optimization of ECM as a filing space for electronic records. Together with a clean audit report and improved spending performance it thus contributed to improved quality, efficiency and effectiveness of departmental performance. A further initiative that directly contributed to this outcome, was the approval and implementation of the Department's Financial Management Capacitation Plan (FMCP) during 2020/21. The FMCP is a multi-year plan and is focused on the improvement of the financial and supply chain management skills of departmental staff.

- **Increased use of quality data and evidence**

The provincial response to COVID-19 was data driven and evidence led and resulted in increased use of quality data and evidence in decision-making. It also increasingly informed policy decisions, planning and implementation as evidenced through the extent to which data informed the COVID-19 Hotspot Strategy and supported the provincial safety strategy. For example, international evidence that identified the most effective violence prevention initiatives was evaluated and applied to the Safety Priority of the Recovery Plan, which allowed the priority to narrow its focus on those programmes that can deliver the greatest impact.

The data governance maturity across the WCG was measured during the year under review and an overall score of 1.7 was achieved.

- **Improved evidence-based policy, planning and implementation**

The development of the Recovery Plan as a provincial response to enable the economic and social rejuvenation of the province was deliberately data led and evidence informed. The Theory of Change process that underpinned the Provincial Strategic Plan was deepened and extended in the Recovery Plan to provide the basis for assessing the evidence base for Recovery Plan interventions.

In addition, building on the Whole of Society Approach, Area-based Teams (ABTs) were designed to embed data-led planning. Numerous sources of data were collated to provide an insightful, granular picture of crime trends in a given area and to measure whether Area-based Teams initiatives will be having the desired impact. This data will be shared with government stakeholders and community

members within each team to empower them to understand and address the drivers of violence in their local areas.

- **Enabled citizen-centric culture**

The WCG Culture journey continued with the finalization of a WCG Culture Strategy and the implementation of key interventions in support of it, such as the Values-based Leadership Development programme that included the facilitation of awareness sessions, leadership development webinars and toolkits. Furthermore, the roll-out of change capacity sessions was implemented. A WCG Capability Model was piloted, ensuring that the right level of capability to support the WCG functions is available to support the implementation of the Provincial Strategic Plan and Recovery Plan.

The New Way of Working initiative was based on being responsive to citizens and contributed to enabling a citizen-centric culture.

- **Enabled and competent employees**

A draft Future Fit Strategy was developed and will be implemented in the coming years to ensure that employees of the WCG are properly enabled and competent to perform not only mandated functions, but also contribute to interventions for citizen impact. The reconfiguration of the Provincial Training Institute to become a centre of excellence and an innovation hub gained momentum with the finalisation of a draft strategy by the end of the period under review.

- **Improved people management maturity**

The People Management Maturity Model and measurement instrument were developed and piloted. Refinements were done and consulted with all stakeholders. The baseline assessment will be conducted in the 2021/22 financial year where after improvement plans will be developed, if so required.

- **Digitally empowered citizens**

The WCG digital service facilities remained accessible to citizens during the pandemic. Thirteen digital channels through which citizens had access to government information and services were maintained while the number of citizen-facing services also increased. Due to lockdown restrictions the Cape Access Centres were not able to function fully for certain periods of the year, however 1 532 digital skills training opportunities were successfully provided. A total of 553 public Wi Fi hotspots were rolled out to sites where there is a minimum network speed of 100mbps, bringing the total number of public Wi Fi hotspots to 1 100.

The Department has also increased the number of services available on the WCG mobile application and digitized four prioritized citizen facing services or channels.

- **Optimised and integrated citizen-centric services**

The Contact Centre played a significant role in the humanitarian relief efforts during the early phases of the pandemic and had to scale up its responsiveness as it had to field up to 15 000 citizen contacts per day. The centre still managed to achieve a 96.11% resolution rate against a target of 95%.

- **Connected government and sound ICT governance**

The Department upgraded a further 389 WCG broadband sites from 10mbps to 100mbps, bringing the total number of sites with minimum network speeds of 100mbps to 1 339.

During the year under review the Programme maintained an average percentage network uptime and availability of 99.12% and an average of system uptime and availability of 99.94%. The Department also equipped sites with Wi Fi access points which include WCG corporate workspaces as well as the COVID-19 facilities.

- **Digitally empowered employees**

Great strides were made to rapidly increase the number of employees equipped with modern office software (Office 365) to 11 699 users – 8 699 more than the planned 3 000 users. The deviation was due to the fast-tracking of roll-out to users in response to COVID-19 by enabling employees to work from home.

- **Transformed governance resulting in improved service delivery**

A baseline assessment of the Corporate Governance Maturity levels of departments continued in a staggered approach, as per the agreed Internal Audit coverage plans. The corporate governance maturity target as determined in 2018/19 was a level 4 (as per the maturity model that forms part of the framework) and the baseline assessments conducted to date indicated an actual maturity level of 5. It must be noted that the results were based on a facilitated self-assessment where no evidence was submitted, as well as a low participation rate in some departments.

- **Enabled legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services**

Although Legal Services' key focus during the year under review was to provide legal services to the provincial executive and departments in support of the WCG's management of the pandemic, the unit also enabled legally sound decision-making in matters unrelated to the pandemic. Despite a significant demand for services during a challenging year, no executive or administrative decisions, in respect of which legal advice was rendered, were successfully challenged by third parties.

- **Improved perception of trust in the WCG to deliver on promises through strengthened strategic communications**

Public trust in WCG was tracked during the pandemic and a healthy trust in the WCG's ability to manage the pandemic was evident through weekly polling that was conducted. There were also positive shifts in the employees' awareness of the WCG brand as a result of a vigorous internal communications campaign in response to COVID-19.

- **Improved awareness of WCG brand purpose amongst employees toward internal culture change**

Much of the focus was on internal communication campaigns to reinforce positive behaviour choices by employees in the fight against COVID-19. Employees were provided with progress on WCG interventions and COVID-19 safety information through a variety of communication mediums.

BELOW:
Staff from the
Executive Governance and
Integration team



PROGRAMME 1:

EXECUTIVE GOVERNANCE AND INTEGRATION

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1. Programme 1: Executive Governance and Integration

4.1.1. Programme Description

4.1.1.1 The purpose of the programme

The main purpose of the programme is to provide executive governance services to the provincial executive and senior management of the Department. The programme strategically supports the Department of the Premier, Cabinet and the Accounting Officer and the provincial top management by providing good governance support and seamless executive secretariat support services for effective decision making by the Executive. In addition, the programme enables the Accounting Officer to comply with his corporate responsibilities, e.g. financial management, internal control, supply chain management, strategic management, strategic communication, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS). The departmental Deputy Information Officer function is also provided for in this programme.

4.1.1.2 Subprogrammes

During the period under review the programme provided for the following functions to be delivered:

Sub-programme 1.1: Programme Support provides administrative support to the management of this programme.

Sub-programme 1.2: Office of the Premier provides operational support to the Premier. Operational support to the Premier entails general office support, parliamentary support, media liaison services, diary management and reception services, as well as household support at the official residence. Most of the key positions in this subprogramme are filled on a contractual basis and are linked to the term of the Premier. Provision is also made for the appointment of special advisors in accordance with the Ministerial Handbook.

Sub-programme 1.3: Executive Council Support manages the executive secretariat. This sub-programme manages 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. The unit further deals with provincial protocol matters and administers the provincial honours.

Sub-programme 1.4: Departmental Strategy provides strategic management, coordination and governance support services. The sub-programme facilitates the departmental strategic management processes, and the safety and security arrangements for the Department.

Sub-programme 1.5: Office of the Director-General provides operational support to the Director-General. The sub-programme provides operational and administrative support services to the Director-General, manages departmental responses to parliamentary questions and assists with communication between the Director-General and relevant role players.

Sub-programme 1.6: Financial Management manages financial and supply chain management (SCM) services. The sub-programme ensures effective management and financial accounting services as well as the application of effective and efficient internal control measures. The sub-programme also ensures continuous engagements with line-functions throughout the year to facilitate appropriate budgetary input and proper, aligned procurement processes and advice.

A compliant system of SCM is managed on behalf of the Accounting Officer and the sub-programme also administers the management of movable assets including maintaining a credible asset register. Departmental records are managed in accordance with the National Archives and Records Service of South Africa Act (Act No. 43 of 1996, as amended in 2001). Transport management and general support services are also provided to the Department.

Sub-programme 1.7: Strategic Communication coordinates external communication and public engagement to ensure that the Western Cape Government effectively communicates its strategic goals and service delivery outcomes to the people of the Western Cape.

4.1.1.3 Programme contribution to institutional outcomes

The programme contributed to the Vision-Inspired Priority 5 through efforts to improve good governance in the institution as evidenced, amongst others, through achieving 100% of the Department's non-financial targets and spending 99.6% of its allocated funds in a tumultuous year. This performance, together with the higher than expected Enterprise Content Management (ECM) utilization rates achieved, registered progress towards the development of a service delivery index, the first phase implementation of a financial capacitation plan and tracking the reach and impact of communication efforts further contributed to improving the quality, efficiency and effectiveness of departmental performance.

The programme's monitoring efforts in respect of non-financial performance was increased to ensure the required focus and target achievement by the rest of the programmes. The institutionalization of the ECM system led to improvements in knowledge retention and the efficiency and effectiveness of collaboration between staff members. Strategic communication efforts based on and informed by solid research had the required effect during the various waves of COVID-19.

4.1.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 10: Programme 1: Executive Governance and Integration: target achievement against original Annual Performance Plan until date of re-tabling

Programme 1: Executive Governance and Integration									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved quality, efficiency and effectiveness of departmental performance.	Service Delivery Index Developed and Implemented	1.5.2 PSP rating on the Service Delivery Index	New indicator	New indicator	Annual Target: Index developed and implemented	Framework for Index not approved	Index not developed and implemented	The PSP Review and Recovery Plan processes were still underway by the end of the second quarter; including that of the October MTBPC and MTEC sessions. The outcomes of the October sessions and conclusion of the PSP and Recovery Plan processes, were to determine the continuance of the project	The Service Delivery Index is linked to the priorities in the Provincial Strategic Plan. The Recovery Plan is a further prioritisation of what is contained in the PSP and the index should therefore rather respond to the updated PSP/ Recovery Plan, the interventions of which were not finalised at the time and which should have informed the services to be focused on.

*Actual achievement is reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until the end of the second quarter (September 2020). An Addendum to the 2020/21 Annual Performance Plan was tabled in the Western Cape Provincial Parliament on 26 November 2020.

Table 11: Programme 1: Executive Governance and Integration: target achievement against revised Annual Performance Plan

Programme 1: Executive Governance and Integration								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved quality, efficiency and effectiveness of departmental performance.	Enterprise Content Management (ECM) system implemented	1.5.1 % utilisation of the Enterprise Content Management (ECM) system by departmental staff	New indicator	New indicator	50%	73%	23%	Overachieve ment as there was a big drive and more users have now successfully registered on the system and are now utilizing it.
Improved quality, efficiency and effectiveness of departmental performance.	Service delivery index developed and implemented	1.5.2 PSP rating on the Service Delivery Index	New indicator	New indicator	Framework for index developed and approved	Framework for index developed and approved	N/A	N/A
Improved quality, efficiency and effectiveness of departmental performance.	Financial Management Capacitation Plan approved	1.6.1 Number of financial capacitation plans approved and in implementation	New indicator	New indicator	1	1	N/A	N/A
	Management of media risks and opportunities	1.7.1 Number of monthly communication tracking reports produced	11	11	12	12	N/A	N/A

***Actual achievement is reported in relation to the original and revised performance information contained in the original 2020/21 Annual Performance Plan and as reflected in the Addendum to the 2020/21 Annual Performance Plan tabled in the Western Cape Provincial Parliament on 26 November 2020.*

4.1.3. Strategy to overcome areas of under performance

The programme achieved all its deliverables in the year under review and there were no areas of under-performance.

4.1.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 1 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to indirect contributions to citizen-centric culture and governance transformation through efforts to maintain good corporate governance principles and practices and the various citizen-facing COVID-19 related communication research and campaigns implemented during the period under review.

The programme is administrative in nature and renders support to the rest of the Department. Departmental initiatives prioritising women, youth and persons with disabilities would therefore be supported from a SCM perspective.

4.1.5. Reporting on the institutional response to the COVID-19 pandemic

The Programme did not embark on citizen-facing COVID-19 interventions as its focus is providing internal governance and integration services to the Department. The Programme spent approximately R900 000 on putting the necessary COVID-19 safety measures in place consisting of sufficient Personal Protective Equipment and COVID-19-related consumables.

4.1.6. Linking performance with budgets

Table 12: Sub-programme expenditure

Sub-programme Name	2020/21			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	2 205	2 200	5	2 757	2 720	37
Office of the Premier	16 837	16 747	90	18 379	17 716	663
Executive Council Support	10 321	10 304	17	13 292	13 048	244
Departmental Strategy	5 402	5 387	15	4 978	4 845	133
Office of the Director-General	14 537	14 474	63	19 670	19 123	547
Financial Management	42 677	42 039	638	44 396	44 189	207
Strategic Communication	3 500	3 497	3	4 640	4 018	622
Total	95 479	94 648	831	108 112	105 659	2 453

The Programme underspent by 0.87% or R831 000 of the allocated funds, chiefly due to lower AGSA audit fees.

BELOW:
Staff from the Strategic
Programmes team



PROGRAMME 2:

PROVINCIAL STRATEGIC MANAGEMENT

4.2. Programme 2: Provincial Strategic Management

4.2.1. Programme Description

4.2.1.1 The purpose of the programme

The purpose of this programme is to provide policy and strategy support as well as strategic management information and to coordinate strategic projects through partnerships and strategic engagements.

4.2.1.2 Subprogrammes

During the period under review the programme provided for the following functions to be delivered:

Subprogramme 2.1: Programme Support provides administrative support to the management of this programme.

Subprogramme 2.2: Policy and Strategy supports the Executive strategically in the development and implementation of high-level provincial policies and strategies. This role is to lead, coordinate and support evidence-based policy development and innovation, planning and review across and within the WCG to support improved decision making and policy implementation that contributes to improved socio-economic outcomes.

Subprogramme 2.3: Strategic Management Information within the role of a Provincial Data Office, leads and coordinates data and evidence as strategic assets across the WCG, through Results-based Monitoring and Evaluation and Province-wide Data Governance.

Subprogramme 2.4: Strategic Programmes promotes the strategic goals of the Western Cape Government through key partnerships and engagements. This role includes engagement with international, provincial and local government and community partners in implementing the Human Rights framework, International Relations and Integrated Events Strategy.

4.2.1.3 Programme contribution to institutional outcomes

The Programme Provincial Strategic Management supports the outcome of improved results on service delivery and societal outcomes by improving the use of evidence to inform decision making, policy, planning and programme implementation in the Western Cape Government. This is particularly in relation to supporting implementation of Vision-inspired Priority 5's focus areas of Integrated Service Delivery and Innovation for Impact. In supporting PTM and Cabinet with strategic management of government's priorities, this programme was required to pivot this year and focus on initiatives that would directly support the WCG to respond agilely and effectively to the COVID-19 pandemic.

A month after the Provincial Strategic Plan (PSP) was approved by the provincial Cabinet, South Africa went into COVID-19 lockdown. As the devastating impact of the pandemic became evident, the Department had to evaluate the impact on the goals and targets set out in the PSP. The Programme produced in-depth, evidence-driven, diagnostic reports on how COVID-19 was impacting on the social and economic fabric of society and assisted provincial departments to revise their Annual Performance Plans (if required) and developed a Recovery Plan that would prioritise which PSP interventions would be implemented, given scarce resources. The result was the Western Cape Recovery Plan, which has provided the framework for implementing the PSP while at the same time responding to the impacts of COVID-19. Three priorities shape the Recovery Plan, namely Jobs, Safety, and Wellbeing.

The Recovery Plan initiatives are now being monitored regularly to ensure on-going impact and to adjust plans, if required. Throughout its development and implementation there is a strong focus on integrated service delivery with a strong focus on local government engagement as a key partner in the delivery

space. The increasingly complex issues governments need to respond to demand newer and more effective approaches to improve service delivery and achieve societal outcomes, particularly as result of the COVID-19 pandemic. The Programme also coordinates initiatives for the "Innovation for Impact" outcome of VIP 5.

Strategic engagement between government, and international, national and local stakeholders supports evidence-based planning and implementation of government's priorities. The Programme has continued to explore innovative ways of optimising the impact of engagements with a broad array of international and local stakeholders in support of responding to the pandemic and strategic priorities.

The Programme annually measures the maturity level of data governance across the provincial departments in the WCG. The maturity assessment provides a reflection of progress towards shaping data and evidence services to the desired level of 3 that has been set as a five-year target. For the year under review the value derived from the maturity assessment was in establishing a baseline for each department and the WCG as a whole. This baseline assisted the PDO to identify where improvements in data governance are required and what the possible action plans should be. The average maturity score for the WCG was 1.7. This places the WCG between maturity level 1 (initial) and level 2 (reactive). Four departments scored above level 2.

4.2.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 13: Programme 2: Provincial Strategic Management: target achievement against original Annual Performance Plan until date of re-tabling

Programme 2: Provincial Strategic Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Increased use of quality data and evidence	Provide evaluation evidence on innovation in WCG	2.3.3 Number of evaluations conducted on VIP interventions	New indicator	New indicator	3	2	1	This was an annual target. 2 Evaluations completed by end of September.	All work was converted to respond to COVID-19 and the policy priorities emanating from the pandemic. The indicator was changed to reflect the operational shift in focus to COVID-19.

**Actual achievement is reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until the end of the second quarter (September 2020). An Addendum to the 2020/21 Annual Performance Plan was tabled in the Western Cape Provincial Parliament on 26 November 2020.*

The performance indicator 2.3.3 "Number of evaluations conducted on provincial policy priority interventions" is an amended performance indicator. The initial planned performance indicator was "evaluations conducted on VIP interventions" for the year under review. This expected output was amended due to demand to include policy priorities and COVID-19. The evaluation service was converged from conducting full scale evaluations to adopting a rapid evaluation methodology approach to ensure an uptake of evidence that is responsive to COVID-19. The rapid evaluations delivered, up to September 2020, included the WCG Humanitarian Response with a Focus on Food Relief, and WCG Supply Chain Measures and Interventions Implemented in response to COVID-19. This was achieved beyond an initial planned target of nil for the period up till September 2020.

Table 14: Programme 2: Provincial Strategic Management: target achievement against revised Annual Performance Plan

Programme 2: Provincial Strategic Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved evidence-based policy, planning and implementation	Policy, planning and PSP implementation in WCG departments	2.2.1 Number of transversal policies and strategies produced	New indicator	New indicator	4	4	N/A	N/A
		2.2.2 Number of quarterly reviews on the progress with implementation of the Provincial Strategic Plan	New indicator	New indicator	4	4	N/A	N/A
		2.2.3 Number of identified policy areas where problem-solving methodologies are applied	New indicator	New indicator	3	3	N/A	N/A
Increased use of quality data and evidence	A set of annual publications on indicators and data across WCG	2.3.1 Number of annual publications produced on measuring a set of indicators within key statistical thematic areas	1	1	2	2	N/A	N/A

Programme 2: Provincial Strategic Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Increased use of quality data and evidence	A set of performance data releases against set APP targets for the WCG as managed through the quarterly performance reporting system	2.3.2 Number of quarterly releases on provincial performance data published	New indicator	New indicator	5	5	N/A	N/A
	Provide evaluation evidence on innovation in WCG	2.3.3 Number of evaluations conducted on provincial policy priority interventions	New indicator	New indicator	3	6	3	Overachievement on annual target was due to increased demand for evaluations during Covid-19
Improved evidence-based policy, planning and implementation	Strategic partnerships created as a result of international relations engagements	2.4.1 Number of strategic partnerships created as a result of international relations engagements	New indicator	New indicator	10	10	N/A	N/A
	Human Rights-based transversal programmes institutionalised across WCG in respect of priority groups	2.4.2 Number of bi-annual reviews on human rights-based programmes submitted to Cabinet	New indicator	New indicator	2	2	N/A	N/A
	Priority Programmes Co-ordinated	2.4.3 Number of bi-annual reviews on priority programmes implemented	New indicator	New indicator	2	2	N/A	N/A

****Actual achievement is reported in relation to the original and revised performance information contained in the original 2020/21 Annual Performance Plan and as reflected in the Addendum to the 2020/21 Annual Performance Plan tabled in the Western Cape Provincial Parliament on 26 November 2020.**

The sub-programme Policy & Strategy completed research that underpinned the Recovery Plan: an Evidence Framework for Violence Prevention was formulated and adopted for implementation, as was a Family Strengthening Strategic Framework. The initiatives prioritised within Wellbeing were informed by the Programme's research, and a Nourish to Flourish Strategic Framework was adopted. The purpose of this research was to prioritise the most impactful interventions within each priority and to inform their implementation on the ground.

The sub-programme also provided quarterly updates on progress with the implementation of the PSP: as the Recovery Plan prioritised PSP interventions, an analysis of both the PSP and Recovery Plan progress was provided.

Innovative initiatives were also taken forward. The Problem-Driven Iterative Adaptation programme continued, with three teams established to identify and analyse problem statements in the areas of safety, commuter safety, and fixed capital and property development. This process resulted in multiple stakeholders being engaged to understand the problem better and devise strategies to tackle separate components of the problem. It has proven to be a valuable methodology to assist public servants to understand and solve complex problems.

The performance indicator on annual publications on measuring a set of indicators within key statistical thematic areas delivered two publications that were achieved beyond an initial planned target of two for the period up to December 2020 and January 2021 respectively. These publications include "Measuring results using key service delivery indicators", "Measuring results using key outcome indicators" and "An Area-based profile for ten priority police precincts in the Western Cape". These publications are known as flagship data initiatives that provide insightful data for informed service delivery and for improved change in our societies.

The PDO consistently produced quarterly releases on the 'performance of non-financial performance data for the WCG', and in this regard provided quarter on quarter performance of the Western Cape Government (WCG) for the 2020/2021 financial year.

The rapid evaluations delivered, up to December 2020, included the "Western Cape Economy: A Focus on SMME Relief Schemes in Relation to the Tourism Industry", and the "Western Cape Safety Plan". This was achieved beyond the initial planned target of one (1) for the period up till December 2020.

The rapid evaluations delivered, up to March 2021 included the "Disaster Preparedness and Response Activities in the Western Cape in response to the COVID-19 Pandemic", and the "Implementation of the Western Cape Government Hotspot Strategy: Overview and Lessons Learned". This was in line with initial planned target of two (2) for the period up till March 2021. The over achievement of evaluations was demand driven using evaluative and data governance capabilities to generate evidence timeously for decision-making.

Specific outputs supported the evaluations capabilities using data governance approaches. An Evaluation Synthesis of all evaluations conducted, highlighted emerging thematic areas in relation to innovative methods and its value towards innovation for impact. Two WCG guidelines supported the capability developed on the rapid evaluation methodology. This included "A theoretical approach to undertake rapid evaluations", and "A practical approach to implementing rapid evaluations".

In addition to these performance measures, during the onset of the COVID-19 pandemic, the PDO ramped up its six services to deliver a number of data initiatives and data capabilities to support the Executive in making important decisions about service delivery and to be responsive to COVID-19. These services include: indicators, data and evidence landscape, evaluations and surveys, data quality and standards, data analytics and data ethics.

The PDO was instrumental in producing COVID-19 hotspot vulnerability and population profiles, socio-economic indices, data quality on small geographic area data, and synthesis briefs to provide a broad reflection on the state of the pandemic. These products also served to monitor progress in breaking the transmission of COVID-19 and limiting its impact on the Western Cape's population. Survey research provided a rapid diagnostic on matters such as working from home, returning to work and on brand values.

To meet the performance standard, the tested and successfully implemented Community Capacity Enhancement (CCE) training course had to be adapted. Protocols linked to managing COVID-19 necessitated a review of how training was conducted. At the most simplistic level, the concept of social distancing meant that a largely interactive training approach could no longer be followed. Limitations on face-to-face engagement saw technological solutions receiving greater consideration. Furthermore, the events sector support work was initially adapted to provide support to the Economic and Tourism Workstream as part of the broader WCG's response to the Covid-19 pandemic; thereafter the focus changed to sharing information. In collaboration with the Provincial Events Forum, the masterclass webinar series was initiated and delivered. The overall theme of the webinars focused on the Containment, Adaptation and Recovery (CAR) approach of the WCG towards economic recovery.

The Programme contributed to prioritising women, youth and persons with disabilities through institutionalising a focus on the integration of priority groups rights and needs into the practice of planning and decision-making in government through co-ordinating the Human Rights Strategic Framework implementation. This approach is to mainstream the consideration of gender, children, persons with disabilities and older persons into WCG departmental processes such as planning, budgeting, implementation and reporting. Key initiatives included a focus on human rights priority groups in the annual planning and budgeting processes, awareness and advocacy engagements with departments and key partners, engagements on and monitoring WCG input into the Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) framework implementation and Committee on the Elimination of Discrimination against Women (CEDAW) national reports. The Programme has also provided support to the Office of the Commissioner for Children.

4.2.3. Strategy to overcome areas of under performance

The programme achieved all its deliverables in the year under review and there were no areas of under-performance.

4.2.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 2 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to innovation that has impact, and integrated service delivery. The strategic outcome 'Increase use of quality data and evidence' is aligned to the Medium Term Strategic Framework (MTSF) priority 1 Capable, Ethical and Developmental State as well as Social Cohesion and Safer Communities.

4.2.5. Reporting on the institutional response to the COVID-19 pandemic

Table 15: Progress on institutional response to the COVID-19 pandemic

Budget Programme	Intervention	Geographic location (Province/District/local municipality)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Programme 2 Provincial Strategic Management	Diagnostic of the impact of COVID 19 on the implementation of the PSP: 2019 - 2024 by WCG departments	Whole Western Cape Province	N/A	N/A	N/A	N/A	It is part of the ongoing review of the implementation of the PSP: 2019 - 2024	The development of medium to long term provincial recovery plan and revision of PSP: 2019 - 2024

The impact of the national state of disaster and the nation-wide lockdown has necessitated the need to review institutional plans to ensure that plans respond to the COVID-19 pandemic and continue service delivery in the 2020/21 financial year.

Within this context, the Provincial Cabinet has mandated the Department and Provincial Treasury to review the PSP: 2019- 2024; SP: 2020- 2025; APP: 2020/21 and the 2020/21 budget allocations of all departments. This comprehensive revision will inevitably result in a reprioritisation of budgets, programmes, projects, service delivery targets and various commitments made in the PSP and plans of departments.

Papers produced dealt with, amongst others, a situational analysis of safety; jobs and growth; the humanitarian impact of the pandemic including impact on health, education, and nutrition; and COVID-19 and social cohesion. In addition, the PSP Implementation Progress Report for Quarter 1 assessed the impact of COVID-19 on PSP interventions. The draft papers formed the basis for presentations and approaches to the Recovery Plan in the Provincial Top Management (PTM), Bosberaad, Cabinet and Premier's Coordinating Forum (PCF) discussions.

4.2.6. Linking performance with budgets

Table 16: Subprogramme expenditure

Sub-programme Name	2020/2021			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	2 715	2 673	42	2 883	2 805	78
Policy and Strategy	16 648	15 308	1 340	14 004	13 096	908
Strategic Management Information	38 202	38 175	27	29 997	29 014	983
Strategic Programmes	10 939	10 331	608	15 043	12 606	2 437
Total	68 504	66 487	2 017	61 927	57 521	4 406

The Programme underspent by 2.94% or R2.017 million due to the impact of COVID-19 on certain projects which started later than anticipated or had to be postponed to the 2021/22 financial year.

BELOW:
The People
Management
Contact Centre Team



PROGRAMME 3:

PEOPLE MANAGEMENT

4.3. Programme 3: People Management

4.3.1. Programme Description

4.3.1.1 The purpose of the programme

The purpose of the Programme is to render a transversal people management service, consisting of organisational development, training and empowerment, and people practices.

4.3.1.2 Subprogrammes:

Programme 3 performs its people management functions through its four sub-programmes viz:

- Programme Support
- Organisation Development;
- People Training and Empowerment;
- People Management Practices.

Subprogramme 3.1: Programme Support provides administrative support to the management of this programme.

Subprogramme 3.2: Organisation Development coordinates the development of the required level of organisational capability to enhance citizen-centric delivery.

Subprogramme 3.3: People Training and Empowerment provides relevant and responsive skills training and development.

Subprogramme 3.4: People Management Practices provides effective, efficient and professional people management practices through strategic business partnerships and transactional excellence.

4.3.1.3 Programme contribution to institutional outcomes

In support of the outcome "Enabled citizen-centric culture" the focus was on driving a transversal engagement process to create awareness, understanding, support and the desire to all WCG employees to adopt the WCG way (the new way of working in the WCG). It entailed defining the cultural norms and creating awareness and buy-in for the new way of work. Various leadership interventions, support and capacitation were implemented. These initiatives were aimed to empower WCG to connect more with our core values as an organisation, to inspire high performance and foster positive relationships between leaders and their teams. Some of the initiatives will contribute to the enablement of behavioural shifts to be better aligned and service the needs of the citizens.

Enabled and competent employees: On a strategic level a draft Future-fit Skills Strategy and reconfigured Provincial Training Institute (PTI) model were developed. On an operational level training programmes were delivered through a revised methodology (online and hybrid) to respond to the challenges of the pandemic.

Improved people management maturity: The measurement of service standards was utilized to measure and improve the performance of the Programme (aggregate performance score of 95.22% was achieved with a WCG score of 97.52; Corporate Services Centre (CSC) score of 97.69 and departmental score of 90.29%). The baseline for people management maturity will be determined in the 2021/22 financial year.

4.3.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 17: Programme 3: People Management: target achievement against original Annual Performance Plan until date of re-tableing

Programme 3: People Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tableing	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved People Management Maturity	Optimised WCG Business Architecture	3.2.3 Number of projects delivered to increase the level of optimisation of the WCG business architecture	New indicator	New indicator	13	3	10	Lockdown resulted in client departments not being available	These projects refer to organisation design and process design initiatives that were stopped shortly after lockdown and could only commence again in Q3 due to increased availability of clients. Given that half the year was lost, the target had to be adjusted to be more realistic regarding the number of projects that could be achieved in the remainder of the financial year.
Improved People Management Maturity	Providing transversal learning programmes	3.3.1 Number of transversal learning programmes offered	50	60	60	30	30	Focus placed on online interventions due to Covid-19 pandemic	All face-to-face training was suspended due to COVID-19. During lockdown, some courses had to be converted to eLearning

Programme 3: People Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
									(online) and remote learning (MS TEAMS).
Improved People Management Maturity	Work experience opportunities for youth	3.3.3 Number of work experience opportunities for youth facilitated	New indicator	New indicator	800	634	166	The target of 800 will not be achieved as a result of COVID-19	Not all departments implemented the PAY Project with only Health and DEDAT opting to appoint interns. During lockdown, most employees worked remotely which meant that induction, orientation and mentoring and coaching of interns would be a challenge.
Enabled and Competent Employees	Future-fit Skills strategy	3.3.4 Phased Development and implementation of Future-fit Skills Strategy	New indicator	New indicator	Future Fit-skills Strategy developed	Terms of Reference for appointment of Service Provider was not approved. Management decision to utilise internal capacity	The Future Fit Skills Strategy was not developed	The time left until March 2021 was not enough for an external Service Provider to produce a Future Fit Skills Strategy	It was anticipated that a service provider would be appointed to assist with the development of the Future Fit Skills Strategy. However, as a result of COVID-19 disruptions the procurement process could not be completed. It was

Programme 3: People Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tableing	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
									decided to develop the strategy internally.
	Reconfiguration of Provincial Training Institute	3.3.5 Phased implementation of Annual Project Plan for the reconfiguration of Provincial Training Institute (PTI) completed	New indicator	New indicator	Reconfigured PTI Model developed	Terms of Reference for appointment of Service Provider was not approved. EXCO decided that internal capacity should be utilised	The Reconfigured PTI Model was not developed	The time left until March 2021 was not enough for an external Service Provider to develop a Reconfigured PTI Model	It was anticipated that a service provider would be appointed to assist with the development of the PTI Reconfiguration Model. However, as a result of COVID-19 disruptions the procurement process could not be completed. A draft strategy was developed internally.
Enabled and Competent Employees	Transactional excellence initiatives	3.4.3 Percentage planned transactional excellence initiatives completed	84% Numerator = 42 Denominator = 50	92%	95%	15%	80%	Error in PERMIS to PERSAL interface in respect of 11 outputs	The indicator refers to initiatives in the areas of recruitment and selection, service benefits, performance management, employee relations and the contact centre. During lockdown, a hold was placed on the recruitment processes and the Bargaining

Programme 3: People Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
									Councils suspended services. This resulted in related performance targets not being met resulting in the annual target to be reduced accordingly.

*Actual achievement is reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until the end of the second quarter (September 2020). An Addendum to the 2020/21 Annual Performance Plan was tabled in the Western Cape Provincial Parliament on 26 November 2020.

Table 18: Programme 3: People Management: target achievement against revised Annual Performance Plan

Programme 3: People Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Enabled Citizen Centric Culture	Values Based Leadership Programme	3.2.1 Percentage of annual Values Based Leadership Programme implemented	New indicator	New indicator	100%	100% Numerator = 9 Denominator = 9	N/A	N/A
	Citizen-centric culture experience	3.2.2 Percentage of the annual Citizen-centric culture programme plan implemented	New indicator	New indicator	100%	100% Numerator = 12 Denominator = 12	N/A	N/A
Improved People Management Maturity	Optimised WCG Business Architecture	3.2.3 Number of projects delivered to increase the level of optimisation of the WCG business architecture	New indicator	New indicator	7	7	N/A	N/A
Improved People Management Maturity	Providing transversal learning programmes	3.3.1 Number of transversal learning programmes offered	50	60	50	57	7	More programmes were moved to on-line platforms
	Assessment of learning for training impact programmes	3.3.2 Number of learning programmes assessed for training impact	9	8	10	10	N/A	N/A

Programme 3: People Management

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
	Work experience opportunities for youth	3.3.3 Number of work experience opportunities for youth facilitated	New indicator	New indicator	600	634	34	The Departments of Health and Economic Development and Tourism created more opportunities than anticipated
Enabled and Competent Employees	Future-fit Skills strategy	3.3.4 Phased Development and implementation of Future-fit Skills Strategy	New indicator	New indicator	Draft Future-fit Skills Strategy developed	Draft Future Fit Skills Strategy developed	N/A	N/A
	Reconfiguration of Provincial Training Institute	3.3.5 Phased implementation of Annual Project Plan for the reconfiguration of Provincial Training Institute (PTI) completed	New indicator	New indicator	Draft Reconfigured Provincial Training Institute (PTI) Model developed	Draft Reconfigured PTI Model developed	N/A	N/A
	Strategic business partnership initiatives	3.4.1 Percentage of planned strategic business partnership initiatives completed	99% Numerator = 106 Denominator = 107	84%	95%	100% Numerator = 105 Denominator = 105	5%	Focus on business plan implementation as it reflects in performance agreements
	Innovative people practices initiatives	3.4.2 Percentage planned innovative people practices initiatives completed	94% Numerator = 16 Denominator = 17	100%	95%	100% Numerator = 9 Denominator = 9	5%	Focus on business plan implementation as it reflects in performance agreements

Programme 3: People Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
	Transactional excellence initiatives	3.4.3 Percentage planned transactional excellence initiatives completed	84% Numerator = 42 Denominator = 50	92%	85%	98% Numerator = 149 Denominator = 152	13%	Focus on business plan implementation as it reflects in performance agreements
	People manager and professional empowerment initiatives	3.4.4 Percentage planned people manager and professional empowerment initiatives completed	95% Numerator = 18 Denominator = 19	94%	95%	100% Numerator = 12 Denominator = 12	5%	Focus on business plan implementation as it reflects in performance agreements

***Actual achievement is reported in relation to the original and revised performance information contained in the original 2020/21 Annual Performance Plan and as reflected in the Addendum to the 2020/21 Annual Performance Plan tabled in the Western Cape Provincial Parliament on 26 November 2020.*

The Sub-programme Organisation Development (OD) has an integrated but dual focus. It refers to ensuring that both service excellence (performance) and employee engagement (satisfaction) are achieved, since one cannot be achieved without the other. In other words, creating an effective organisation and healthy people.

The role of the Sub-programme Organisation Development is to enable improvements, in a healthy way, in organisational efficiency and effectiveness through planned interventions aimed at optimising the service delivery capability of WCG functions within departments. During 2020 the key focus was on approving and piloting the WCG Capability Model which is pivotal in enabling the delivery of the Recovery Plan and broader PSP. A capability assessment of WCG functions was conducted and the outcomes will be used in defining the re-allocation and/or development of certain capacities. A WCG Culture strategy was defined which informed key initiatives that were implemented during this cycle i.e. the Values-Based Leadership Programme, the WCG Way and change capability development.

The strategic intent is to become a business partner to its clients. To enable this, focus has been applied on the development of the internal capacities of the OD unit. Despite the challenges related to COVID-19, thirty-six organisation design interventions of varying focus and scope were conducted as part of a continuous process of assessing and enhancing departmental functional capability to evolving internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements.

Forty job evaluations were conducted to ensure alignment with the provisions of the Public Service Regulations (PSR) 2016. During this cycle the job evaluation system (Evaluate) provided by the Department of Public Service and Administration was suspended at short notice – the job design unit within the Chief Directorate designed generic templates to be used for benchmarking purposes to mitigate any business continuity risks. The Work Organisation policy which embeds the principles of affordability and proven need is pivotal in this regard and was updated. The new Job Description Format project, a joint initiative with the DPSA, delivered a feasibility assessment report which will be progressed with the piloting of the recommendations in two units prior to a broader/transversal roll-out. The aim is to ultimately use this as basis to create competency-informed and outcome-based people management practices in the WCG.

The WCG Services list has been defined which links all services to departments, functions, processes and to the Recovery Plan priorities. This will enable a more service-orientated approach to work by informing, amongst others, cross-Departmental Service Delivery Improvement Plans.

Competency assessments across various occupations were conducted to determine person-job-fit and development areas. To support the WCG through the ongoing cycle of change, change capability was developed by upskilling nominated individuals across all departments. A centre of excellence role is maintained by the Chief Directorate by supporting further development and creating a community of practice. It was also a key priority to ensure sustained provision of support to staff through the Employee Health and Wellness (EHW) programme despite the onboarding of a new service provider.

The Sub-programme People Training and Empowerment (PTE) adopts a competency and capability development model ensuring people development through the identification of training needs by designing and delivering both competency-based and capability training directly or through appointed service providers, performing skills development facilitation functions across the 11 CSC departments, and coordinating and managing the allocation of bursaries and internships. The PTE also plays a broader strategic role in the governance and management of transversal people development in the Western Cape Government, considering the strategic objectives and plans of provincial departments. The Chief Directorate also conducts training impact assessments on selected learning programmes and assumes responsibility for the development of Workplace Skills Plans, learnerships, administering the placement of interns and facilitating the process for awarding bursaries. The Chief Directorate also administers internships, including the Premier's Advancement of Youth (PAY) internship programme (which has now been institutionalised) that targets young people who have completed Grade 12 (matric). The internship programmes are a strategy by the WCG to address the growing youth unemployment and skills challenge in South Africa. During the one to two years 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.

The Subprogramme People Management Practices focuses on talent attraction and retention. People management practices contribute to an enabling work environment through promoting and safeguarding the constitutional and legislated rights of employees and employer alike and to be a strategic business partner.

The Directorate Policy and Planning drafted various people management guides in response to the COVID-19 pandemic focusing on the management of employees with co-morbidities and workplace safety. People management analytics and intelligence reports were provided to enable evidence-based people decision-making. Furthermore, the policy renewal programme was driven; workforce plans and Employment Equity (EE) plans were developed; and people management compliance reporting was done within the prescribed timeframes.

The Directorate Recruitment and Selection continued to facilitate talent sourcing services on behalf of client departments. Despite shrinking COE budgets, client departments remain reliant on recruitment

interventions to source or replace critical skills. Although fewer vacancies were advertised following the 2020/21 budget cuts, recruitment services remained available and accessible through an established e-recruit service throughout the lock-down period – 591 advertisements were placed; 1042 posts were advertised (more than one post included in advertisement); 510 interviews conducted and 886 nominations made.

The Directorate Employee Relations capacitated leaders and employees to sustain the desired culture through a rights and value-based training programme. The training methodology was adapted to meet the challenges posed by the pandemic. Grievances, misconduct cases and disputes were handled and finalised in a fair manner. A Protocol on Disciplinary hearings/meetings was consulted with the unions to provide for virtual disciplinary hearings/meetings to take place. In addition, secretariat and advisory services have been provided to Institutional Management and Labour Committee's (IMLC). This forum provides a space for the constructive resolution of work-place issues and where expectations and practices are shared through meaningful engagement.

The Directorate Performance and Priority Unit provided performance consulting services guiding people managers in respect of poor performance and incapacity. During the pandemic performance agreements, mid-year reviews and annual assessments were concluded. Moderation committees were supported in how to conduct effective and meaningful moderation meetings online which was finalised within the prescribed timeframes. A new probation module on Performance Information Management System (PERMIS) was developed and implemented. The Priority Unit was responsible for Head of Department (HOD) and Senior Management Service (SMS) recruitment processes.

The Directorate Service Benefits ensured that employees received their allowances and overtime payments. Advice and guidance were provided regarding various types of leave to be taken during the pandemic specifically dealing with isolation and quarantine. Recruitment initiatives, facilitated by the Chief Directorate People Management Practices on behalf of the 11 departments serviced by the Corporate Services Centre, had to continue despite lockdown measures that were instituted. The WCG was in the fortunate position to have an established e-Recruit platform in place, allowing applicants to submit job applications as before and selection committees to access online applications and Curriculum Vitae (CV) without delay. However, face-to-face interviewing was replaced by virtual interviewing through MS Teams, and submission of recruitment decisions for digital approval. While there was little time to prepare for this transition, changed procedures were easily accepted to an extent that it may continue as standard practice in future due to proven efficiencies and cost reductions.

On the operational front access to the PERSAL system was arranged through virtual private network (VPN), allowing system administrators to continue working from home, while transactional staff continued working on a rotational basis to allow for social distancing precautions.

The Programme contributed to prioritising women, youth and persons with disabilities through training and development opportunities, bursaries, internships and employment equity advisory services.

4.3.3. Strategy to overcome areas of under performance

The Programme has not underperformed in any of its deliverables. Risk mitigation strategies were employed to address challenges posed by the pandemic.

4.3.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 3 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to talent and staff development and citizen centric culture as well as the MTSF priority – a capable, ethical and developmental state.

4.3.5. Reporting on the institutional response to the COVID-19 pandemic

Table 19: Progress on institutional response to the COVID-19 pandemic

Budget Programme	Intervention	Geographic location (Province/ District/ local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Programme 3 People Management	Protective Screens	4 Dorp Street	N/A	N/A	17	17	N/A	N/A
	Procurement of disposal disinfectant cloths to employees to clean shared objects, door handles etc and New Norm change project implemented.	4 Dorp Street	N/A	N/A	10	10	N/A	N/A

The programme procured PPE and COVID-19 related consumables for employees in the Programme to mitigate the risk of COVID-19 transmission in the workplace. It resulted in addressing the fears of people as they returned to the office and embedded new working practices and behaviours.

Work processes, competencies, mindset, roles and accountabilities of people need to be adjusted to a new way of working. Fears of people need to be addressed, new working practices and behaviours embedded as people return to office. People need to be focused to assist in solving the challenges (i.e. operating costs that the new norm will bring). All of this needs to happen without losing sight of citizens' needs.

4.3.6. Linking performance with budgets

Table 20: Subprogramme expenditure

Sub-programme Name	2020/21			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	2 849	2 723	126	3 036	2 926	110
Organisation Development	59 605	58 935	670	63 213	58 466	4 747
People Training and Empowerment	31 864	31 580	284	37 638	37 020	618
People Management Practices	98 260	97 417	843	104 174	103 194	980
Total	192 578	190 655	1 923	208 061	201 606	6 455

The Programme underspent by 1% or R1.923 million chiefly due to COVID-19 impacts on certain projects.

BELOW:
The Cape
Access Team



PROGRAMME 4:

CENTRE FOR E-INNOVATION

4.4. Programme 4: Centre for e-Innovation

4.4.1. Programme Description

4.4.1.1 The purpose of the programme

The purpose of the programme is to enable service excellence to the people of the Western Cape through Information and Communication Technologies.

4.4.1.2 Subprogrammes:

The programme provides for the following functions to be delivered:

Subprogramme 4.1: Programme Support provides administrative support to the management of this programme.

Subprogramme 4.2: Strategic ICT Services renders strategic ICT services to the WCG focusing on planning and development, the co-ordination of the Corporate Governance of ICTs as well as the e-Government agenda which includes the citizen interface.

Subprogramme 4.3: GITO Management Services provides transversal ICT services to the WCG which includes the management of transversal infrastructure, the IT service desk as well as the IT service management to the Ce-I client Departments. This sub-programme is also responsible for the distributed computing environment, schools IT, as well as IT Service Management.

Subprogramme 4.4: Connected Government and Infrastructure Services is responsible for the Broadband initiative that provides connectivity to WCG sites and leverages the provincial broadband infrastructure to provide limited free public Wi-Fi hotspots for citizens.

Subprogramme 4.5: Transversal Applications Services is primarily responsible for Stream 3 of the Connected Cape initiative that focuses on transversal applications development, implementation and support.

4.4.1.3 Programme contribution to institutional outcomes

The Programme is responsible for driving the digital transformation agenda of the province and as a result made significant contributions to the departmental and provincial outcomes. It is an enabler of various VIP5 focus areas and enable focus areas in the other four VIPs.

Through achieving its APP targets, it has contributed to the following strategic priorities of the Department and the Province:

Digitally empowered citizens: Through the 74 Cape Access Centres and the 1 100 public Wi Fi hotspots the Programme provided free access to the internet and ICT to citizens, enabling them to access government and global information and services. The Cape Access Programme also provided free digital skills development opportunities to citizens in rural areas. This service unfortunately had to be scaled down significantly during the last financial year.

Optimised and integrated citizen-centric services: The WCG Contact Centre had to optimize and scale up its service offering significantly during the year under review to ensure that 96.11% of calls by citizens were resolved. These services included providing innovative service solutions to the departments of Health and Social Development that enabled their responses to the COVID-19 pandemic.

Digitally empowered employees: By digitally empowering employees the Programme enabled the WCG employees to continue to deliver services to citizens by operating remotely via digital platforms. A total of 11 699 employees were equipped with Office 365 software of which the key benefit was that it enabled

them to work remotely via MS Teams. Another contributing factor to employees being able to work remotely is the bulk of provincial applications having been migrated to the cloud.

A total of 1 468 workspaces within the WCG corporate and health domains were equipped with Wi Fi access points which enabled employees to be mobile in their specific workspaces.

The role of this Programme in operationalizing COVID-19 field hospitals and COVID-19 testing stations across the Province was key to the Western Cape's successful response to the pandemic. These sites were equipped with ICTs and Wi Fi technologies as well as new software that was implemented at the larger facilities.

Connected Government and sound ICT Governance: With a total of 1 339 sites with minimum network speeds of 100mbps, many of the innovative solutions that the Province embarked upon were made possible by the Province's extensive broadband network. During the year under review an average percentage network uptime and availability of 99.12% was maintained while the programme continued to strengthen this broadband backbone of the Province. The Programme ensured that an average systems uptime and availability of 99.94% was maintained during the period under review.

4.4.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 21: Programme 4: Centre for e-Innovation: target achievement against original Annual Performance Plan until date of re-tableing

Programme 4: Centre for e-Innovation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tableing	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Digitally empowered citizens	Provide public ICT access facilities where citizens have free access to ICT facilities and skills development opportunities	4.2.2 Total number of Cape Access Centres established and managed since inception	70	75	80	74	6	Impact of lockdown delayed opening new centres. The remaining centres from the 2019/2020 APP: Melkhoutfontein was opened on 10 August 2020 and Brandwacht was completed at the end of March 2021.	The target was adjusted due to funds that were shifted to fund COVID-19 Humanitarian Relief initiatives during the pandemic
	Provide digital skills development training to citizens	4.2.3 Number of WCG digital skills training opportunities available to citizens	New indicator	New indicator	2 000	0	2 000	e-Centres were closed during lockdown	The target was adjusted as the Cape Access e-Centres were closed in Q1 and no training could happen in Q2 due to lockdown restrictions. Resources were redirected to deal with COVID-19 priorities.
Optimised and integrated citizen-centric services	Contact Centre service that is responsive and ensures	4.2.4 Resolution rate of the WCG Contact Centre	New indicator	New indicator	98%	97,96% Numerator: 36 757	0.04%	This indicator was previously for the Presidential Hotline only	Due to the extraordinary increase in the number of calls during the COVID-19 Humanitarian

Programme 4: Centre for e-Innovation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
	accountability	contact tickets				Denominator: 37 524		and was extended to the whole contact centre.	Relief efforts, the annual resolution rate has been significantly affected. Budget reprioritisation resulted in a subsequent adjustment in the number of resources in the contact centre.
Digitally empowered employees	Provide pervasive connectivity to employees that enables them to be mobile in the workplace	4.4.3 Total number of work-spaces equipped with corporate Wi-Fi access points	New indicator	New indicator	3 000	1 299	1 701	Insufficient budget for full target. Decrease of 23 access points from in-quarter report due to decommissioning of various COVID-19 sites using Wireless technologies for connectivity.	The programme needed to reprioritise funding towards urgently required technology solutions (hardware and software) that were fast-tracked to strengthen our efforts in responding to the COVID-19 pandemic. This required an adjustment in the annual target to be aligned with the changed performance environment.

*Actual achievement is reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until the end of the second quarter (September 2020). An Addendum to the 2020/21 Annual Performance Plan was tabled in the Western Cape Provincial Parliament on 26 November 2020.

Table 22: Programme 4: Centre for e-Innovation: target achievement against revised Annual Performance Plan

Programme 4: Centre for e-Innovation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Digitally empowered citizens	Provide digital channels through which citizens have easy access to information and services	4.2.1 Number of WCG digital channels through which citizens actively engage government	14	14	13	13	N/A	N/A
	Provide public ICT access facilities where citizens have free access to ICT facilities and skills development opportunities	4.2.2 Total number of Cape Access Centres established and managed since inception	70	75	74	75	1	Brandwacht (the 75th Cape Access Centre) was completed at the end of March 2021
	Provide digital skills development training to citizens	4.2.3 Number of WCG digital skills training opportunities available to citizens	New indicator	New indicator	1 000	1 532	532	At the end of the Covid-19 Second Wave, Cape Access Centres were able to open and resume training.
Optimised and integrated citizen-centric services	Contact Centre service that is responsive and ensures accountability	4.2.4 Resolution rate of the WCG Contact Centre contact tickets	New indicator	New indicator	95%	96.11% Calculated as the average of the 4 quarters: Excel formula: Average (91.69%, 97.96%, 96.42%, 98.39%) Mathematical formula: (91.69% + 97.96% + 96.42% + 98.39%) / 4	1.11%	Performance achieved depends on demand and capacity, and complexity of issues addressed. The business has had to adapt to significant COVID-19 demands during the course of the year.

Programme 4: Centre for e-Innovation

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Connected Government and sound ICT governance	Ensure alignment of departmental ICT initiatives to departmental and provincial strategic priorities	4.2.5 Number of departmental ICT plans reviewed	13	13	13	13	N/A	N/A
	Perform research and development towards digital transforming back office operations and services to citizens	4.2.6 Number of research and development interventions undertaken	New indicator	New indicator	4	4	N/A	N/A
	Systems' hosting infrastructure will be operationalised 24 hours per day, seven days a week, 365 days per year	4.3.1 Average percentage systems uptime and availability maintained	99.90%	99.95%	98%	99.94% $\frac{8\,754.78}{8\,760} \times 100 = 99.94\%$	1.94	The overachievement was due to continuous and consistent management oversight and interventions in ensuring better stability in the environment.
	The network will be operational 24 hours per day, seven days a week, 365 days per year	4.3.2 Average percentage network uptime and availability maintained	98.44%	98.62%	98%	99.12% $\frac{8\,682.66}{8\,760} \times 100 = 99.12\%$	1.12%	The overachievement was due to continuous and consistent management oversight and interventions in ensuring better stability in the environment.

Programme 4: Centre for e-Innovation

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
	Ensure employees are restored to operational functionality	4.3.3 Average turn-around time in days for finalising IT Service Desk requests	4.99 days	4.99 days	6 days	4.98 days 247 925 days / 49 817 Calls = 4.98 days per call	1.02 days	The overachievement was due to continuous and consistent management oversight and interventions in ensuring better stability in the environment.
Digitally empowered employees	Employees equipped with modern enterprise productivity solutions	4.3.4 Number of computer users equipped with modern Office software (Office 365)	New indicator	New indicator	3 000	11 699	8 699	The overachievement was due to the fast-tracking of users in response to the COVID 19 situation where staff needed to work from home.
Digitally empowered employees	Provide stable high speed broadband connectivity to all WCG government sites	4.4.1 Total number of WCG sites upgraded to minimum network speeds of 100mbps	New indicator	1 089	1 250	1 339	89	Overachievement due to accelerated upgrade of broadband services at the beginning of the year.
Digitally empowered citizens	Provide free access to the internet to citizens through public Wi-Fi Hotspots	4.4.2 Total number of WCG sites provided with free Public Wi-Fi Hotspots	New indicator	623	978	1 100	122	Overachievement due to expedited rollout.
Digitally empowered employees	Provide pervasive connectivity to employees that enables them to be mobile in the workplace	4.4.3 Total number of workspaces equipped with corporate Wi-Fi access points	New indicator	New indicator	1 400	1 468	68	Available devices were being repurposed and resulted in over performance against

Programme 4: Centre for e-Innovation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
								revised target.
	Employees equipped with modern enterprise productivity solutions	4.5.1 Percentage of transversal business application solutions implemented	91%	93%	85%	117.65% Numerator = 20 Denominator = 17	32.65%	20 achieved out of 17. Additional delivery for COVID-19 funded initiatives/ requirements.
Optimised and integrated citizen-centric services	Provide citizen services via WCG citizen's mobile application platform	4.5.2 Number of services available on citizen mobile application platform	New indicator	New indicator	30	31	1	Additional delivery for COVID-19 initiatives.
	Increase the number of services delivered to citizens via digital channels	4.5.3 Number of prioritised WCG citizen-facing services or service channels digitalised	2	4	4	4	N/A	N/A

****Actual achievement is reported in relation to the original and revised performance information contained in the original 2020/21 Annual Performance Plan and as reflected in the Addendum to the 2020/21 Annual Performance Plan tabled in the Western Cape Provincial Parliament on 26 November 2020.**

The COVID-19 pandemic has accelerated the demand for digitalisation of services, causing departments to rethink the way they deliver services to our citizens. Remote working has become a new norm for WCG government employees, and it is envisaged that it will become established practice in future, albeit not to the same extent. The successful use of data and dashboards in our province's response to the pandemic has also led the way for an increased use of these technologies for normal operations within departments.

While many of the WCG's business units could reduce their service levels and volumes during the lock-down period, the Ce-I had to ramp up its efforts to ensure that the province's systems and networks remain operational. As a result of the pandemic, the Ce-I was required to deliver various additional outputs that would not have been required in the normal course of business, or it had to fast-track certain initiatives that were scheduled for later in the year or in subsequent financial years. The additional deliverables were performed with the same team members that were also required to continue performing its regular tasks

such as maintaining the network, ensuring information security, keeping the websites updated, performing desktop support - albeit remotely, developing applications, and generally servicing the needs of clients.

The Programme's contribution towards responding to the COVID-19 pandemic included, amongst others:

- Equipping the Provincial Executives by establishing the video-conferencing capacity in the Joint Operations Centre at 4 Dorp Str and capacitating the Disaster Management Centre at Tygerberg Hospital with video-conferencing facilities
- Equipping staff to work from home by rolling out MS Teams to 10 000+ staff members, procuring bulk data and Wi Fi routers for 500 key staff members and managing virtual private network remote access (VPNRA) activations for employees who require access to applications hosted on the corporate network
- Enabling Communications to Citizens by developing the WCG Health Coronavirus website
- Ensuring ICT Service continuity by engaging State Information Technology Agency (SITA) and Liquid Telecom South Africa (LTSA) to reach agreement that they will not implement any new changes that may cause the network to go down. This was especially critical in the health environment
- Focused on information security as a potential key area of weakness due to the security perimeter having shifted to the edge (devices at home). We have anticipated that cyber-hacking will be heightened during this period and hence stepped up our information security efforts
- Through the contact centre the department has contributed significantly to responding to the humanitarian relief efforts of the province. The contact centre's capacity was increased to manage more than 10 000 calls per day and to reduce the call drop rate by implementing a contact centre on demand solution that unblocked the constraint we had of 210 incoming lines. A provincial effort was coordinated by the branch to respond to all Please Call Me messages received by the contact centre
- The Programme, together with the CD Strategic Management Information team, had to address various requests for dashboards, maps and solutions which included, amongst other:
 - Solutions for the management of food parcel distribution (requested by the Department of Social Development)
 - Solution and dashboard for the distribution of food in respect of the R16m allocated to Districts (requested by the Department of Local Government)
 - Economic forecasting solution (requested by the Department of Economic Development and Tourism)
 - Data Nerve Centre: Working on the maps and dashboards for the COVID-19 Hotspots
 - Various requests for mobile screening solutions
- The Programme was also instrumental in equipping field hospitals with the relevant connectivity and developed much needed software solutions within short turnaround times. A key benefit of installing Wi Fi access points at the field hospitals was that it enabled patients to communicate with their loved ones who were unable to visit them.

The province's Broadband services has become the bedrock of service transformation and innovation. During the pandemic the province's broadband service has minimised service disruption to citizens, as employees were able to work remotely due to technologies enabled by the broadband network. The demand for access to the internet via our province's Wi Fi hotspots has also increased during the pandemic and will continue to increase as more Wi Fi hotspots are being rolled out.

Unfortunately, all Cape Access Centres had to be closed at the height of the pandemic which impacted on our training targets which subsequently had to be revised downwards. These centres were reopened as soon as national regulations allowed it, albeit it with limited services due to COVID-19 compliance required.

The Programme contributed to prioritising women, youth and persons with disabilities through the continued digitalisation of services. With digital platforms being a strong equaliser of gender, age and economic status, it promotes ease of access to information, skills and services to women, youth and especially people with disabilities. Through the Cape Access Programme the Province continues to make the centres accessible to disabled citizens by providing appropriate physical access as well as relevant software and hardware at our centres.

4.4.3. Strategy to overcome areas of under performance

The Programme has not underperformed in any of its deliverables. Risk mitigation strategies were employed to address challenges posed by the pandemic.

4.4.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

This programme has linkages with South Africa Connect (South Africa's Broadband Strategy) as well as the National Development Plan in respect of contributing towards its vision for the ICT sector.

The programme contributes to the Vision-Inspired Priority 5 through efforts to improve corporate governance maturity, people management maturity and e-governance maturity and connectivity. The programme has a general linkage to all focus areas of the 2019/2024 Medium Term Strategic Framework, but has a specific link to the Innovation and Culture Change focus area.

4.4.5. Reporting on the institutional response to the COVID-19 pandemic

Table 23: Progress on institutional response to the COVID-19 pandemic

Budget Programme	Intervention	Geographic location (Province/District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Programme 4 Centre for e-Innovation	Provide ICT and Contact Centre Support to Departments	All Municipalities	N/A	N/A	12 508	12 508	<ul style="list-style-type: none"> Provide digital channels through which citizens have easy access to information and services 	<ol style="list-style-type: none"> Continuity of services Our Executive Teams were able to respond to the pandemic with the right tools set.

Budget Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
							<ul style="list-style-type: none"> Contact centre service that is responsive and ensures accountability Employees equipped with modern enterprise productivity solutions Increase the number of services delivered to citizens via digital channels. 	3. Responsiveness to citizens' enquiries via contact centre and other platforms.
	IT Operational Support	Western Cape Province	N/A	N/A	N/A	N/A	APP: 4.3.3 - Resolution rate of Incidents to IT Service Desk	IT Support to all staff across the WCG; Remote working IT Solutions provided to staff
	Call Centre on Demand	N/A	N/A	N/A	1 474	651	N/A	Citizens in need were being assisted by the WCG
	Contact Centre Support	Western Cape Province	N/A	N/A	3 135	3 135	APP 4.2.4 - Resolution rate of the WCG Contact Centre tickets.	Support to medical staff and citizens in terms of Tracking, Tracing, quarantine, Isolation, Diabetic Treatment and Self-assessment of risk.

Budget Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
	Automation of systems to assist during COVID-19	N/A	N/A	N/A	N/A	N/A	APP 4.5.1 Percentage of transversal business application solutions implemented	Automating the required processes to assist the Department of Health in dealing with COVID-19 fatalities and the Department of Social Development to manage NPO funding application requests remotely.
	Automation of systems to assist during COVID-19 (DOCS)	All WCG offices across the Province	N/A	N/A	N/A	206	APP 4.5.1 Percentage of transversal business application solutions implemented	Information readily available for managers and allow for track and trace. Slowing the spread of COVID-19.

4.4.5.1 Provide ICT and Contact Centre Support to departments

The intervention contributed to the following outputs in the APP:

- Provide digital channels through which citizens have easy access to information and services
- Contact centre service that is responsive and ensures accountability
- Employees equipped with modern enterprise productivity solutions
- Increase the number of services delivered to citizens via digital channels.

Reasons for and the immediate outcomes for this intervention:

This intervention enabled continuity of critical business operations by the Province's employees and the Executive Management team who had to work remotely during a time of severe disruption of normal operations.

The Contact Centre, by ramping up its resource capacity and upgrading its technologies, was able to respond to abnormally high volumes of calls received from citizens.

The key lessons learnt from this intervention:

The Province has the requisite digital platforms in place to enable remote work by its employees without disruption of its major services to its citizens. Strong collaboration between the Department of Health and

the WCG Contact Centre proved hugely successful in providing telehealth services to citizens. This is a platform that will definitely be leveraged to expand the portfolio of telehealth services.

4.4.5.2 IT Operational Support

Reasons for the implementation of this intervention:

The Department played a key role in the rolling out of a large number of COVID-19 field hospitals and testing centres by providing the ICT infrastructure and software required by the Department of Health.

The key lessons learnt from this intervention:

Inter-departmental and cross-functional teams are able to deliver faster by pooling skills, expertise and resources.

4.4.5.3 Call Centre on Demand

Reasons for the implementation of this intervention:

The number of lines into the WCG Contact Centre was limited to 210, which was wholly inadequate at the height of the COVID-19 pandemic and the provincial humanitarian relief efforts. This resulted in a high call drop rate and destitute citizens being unable to register their relief needs. The Programme therefore resorted to procuring a contact centre on demand (CCOD) solution, a cloud-based service, which enabled having virtually a limitless number of incoming lines.

The key lessons learnt from this intervention:

The CCOD solution enabled contact centre employees to work remotely, thereby further strengthening the Province's business continuity capacity.

4.4.5.4 Contact Centre Support

Reasons for the implementation of this intervention:

At the outbreak of the COVID-19 pandemic the Department of Health was inundated with calls pertaining to the virus and their employees were unable to respond to all calls. The contact centre was therefore tasked to provide services to citizens pertaining to tracking, tracing, quarantine and isolation. The Department of Health has also determined that dedicated support be provided to high-risk patients, such as diabetics and contact centre employees were trained to provide support to diabetics. Where the support required was outside of the scope of the contact centre agents, the cases were escalated to medical practitioners.

The key lessons learnt from this intervention:

The use of the contact centre team for basic health-related services backed up by qualified medical practitioners as escalation level proved to be highly successful.

4.4.5.5 Automation of Systems to assist during COVID -19

Reasons for the implementation of this intervention:

Various new applications were required by different departments to manage the abnormal requirements that emanated from the COVID-19 pandemic. These solutions included a Nurse's Call solution, a mortuary queue management solution, NPO funding application management system for the Department of Social Development and various dashboards.

The key lessons learnt from this intervention:

The use of the agile development solution worked exceptionally well when working closely with the clients and having to develop solutions at short notice. Working closely with clients allowed for obtaining continuous and decisive input from the clients.

4.4.5.6 Automation of Systems to assist during COVID-19 (DOCS)

Reasons for the implementation of this intervention:

The Department of Community Safety required a quick entry application to manage the employees' access to WCG buildings. This was required to replace the previous paper-based registers for screening and allowing for track and trace of employees who have COVID-19 symptoms.

The key lessons learnt from this intervention:

Collaborative and iterative development approach with the Department of Community Safety and using an agile method resulted in the creation of a database for statistics and a management dashboard.

4.4.6. Linking performance with budgets

Table 24: Subprogramme expenditure

Sub-programme Name	2020/21			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	8 552	8 536	16	9 450	9 298	152
Strategic ICT Services	79 067	79 026	41	112 104	111 582	522
GITO Management Services	490 415	490 340	75	443 512	439 698	3 814
Connected Government Infrastructure Services	432 563	431 689	874	430 795	430 767	28
Transversal Applications Services	91 870	91 856	14	74 857	73 202	1 655
Total	1 102 467	1 101 447	1 020	1 070 718	1 064 547	6 171

The Programme underspent by 0.09% or R1.020 million due to the slow roll-out of Wi-Fi to Municipalities which is as a result of the disruption caused to the implementation team by the COVID-19 lockdown regulations.

BELOW:
Staff from the Corporate
Assurance team



PROGRAMME 5:

CORPORATE ASSURANCE

4.5. Programme 5: Corporate Assurance

4.5.1. Programme Description

4.5.1.1 The purpose of the programme

The purpose of this programme is to render enterprise risk management, internal audit, provincial forensic services, legal services and corporate communication services.

4.5.1.2 Subprogrammes:

Subprogramme 5.1: Programme Support provides administrative support to the management of this programme.

Subprogramme 5.2: Enterprise Risk Management renders risk management services to departments of the WCG, and ultimately executes the responsibilities of departmental Chief Risk Officers.

Subprogramme 5.3: Internal Audit independently evaluates the adequacy and effectiveness of risk treatments/mitigations for areas included in the Internal Audit Plans for all departments in the WCG.

Subprogramme 5.4: Provincial Forensic Services (PFS) renders reactive and pro-active forensic services to all departments in the WCG.

Subprogramme 5.5: Legal Services promotes efficient and effective governance by rendering legal advice in support of executive and administrative decision-making.

Subprogramme 5.6: Corporate Communication ensures the consistent application of the Western Cape Government's corporate identity, messaging and brand through rendering professional corporate communication services.

4.5.1.3 Programme contribution to institutional outcomes

The Programme contributed significantly to transforming governance in the WCG that results in improved service delivery, ensuring legally sound decision-making in the attainment of provincial strategic priorities and the delivery of services and to improving trust in the WCG through its communication interventions. The core services provided by this programme are governance services, mostly providing assurance to client departments that sufficient controls are in place to mitigate risks. Ultimately this impacts service delivery and the achievement of objectives.

4.5.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 25: Programme 5: Corporate Assurance: target achievement against original Annual Performance Plan until date of re-tabling

Programme 5: Corporate Assurance									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Transformed governance resulting in improved service delivery	Strategic risks identified that relates to the citizen and core service delivery.	5.2.3 Percentage of departmental risks identified that enable citizen-centric focus	New indicator	New indicator	45%	0%	45%	This was an annual target to be measured at the last day of the financial year.	During COVID-19, resources were redirected away from normal operations to assist with relief efforts as part of the provincial COVID-19 response. The Directorate ERM therefore prioritised the assessment of departmental strategic risks that are citizen-focused, rather than operational risks that are internally focused on departmental processes and risks given the availability of resources at the time.
	Conduct forensic investigations on allegations	5.4.3 Number of forensic investigations finalised	32	36	35	16	19	This was an annual target to be measured at the last day of the financial year.	Due to hard lockdown and client departments not being able to provide supporting documentation for investigations the target was adjusted.

Programme 5: Corporate Assurance

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	* Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Enabled legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services	Providing legal services to enable	5.5.2 Number of legal training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities	43	40	50	8	42	The training interventions presented by Legal Governance are geared towards face-to-face presentations. Due to the COVID-19 pandemic, most interventions for the second quarter had to be cancelled.	Due to the COVID-19 lockdown period, Legal Services was unable to facilitate face-to-face training as planned. The unit subsequently adapted the facilitation of training to utilise MS TEAMS.

*Actual achievement is reported in relation to the performance information reflected in the originally tabled Annual Performance Plan until the end of the second quarter (September 2020). An Addendum to the 2020/21 Annual Performance Plan was tabled in the Western Cape Provincial Parliament on 26 November 2020.

Table 26: Programme 5: Corporate Assurance: target achievement against revised Annual Performance Plan

Programme 5: Corporate Assurance								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Transformed governance resulting in improved service delivery	Approved enterprise risk management strategies and implementation plans	5.2.1 Number of enterprise risk management strategies and implementation plans approved by Accounting Officers	12	12	12	12	N/A	N/A
	Actual ERM deliverables delivered against all deliverables agreed on	5.2.2 Percentage completion of activities in approved enterprise risk management implementation plans allocated to D:ERM	99% Numerator = 510 Denominator = 514	99% Numerator = 502 Denominator = 505	95%	100.81% Nominator = 373 Denominator = 370	5.81%	Close monthly monitoring and, towards the end of the quarter, weekly and daily monitoring led to overachievement. Additional awareness sessions were also facilitated.
	Strategic risks identified that relates to the citizen and core service delivery	5.2.3 Percentage of departmental strategic risks identified that enable citizen-centric focus	New indicator	New indicator	45%	77.30% Nominator = 109 Denominator = 141	32.3%	This was a new indicator. Consolidated efforts between ERM team and Departments led to overachievement.
	Internal audit reports completed	5.3.1 Percentage of internal audit areas completed as per approved internal audit coverage plans	100%	95%	100%	100% 60 = Nominator; 60 = Denominator	N/A	N/A
	Recommendations incorporated into action plans	5.3.2 Percentage internal audit recommendations incorporated into agreed action plans	99% Numerator = 481 Denominator = 486	97% Numerator = 501 Denominator = 515	98%	98% 60 reports which contain 344 recommendations of which 337 were incorporated into action plans	N/A	N/A

Programme 5: Corporate Assurance

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
	Actions plans followed up and implemented	5.3.3 Percentage of action plans expired by the end of the third quarter followed up	101% Numerator = 616 Denominator = 610	97% Numerator = 435 Denominator = 450	98%	100% 79 areas with 454 actions plans to be followed up of which 454 were followed up by 30 March.	2%	Close monthly monitoring and, towards the end of the quarter, weekly and daily monitoring led to overachievement.
	Citizen-focused Internal Audit engagements conducted	5.3.4 Percentage of citizen-focused Internal Audit engagements conducted	New indicator	New indicator	50%	70% Numerator = 42, Denominator = 60	20%	Overachievement as more citizen focused audits were conducted than anticipated
	Facilitate anti-fraud and corruption awareness sessions / engagements	5.4.1 Number of anti-fraud and corruption awareness sessions /engagements facilitated	115	114	110	134	24	Overachievement due to close monitoring of implementation of activities and increased need for awareness sessions.
	Implement fraud prevention activities allocated	5.4.2 Percentage of fraud prevention activities allocated to the PFS implemented	98.6% Numerator = 149 Denominator=151	100% Numerator = 136 Denominator= 136	90%	105% Numerator = 146 Denominator = 139	15%	Overachievement due to close monitoring of implementation of activities and an increased need for services.
	Conduct forensic investigations on allegations	5.4.3 Number of forensic investigations finalised	32	36	31	31	N/A	N/A
	Follow up on recommendations made in forensic reports	5.4.4 Percentage of PFS recommendations followed-up	93% Numerator = 273 Denominator = 293	97% Numerator = 210 Denominator = 217	90%	99% Numerator = 206 Denominator = 208	9%	Overachievement due to careful monitoring and planning of the recommendation follow-up process.

Programme 5: Corporate Assurance

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Enabled legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services	Providing legal services to enable legally sound executive and administrative actions and decisions	5.5.1 Number of quarterly analytical reports on Legal Services activities	New indicator	New indicator	4	4	N/A	N/A
	Providing legal services to enable legally sound executive and administrative actions and decisions	5.5.2 Number of legal training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities	43	49	35	37	2	Overachievement as more training opportunities were provided.
Improved perception of trust in the WCG to deliver on promises through strengthened strategic communications	Providing a review and improving on transversal compliance of brand and brand concept by WCG departments. Supporting the WCGs Vision-Inspired Priorities through on-brand messaging which articulates our values and brand promise.	5.6.1 Number of Brand Assessment Reports generated	New indicator	New indicator	4	4	N/A	N/A
	Providing research on the perception of trust in the WCG to deliver on its promises to enable the assessment of strategic communications efforts	5.6.2 Number of reports on improvement in public trust in the WCG to deliver, as determined by a perception survey	New indicator	New indicator	2	36	34	Overachievement due to crises response focus. The purpose of these surveys was to gauge WC residents understanding and feelings around the crises.

Programme 5: Corporate Assurance								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	** Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
								Communication efforts were centered around these responses.
Improved awareness of WCG brand purpose amongst employees toward internal culture change	Providing research on the ability of staff to articulate the WCG brand purpose to enable an improved assessment of internal culture change efforts	5.6.3 Number of reports on the improvement of staff's ability to articulate the WCG brand purpose, as determined by the pass rate of an employee brand survey	New indicator	New indicator	2	2	N/A	N/A
	Providing awareness of the WCG brand purpose in support of the WCG Vision Inspired-Priorities and to build a single, strong organisational brand identity.	5.6.4 Number of WCG transversal internal communiques created and published	New indicator	New indicator	4	4	N/A	N/A

***Actual achievement is reported in relation to the original and revised performance information contained in the original 2020/21 Annual Performance Plan and as reflected in the Addendum to the 2020/21 Annual Performance Plan tabled in the Western Cape Provincial Parliament on 26 November 2020.*

In the year under review, the Sub-programme Enterprise Risk Management assisted departments to identify the risks and opportunities associated with the COVID-19 pandemic, its impact on the business and operations of the departments and how it can be mitigated. The COVID-19 pandemic was also incorporated into the provincial risk profile, using the number of active COVID-19 cases per 100 000 of population as a key risk indicator to monitor the risk exposure.

The Sub-programme Internal Audit played an integral role in providing assurance on the COVID-19 procurement transactions across the provincial departments and also was a member of the Central Procurement Advisory Committee chaired by the Provincial Treasury. During the first months of this financial year, most of the client departments could not accommodate internal audit, which resulted in resources being seconded to the Contact Centre (as described below). The Internal Audit plans were subsequently amended and approved to include the most relevant risks of the departments.

The Sub-programme Provincial Forensic Services responded to the narrative in the broader South African community that the procurement of Personal Protective Equipment during the COVID-19 pandemic was fraught with corruption, by expediting the fraud and corruption risk assessments in departments. Fraud and corruption awareness sessions were offered by means of Microsoft Teams engagements, e-learning and surveys, which continued throughout the year.

During the onset of the pandemic, this programme seconded about 30 resources to the Contact Centre which experienced a significant increase of calls relating to food parcels and assistance. This area was identified as an immediate need to address the vulnerabilities of our communities during COVID-19.

The Sub-programme Legal Services submitted four quarterly analytical reports on its activities which assisted in the identification of trends and risks that required intervention to promote legally sound actions and decisions and reduce exposure to litigation and other adverse impacts. The Sub-programme also provided 37 legal training opportunities to employees of the WCG, public entities and some municipalities. A large portion of these interventions focused on ensuring readiness for Protection of Personal Information Act (POPIA) implementation in the WCG.

During this reporting period the Sub-programme Corporate Communication focused its attention on the various COVID-19 communication campaigns as part of the provincial COVID-19 response.

It is a significant achievement for this Programme to have achieved all of its targets during a disruptive year. Some of the targets were even over-achieved, and the reasons for this are provided above. The services of this Programme were key to ensuring that controls were in place and complied with in the procurement processes, but also to be vigilant and aware of possible loopholes in processes that could lead to fraud and corruption.

The Programme contributed to the prioritization of women, youth, and people with disabilities through consideration of gender-responsive auditing of Departmental plans and performance against predetermined objectives and gender indicators and targets. Practically the GRPBMEA Monitoring framework is considered when relevant risk-based audits are performed.

4.5.3. Strategy to overcome areas of under performance

The Programme has not underperformed in any of its deliverables. Risk mitigation strategies were employed to address challenges posed by the pandemic.

4.5.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

This Programme contributes to the improvement of governance in the WCG through the services it renders. The strategic objective links directly to the National Development Plan and the Medium-term Strategic Framework, particularly Outcome 12 ("an efficient, effective and development-oriented public service"), and Outcome 3 ("all people in SA are and feel safe"), particularly as it pertains to fighting corruption. Furthermore, in collaboration with Provincial Treasury and the Department of Local Government, the Programme contributed to Vision-Inspired Priority 5 of the Western Cape Provincial Strategic Plan (and more specifically the focus area "governance transformation"). The Programme also contributed to the Departmental Strategic Outcome "Improved Good Governance in the Western Cape Government".

4.5.5. Reporting on the institutional response to the COVID-19 pandemic

Table 27: Progress on institutional response to the COVID-19 pandemic

Budget Programme	Intervention	Geographic location (Province/District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R' 000)	Budget spent per intervention (R' 000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Programme 5 Corporate Assurance	Let's stop the spread Campaign (Phase 1)	Across the WC Province	Not applicable	Not applicable	15 878	13 768	N/A	Public awareness and education and up-to-date information sharing re COVID-19
	Stay safe, save lives Campaign (Phase 2)	Across the WC Province	N/A	N/A	10 303	10 188	N/A	
	Stay Safe, Move Forward Campaign (Phase 3)	Across the WC Province	N/A	N/A	5 212	5 211	N/A	
	Phase 4 (wave 2)	Across the WC Province	N/A	N/A	5 679	5 373	N/A	

The WCG conceptualized and actioned a rigorous communication campaign aimed at changing citizens' behaviour towards the pandemic. A phased approach was implemented with two phases having been completed and a third still underway. Weekly polling communications research was used to inform the provincial campaign.

As part of the campaign, the Department, in partnership with the Department of Health, created various communication materials which were shared with all departments to use for their internal or external COVID-19 campaigns to create awareness and provide up-to-date information to Western Cape residents and staff. The communication campaign included three phases and two waves: "Let's stop the spread", "Stay Safe. Save Lives." and then "Stay Safe. Move Forward."

External communication interventions included a dashboard which provided residents and staff with up-to-date data on the spread of COVID-19. The site offers residents and businesses access to resources and information that can be shared in homes, office spaces, schools, retail outlets, and more.

It also included a paid-for awareness and education campaign that consisted of street pole posters, adverts and interviews on community and regional radio stations, advertisements in newspapers (community and regional), marketing on taxi interior and exterior, SMS utilizing various mobile providers, social media advertising and loud hailing in communities. Communication teams across all departments also did additional on-the-ground interventions, tapping into existing networks and finding new ways of communicating to the public to amplify the advertising campaign.

Internal communication interventions included up-to-date information on the Western Cape Government Intranet as well as weekly communication via electronic mail to all departmental staff on COVID-19 safety

– providing up-to-date, accurate information, and guidelines. Further internal communication included articles in our departmental newsletter and magazine engaging our staff on Western Cape Government plans to combat the pandemic. More practical and on the ground interventions included posters and floor marks/decals providing guidelines and in-office protocols which were circulated via the departmental Occupational Health and Safety Team.

4.5.6. Linking performance with budgets

Table 28: Subprogramme expenditure

Sub-programme Name	2020/2021			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	2 177	2 166	11	2 939	2 926	13
Enterprise Risk Management	8 324	8 211	113	9 172	8 786	386
Internal Audit	37 897	37 869	28	43 542	42 625	917
Provincial Forensic Services	14 172	14 126	46	14 817	14 098	719
Legal Services	46 488	46 157	331	46 640	46 495	145
Corporate Communication	48 635	48 362	273	16 860	16 768	92
Total	157 693	156 891	802	133 970	131 698	2 272

The Programme underspent by 0.51% or R802 000 chiefly due to COVID-19 impacts on certain projects.

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities

Table 29: Transfer payments to public entities

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
WESGRO	Provincial public entity	Coordination and support hub: Western Cape War Room project	Yes	5 000	2 260	Fewer in-person workshops owing to COVID-19; service provider costs were less than anticipated

5.2. Transfer payments to all organisations other than public entities

The table below reflects the transfer payments made for the period 1 April 2020 to 31 March 2021.

Table 30: Transfer payment made to all organisations other than public entities

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Library Business Corners	Non-Profit Institution	Establishing and maintaining Public ICT Access Centres	Yes	19 500	15 680	COVID-19 impact and cost-saving initiatives implemented
CHEC	Section 21 company	Funding for university research projects related to WCG priorities	Yes	500	Nil	Transfer made in March 2021

Table 31: Transfer payments budgeted for, but not made

The table below reflects the transfer payments which were budgeted for in the period 1 April 2020 to 31 March 2021, but no transfer payments were made.

Name of transferee	Purpose for which the funds were used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons for the funds unspent by the entity
N/A	N/A	N/A	N/A	N/A

LIBRARY BUSINESS CORNERS (LBC)

Transfers to Library Business Corners were made towards the operational management of the Cape Access Programme.

During the year under review the Cape Access Centres had to be closed for significant periods of time. The major recurring operational expenditures such as salaries, building rental and security still had to be paid by LBC. The initial transfer payment budget of R21 million was however reduced to R19.5 million due to reduced administrative expenditure that came about as a result of the lockdown.

Bi-monthly management meetings were held between the Centre for e-Innovation and LBC to discuss progress and spending against predetermined targets of the Cape Access programme.

CAPE HIGHER EDUCATION CONSORTIUM (CHEC)

The Western Cape Government has allocated funds to CHEC to enable the implementation of the Memorandum of Understanding (MOU) related to mutually approved plans. This partnership is guided by a Transfer Payment Agreement, in accordance with the Provincial Treasury regulations. The funds allocated to CHEC are used for projects and research conducted at higher education institutions. The intent of this transfer payment is to encourage researchers to undertake research that can contribute to positive societal outcomes aligned to the Western Cape Provincial Strategic Priorities, as well as to foster relationship building and collaboration between policy practitioners and researchers in the Western Cape Government and academic researchers in Higher Education Institutions.

During the period under review, the Joint Task Team met once every two months to monitor projects funded in the previous financial year and to plan the research for the following year (2021/22). A new approach was adopted for 2021/22, namely to allocate the entire funding envelope to one over-arching project; research into regional innovation systems that would form the basis for further engagement with the four Higher Education Institutions participating in the Consortium.

WESGRO

The WCG piloted a new methodology in 2019/20 called Problem-driven Iterative Adaptation, or PDIA. The pilot was very successful and the programme was therefore extended into 2020/21.

WESGRO was responsible for implementing this programme and during the 2020/21 financial year, three teams were established, namely Commuter Safety, Safety, and Fixed Capital and Property Development (the latter team was a continuation of one of the teams in the pilot phase). Each team comprised key stakeholders, including national, provincial, and municipal officials and relevant organisations (such as the Institute of Security Studies). Each team conducted a “fishbone analysis” of their problem statement and then identified specific interventions that could address their complex problem.

The result was a deeper understanding of the problem and the identification and implementation of specific solutions. The methodology has proven to be an effective way to address complex problems with multiple stakeholders in a way that not only addresses some of the causes but also creates networks of relationships and builds the capability of public servants to address complex problems.

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds paid

The department did not pay any conditional grants or earmarked funds.

6.2. Conditional grants and earmarked funds received

Table 32: Earmarked funding received for the 2020/21 financial year

The table below details the earmarked funding received for the period 1 April 2020 to 31 March 2021.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Innovative Methodology to solve complex problems (includes WESGRO transfer)
Expected outputs of the earmarked funding	Three policy areas identified where problem solving methodologies are applied
Actual outputs received	Three policy areas were identified
Amount as per DORA	N/A
Amount received (R'000)	5 900
Reasons for the funds unspent by the department	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Quarterly progress reports received to monitor progress.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Innovation for Impact Initiatives 1. To conduct evaluations on specified interventions that are key to achieving the outcomes of the VIPs or prioritised policy implementation with a focus on use of innovative methods. 2. To establish one innovation partnership to utilise evidence-based methodologies and tools in identified policy areas
Expected outputs of the earmarked funding	1. Evaluations conducted on VIP or policy priority interventions. In this regard, the initial planned outputs were on evaluations conducted on VIP interventions as a performance indicator target in the Annual Performance Plan (APP) for the year under review. This expected output was amended to include policy priorities and COVID-19. The evaluation service was converged from conducting full scale evaluations to adopting a rapid evaluation methodology approach to ensure an uptake of evidence that is responsive to COVID-19. 2. One innovation partnership utilising evidence-based methodologies and tools established
Actual outputs received	1. The performance targets were achieved for the period under review. It is noted that the rapid evaluations were in the context of COVID-19 which was a convergence from the PSP. Additional demand was also achieved. The rapid evaluations delivered, up to September 2020 included the WCG Humanitarian Response with a Focus on Food Relief, and WCG Supply Chain Measures and Interventions Implemented in

	<p>response to COVID-19. This was achieved beyond an initial planned target of nil for the period up till September 2020.</p> <p>The rapid evaluations delivered, up to December 2020 included the Western Cape Economy: A Focus on SMME Relief Schemes in Relation to the Tourism Industry, and the Western Cape Safety Plan. This was achieved beyond the initial planned target of one (1) for the period up till December 2020.</p> <p>The over achievement of evaluations was demand driven using evaluative and data governance capabilities to generate evidence timeously for decision-making.</p> <p>The following output supported the evaluations capabilities using data governance approaches: An Evaluation Synthesis of all evaluations conducted highlighting emerging thematic areas in relation to innovative methods and its value towards innovation for impact.</p> <p>2. Two outputs relating to evidence-based methodologies and tools applied to policy areas achieved.</p>
Amount as per DORA	N/A
Amount received (R'000)	4 000
Reasons for the funds unspent by the department	In respect of evidence-based methodologies and tools, delays were experienced due to COVID-19 which affected implementation dates for projects.
Reasons for deviations on performance	N/A
Measures taken to improve performance	<ol style="list-style-type: none"> 1. Mitigation of key risks associated with survey and evaluation skills. Accelerated implementation of rapid evaluation capabilities through collaborative management mechanisms such as steering committees, and specialist working groups. 2. Procurement processes underway in respect of evidence-based methodologies and tools with payment in new financial year. Applied for rollover.
Monitoring mechanism by the receiving department	<ol style="list-style-type: none"> 1. The Provincial Data Office monitored delivery through multiple mechanisms. This included demonstration of working solutions, review and sign-off of deliverables. Progress against project plans. 2. Quarterly reviews by the Provincial Data Office Steercom documented quarterly and annual progress reviews. 3. Regular meetings with service providers to ensure deadlines are adhered to.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Provincial-Wide Data Governance (PWDG)
Expected outputs of the earmarked funding	<p>Sets (6) of data and evidence products delivered.</p> <p>Number (4) of integrated data services delivered.</p> <p>Number (2) of new capabilities developed.</p>
Actual outputs received	<p>The performance targets were achieved for the PWDG earmarked funding for the period under review. It is noted that the leveraging of data and evidence was in the context of COVID-19 and not the PSP.</p> <p>The sets of data and evidence products delivered for COVID-19 included vulnerability profiles for all Hotspots, population estimates on small geographic areas were developed, and synthesis briefs on Hotspots Cabinet reporting served to inform decision-making. Rapid evaluations and surveys were delivered on key thematic areas relevant to COVID-19. A COVID-19 barometer and portal were put in place. These data products form part of achieving the performance targets.</p>

	<p>The integrated data services delivered for COVID-19 included indicator development for COVID -19 and relevant to Hotspots, using data analytics for socio economic vulnerability index, vulnerability analysis, data quality improvement on COVID-19 data and on small geographic areas supporting Hotspot areas, and data analytics on administrative data.</p> <p>The new capabilities delivered included the first phase of an Integrated Indicator framework, Population Estimate methodology, Vulnerability methodology, and Rapid Evaluation approach.</p> <p>Overachievement of data and evidence products and services delivered included additional demand for socio-economic vulnerability indices and data analytics, population estimates, area-based profiles, surveys, synthesis briefs and rapid evaluations. Surveys and indices were provided as input to the Western Cape Government Polling and the Western Cape Branding research and assessments.</p> <p>Overachievement in the context of data sharing tools included data collaboration and data sharing facilitated and finalised with all departments leading to a finalised Western Cape Government Memorandum of Cooperation, data sharing facilitated with the City of Cape Town with a finalised Memorandum of Agreement awaiting signatures, and a Regulatory Impact Assessment facilitated across all WCG departments.</p> <p>Overachievement in the context of new data and evidence capabilities included the concept of Service Delivery Index Framework, Evaluation Guidelines, Evaluation Lessons Learnt, Data Management Plan Framework, and the conceptualisation and design of the WCG Barometer.</p>
Amount as per DORA	N/A
Amount received (R'000)	13 975
Reasons for the funds unspent by the Department	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	<p>Mitigation of key risks associated with data governance skills and data capability development.</p> <p>Accelerated implementation of new and improved data and evidence capabilities through collaborative management mechanisms such as steering committees, and specialist working groups.</p> <p>Responsiveness to the increased demand for data and evidence through integrated management of demand and supply in collaboration with internal and external supply partners.</p>
Monitoring mechanism by the receiving department	<p>The Provincial Data Office monitored delivery through multiple mechanisms. This included demonstration of working solutions, review and sign-off of deliverables. Progress against project plans.</p> <p>Quarterly reviews by the Provincial Data Office Steercom documented quarterly and annual progress reviews.</p>

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Commissioner for Children
Expected outputs of the earmarked funding	Establishment of the office of the Commissioner for Children
Actual outputs received	Commissioner and one staff member appointed. Programmes under way.

Amount as per DORA	N/A
Amount received (R'000)	1 825
Reasons for the funds unspent by the department	Due to the impact of COVID-19 and the national lockdowns projects had to be put on hold. Recruitment processes are underway to appoint staff within the Office of the Commissioner for Children. Request to reschedule funds to the 2022/23 financial year.
Reasons for deviations on performance	Due to the impact of COVID-19 and the national lockdowns projects had to be put on hold. Recruitment processes are underway to appoint staff within the Office of the Commissioner for Children. Request to reschedule funds to the 2022/23 financial year.
Measures taken to improve performance	Roll out of projects to be implemented taking into account the impact of COVID-19 and staff to be appointed
Monitoring mechanism by the receiving department	As per quarterly financial and non-financial monitoring reports

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Enabling Citizen-centric Culture
Expected outputs of the earmarked funding	Implement a Citizen-centric Culture Programme
Actual outputs received	<p>Facilitation of citizen-centric awareness sessions</p> <p>Leadership development webinars and toolkits</p> <p>Resilience and High Performance masterclass procurement finalised</p> <p>Business Case for Measurement Tool finalised</p> <p>Integrated Draft Measurement Framework developed</p> <p>Change Capability roll-out completed</p> <p>Procurement of Values-based Leadership Development Programme (VBLDP) services and modules:</p> <ul style="list-style-type: none"> • AIM accreditation and assessment procured • My Grow platform procurement finalised <p>Launch and conducting Remote Work Q assessment.</p> <p>PTM Programme Introduction and Maturity held.</p> <p>Launch of initial VBLDP pilot.</p>
Amount as per DORA	N/A
Amount received (R'000)	4 050
Reasons for the funds unspent by the department	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Quarterly reporting on progress.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Employee Health and Wellness
Expected outputs of the earmarked funding	Delivering an Employee Health and Wellness Service to the Department
Actual outputs received	<p>Coaching and counselling sessions were provided.</p> <p>Managerial consultations were also accessed by managers.</p> <p>Various workshops were held which included:</p> <ul style="list-style-type: none"> • Impact of the lockdown on Mental Health • Dealing with Trauma amidst Covid-19 • Re-integrating back to work post lockdown • Resilience during Covid-19 & self-care • Dealing with fears and anxieties during Covid-19 • Managing bereaved employees • Work-life balance • Rebuild workplace morale • Effectiveness and collaboration through challenging situations • Effective communication & relationship building
Amount as per DORA	N/A
Amount received (R'000)	3 368
Reasons for the funds unspent by the department	The actual outputs are dependent on requests received from Departments for EHW interventions. Furthermore COVID-19 and the national lockdown had a negative impact on services rendered.
Reasons for deviations on performance	The EHW Programme continued and the services were still rendered upon requests, but COVID-19 and the national lockdown had a negative impact on spending of the budget and not on the services rendered.
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Quarterly reporting on progress

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband Project
Expected outputs of the earmarked funding	1 250 WCG sites upgraded to the phase 2 Broadband connectivity speeds as per the implementation plan.
Actual outputs received	1 339
Amount as per DORA	N/A
Amount received (R'000)	341 493
Reasons for the funds unspent by the department	Funds spent in full
Reasons for deviations on performance	Annual target achieved
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Service provider project plan and rollout progress reports.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband: Municipalities
Expected outputs of the earmarked funding	978 public wi-fi hotspots installed at WCG sites as per the implementation plan.
Actual outputs received	1 100
Amount as per DORA	N/A
Amount received (R'000)	18 568
Reasons for the funds unspent by the department	The underspend is as a result of the disruption caused to the implementation team by the COVID-19 lockdown regulations. Requested to reschedule funds to the 23/24 financial year.
Reasons for deviations on performance	Annual target achieved
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Service provider project plan and rollout progress reports.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Humanitarian Relief Fund
Expected outputs of the earmarked funding	Expansion of the WCG Contact Centre to cope with the huge increase in citizens making contact during the COVID-19 lockdown. This includes both human resources and technical infrastructure to support the increased connectivity and working-from-home practices. Continued maintenance, support and additions / expansions to the CRM implementations.
Actual outputs received	Contact Centre

	<ol style="list-style-type: none"> 1. Additional Contact Centre Agents from April 2020 through to August 2020. 2. Setup and operational costs for move to cloud infrastructure 3. Additional telephony costs due to increased volumes of citizens calling the Contact Centre 4. Customer Relations Management (CRM) system enhancements - additional functionality for COVID-19 reporting. <p>Three CRM system Implementations (citizen facing services)</p> <ol style="list-style-type: none"> 1. Citizen Humanitarian Relief application process 2. DHS: Rental Housing Tribunal 3. DEDAT: Tourist guide application
Amount as per DORA	N/A
Amount received (R'000)	11 158
Reasons for the funds unspent by the department	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	Resources were adjusted up and down in line with the COVID-19 waves. Re-prioritised to enable delivery of the citizen e-services.
Monitoring mechanism by the receiving department	<p>Project management & reporting.</p> <p>Quarterly reports submitted to Finance.</p>

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	To cover the Microsoft VAT and Currency Rate Of Exchange
Expected outputs of the earmarked funding	Electronic delivery of the Microsoft software licences for the entire WCG.
Actual outputs received	Coverage for the increased applicable VAT on Microsoft software licences and Currency Exchange fluctuations for Microsoft software licences used by the WCG.
Amount as per DORA	N/A
Amount received (R'000)	24 985
Reasons for the funds unspent by the department	Not applicable as all funds allocated were spent in the financial year
Reasons for deviations on performance	A weaker domestic currency contributed to the increase in costs as well as VAT becoming applicable to the procurement of software when payment is made in foreign currency.
Measures taken to improve performance	None required as the WCG has no control over the rate of exchange nor over the African Revenue Service ("SARS") VAT Act prescribing that VAT shall be levied and paid on imported services.
Monitoring mechanism by the receiving department	Monitoring Rand-Dollar exchange rates so that payments can be made when exchange rates are at lowest possible level.

7. DONOR FUNDS

7.1. Donor funds received

No donor funds were received during the period under review.

8. CAPITAL INVESTMENT

8.1. Capital investment, maintenance and asset management plan

The Department's capital investments are restricted to the movable assets in respect of computer equipment (infrastructure and end user) and furniture.

Details regarding the amounts in respect of the movable assets of the Department can be found in note 26 of the Annual Financial Statements. The asset register is updated immediately with acquisitions, disposals and any other movements of assets. Information Technology assets include a three-year warranty in the event that an asset breaks down.

The Department submitted its input in terms of the Government Immovable Asset Management Act, 2007 (GIAMA) to the provincial Department of Transport and Public Works.





Part C

GOVERNANCE

1. INTRODUCTION

The leadership team of the Department of the Premier is committed to maintaining the highest standards of ethics and governance and therefore strives to conform to the governance principles highlighted in the King IV Report on Corporate Governance for South Africa released in 2016. In terms of these principles, the Department's governance structures are made up as follows:

- an Executive Committee which facilitates decision-making by top management on various strategic and governance matters requiring joint consideration and decision making. This Executive Committee also constitutes the Department's Enterprise Risk Management Committee (which is dealt with in more detail in paragraph 2), the Department's Ethics Committee as well as the Department's Information Technology Strategic Committee. For this purpose, EXCO convenes for a distinct meeting as the Department's Governance Committee. An independent shared Audit Committee provides independent oversight over governance, risk management and control processes of the Department;
- an independent Internal Audit function providing independent assurance that the controls in place to manage and mitigate risks are adequate and functioning effectively;
- a Departmental Information Technology Steering Committee which facilitates the implementation of the Corporate Governance of Information Technology Charter and whose chairperson serves as the Department's IT Governance champion and represents the Department on the WCG Information Technology Steering Committee. These structures are aligned to the Control Objectives for Information and Related Technology (COBIT) framework; and
- a number of committees that assist the Accounting Officer and Executive Committee in governing the business of the Department in a fair, responsible and transparent manner.

2. RISK MANAGEMENT

The Accounting Officer (AO) for the Department of the Premier takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (D: ERM) in the Department of the Premier (DotP) provides a centralised strategic support service to the Department.

An approved ERM Policy, providing a framework for the embedding of risk management processes within the Department and a Strategy and Implementation Plan which monitors the performance of risk management processes throughout the financial year were in place for the 2020/21 financial year.

GOVERNANCE COMMITTEE RESPONSIBILITY

The Governance Committee (GOVCOM) reports that it has complied with its responsibilities arising from Section 38 (1)(a)(i) of the Public Finance Management Act, Treasury Regulation 3.2.1 and Public Service Regulations of 2016, Chapter 2, Part 1, 2 and 3. The GOVCOM also reports that it has adopted an appropriate formal Terms of Reference (approved by the GOVCOM chairperson on 17 April 2018) and regulated its affairs in compliance with this Terms of Reference and has discharged all its responsibilities as contained therein.

GOVERNANCE COMMITTEE MEMBERS

The GOVCOM comprises of selected members of the Department's senior management team. Due to the unprecedented attention given to managing the COVID-19 pandemic across the province, the Department only had three GOVCOM meetings during the year under review. During the first quarter of the year under review the departmental Executive Committee met on a weekly basis to address and mitigate the risks associated with the COVID-19 pandemic, not only for the Department, but for the Province as a whole.

The table below discloses relevant information on GOVCOM members:

Table 33: Departmental GOVCOM members

Name	Position	Meetings Attended
Dr H Malila	Accounting Officer (Chairperson)	3
Mr A Joemat	SG (Head of Corporate Services)	3
Mr L Grootboom	DDG: Executive Governance and Integration	1*
Ms M Korsten	DDG: Strategic Programmes	3
Mr M Hendrickse	DDG: People Management	2**
Mr H Arendse	DDG: Centre for e-Innovation	3
Ms H Robson	DDG: Corporate Assurance	3
Mr L Buter	DDG: Legal Services	2***
Mr D Basson	Chief Financial Officer	3

* Retired 30 November 2020

** Resigned 31 January 2021

*** Attended two meetings and was represented by Adv G Reed in one meeting, during leave of absence.

The following is an indication of other officials who attended the GOVCOM meetings for the year under review:

Table 34: Non-members who attended GOVCOM meetings

Name	Position	Meetings Attended
Dr H Fast	CD: Policy and Strategy	2
Mr N Lala	CD: International and Priority Programmes	1
Ms F Steyn	Director: Corporate Communication	3
Mr A Geldenhuys	Director: Departmental Strategy and Risk Champion	3
Mr R Shaw	Director: DG Support	3
Mr R Janse Van Rensburg	CD: Provincial Forensic Services	3
Ms B Cairncross	Chief Audit Executive	3

Name	Position	Meetings Attended
Ms A Haq	Director: Enterprise Risk Management	3
Ms A Behardien	Director: Internal Audit	3
Ms T Mmuoe	Director: Provincial Forensic Services	3
Mr M Williams	Director: Internal Audit	2
Ms B Cebekhulu	Deputy Director: Provincial Forensic Services	1
Ms G Solomons	Deputy Director: Enterprise Risk Management	3
Mr Y Samodien	Assistant Director: Enterprise Risk Management	3

GOVCOM COMMITTEE KEY ACTIVITIES

The Accounting Officer is the chairperson of the GOVCOM. In executing its function, the GOVCOM performed the following key activities during the year:

- Evaluated the efficiencies of mitigating strategies to address the material risks of the Department, inclusive of ICT risks;
- Reviewed all risks outside the tolerance level for further action/attention;
- Monitored progress against the implementation of the Fraud Prevention Plan and Fraud Prevention Implementation Plan;
- Evaluated the extent and effectiveness of integration of risk management policy, strategy and implementation plan;
- Monitored the implementation of the risk management policy, strategy and implementation plan;
- Monitored the Business Continuity Plan and oversight of the risks relating to the OHS requirements;
- Reviewed and assisted in the identification of new and emerging risks within the department;
- Provided strategic direction and oversight on ethics management;
- Ensured the implementation of Corporate Governance of ICT across the department;
- Approved the ICT Strategic and Operational plans containing the portfolio of the department's ICT projects and its related resource requirements, ensuring that it enables achievement of the department's goals and strategies; and
- Considered reports from the departmental IT Steering Committee and approved recommendations contained in these reports.

KEY RISKS CONSIDERED AND ADDRESSED DURING THE YEAR

The following are key strategic risks for the Department that were reviewed on a quarterly basis, including assessing the mitigations in place:

- Inadequate financial resources resulting in risk to the department fulfilling its mandate which is to enable service delivery departments to effectively deliver services to citizens;

- b) A Major Disruptive Event (MDE) may result in destabilised departmental service delivery and core function execution due to inadequate business continuity measures;
- c) The inability of WCG stakeholders (e.g. citizens, National, Provincial, and Local State Owned Enterprises) to access services or related information that are dependent on critical ICT solutions;
- d) Unauthorised access is obtained to WCG stakeholder information via an external or internal ICT enabled attack; and
- e) Compromised service delivery to stakeholders due to the COVID-19 pandemic.

The key focus for the 2020/21 financial year was the management and response to the COVID-19 pandemic. Existing risks, such as the fiscal, ICT and service delivery risks were exacerbated by the pandemic, and additional mitigations were identified to manage these risks.

Each programme's risks were deliberated/debated at the GOVCOM meetings. Programme managers were required to provide feedback on progress with implementation of action plans to reduce the likelihood of risks materialising and/or the impact should they materialise. GOVCOM also referred risks back that should be analysed more extensively and recommended additional mitigations or actions to manage risks.

The Governance and Administration Cluster Audit Committee provided independent oversight of the department's system of risk management. The Audit Committee was furnished with quarterly ERM progress reports and risk registers to execute their independent oversight role.

KEY EMERGING RISKS FOR THE NEXT FINANCIAL YEAR

The emerging risks for the next financial year relate to the possible further outbreaks of the COVID-19 virus within the Western Cape province; increasing economic pressures due to budget cuts and extended duration of the pandemic; and potential non-compliance with POPIA and associated regulations. These risks will be further analysed and managed in the new financial year.

CONCLUSION

The Department's risk management processes continued to be embedded in the strategic and operational processes. During the period under review significant progress was made with the implementation of action plans through focused management interventions. Enterprise Risk Management contributed to the effective and efficient functioning of the Department.

3. FRAUD AND CORRUPTION

Fraud and corruption represent significant potential risks to the Department's assets and could negatively impact on service delivery efficiency and the Department's reputation.

The WCG adopted an Anti-Fraud and Corruption Strategy which confirms the Province's zero-tolerance stance towards fraud, theft and corruption. In line with this strategy the Department is committed to zero-tolerance with regard to corrupt, fraudulent or any other criminal activities, whether internal or external, and vigorously pursues and prosecutes by all legal means available, any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud and Corruption Prevention Plan and a concomitant Implementation Plan which gives effect to the Prevention Plan.

Various channels for reporting allegations of fraud, theft and corruption exist and these are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy and the Departmental Fraud and Corruption Prevention Plan. Each allegation received by the Provincial Forensic Services (PFS) Unit is recorded in a case management system which is used as a management tool to report on progress made with cases relating to the Department and to generate statistics for the WCG and the Department.

Employees and workers who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e. meets statutory requirements of the Protected Disclosures Act, No. 26 of 2000 e.g. if the disclosure was made in good faith). The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated in the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and, should they do so in person, their identities are kept confidential by the person to who they are reporting.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. The WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where prima facie evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Services.

For the year under review, PFS issued a Case Movement Certificate for the Department noting the following:

Table 35: Departmental Provincial Forensic Services case movements for 2020/21

Cases	Number of cases
Open cases as at 1 April 2020	0
New cases (2020/21)	0
Closed cases (2020/21)	0
Open cases as at 31 March 2021	0

4. MINIMISING CONFLICT OF INTEREST

Various Codes of Conduct (i.e. the Code of Conduct for the Public Service, the Code of Conduct for Supply Chain Practitioners, etc.) determine norms and standards to promote integrity and guide employees as to what is required of them in their conduct. The Department promotes and maintains a high standard of professional ethics including managing conflicts of interest. The following measures ensure professional ethics and minimising conflict of interest:

- All designated employees (which includes all members of the Senior Management Service (SMS) and any other employee or category of employees determined by the Minister) are required to annually disclose to the Executive Authority particulars of all their interests in accordance with Chapter 2 of

the Public Service Regulations. The objective is to identify any conflict of interest in order to promote just and fair administrative actions of officials in positions of authority.

- All the members of the different Bid Specification Committee (BSC), Bid Evaluation Committee (BEC) and the Departmental Bid Adjudication Committee (BAC) sign a Declaration of Interest before each meeting. They are required to declare any conflict of interest which may exist and if there is a conflict of interest, it is expected of the member to excuse him/herself from the proceedings. The officials from the Procurement unit of Supply Chain Management who render the secretariat service to the BAC also sign the Declaration of Interest Register.
- All bidders and prospective bidders need to register on the WC Supplier Evidence Bank as well as National Treasury's Central Supplier Database. Registration on the WC Supplier Evidence Bank includes the completion of a declaration of interest by the bidder/prospective bidder. National Treasury's Central Supplier Database systematically detects and flags conflict of interest which exists between bidders and employees of the state.
- The Provincial Treasury compares the identity numbers of all officials on the PERSAL salary system of departments to those of service providers registered on the Western Cape Supplier Evidence Bank on a quarterly basis.
- Employees who wish to perform remunerative work outside of the public service, must apply for relevant approval, in line with the Public Service Regulations, and more specifically the Directive on Other Remunerative Work Outside the employee's employment in the relevant department issued by the Minister for Public Service and Administration on 30 September 2016.
- Lastly, the Department has a gift policy that indicates that all gifts must be declared in a gift register per Chief Directorate, and gifts above R350.00 must receive prior approval from the delegated authority. This is in addition to the declaration of gifts and hospitality from sources other than a family member that is part of the financial disclosure process indicated in the first bullet.

Should a conflict of interest be identified in any of the abovementioned processes, this will be investigated and the results of the investigation will determine the most appropriate action to be taken by the Department in line with the Disciplinary Code and Procedures for Public Service.

5. CODE OF CONDUCT

The Department fully supports the Public Sector Code of Conduct as per the Public Service Regulations issued in 2016, and all employees are expected to comply with its standards. The Public Sector Code of Conduct addresses employee behaviour in the workplace and contributes to the Department's drive to maintain the highest levels of ethics, the eradication of incidents of corruption and the promotion of good governance. During induction, new appointees are made aware of the Code of Conduct, and they receive a copy thereof. All new employees are furthermore informed in their letters of appointment that the Code of Conduct is available on the WCG website.

It is noted that the primary purpose of the Code of Conduct is a positive one, namely, to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct and may be subject to disciplinary action if he or she contravenes any provision of the Code of Conduct.

There are a number of "profession specific" codes of conduct, including the Code of Conduct for Supply Chain Management Practitioners and the relevant practitioners/ professionals are required to acknowledge that they will abide by these Codes.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

During the year under review the Department of the Premier put various measures in place to ensure a healthy and safe environment at the workplace. These interventions contributed to “ensuring efficient, effective and responsive Provincial Government Governance” and thus innovation.

In respect of Occupational Health and Safety (OHS) administration, the database of emergency team members was continuously updated and maintained as incumbents moved in and out of the Department. In expanding the OHS footprint of the Department of the Premier, 11 OHS Representatives from CE-I regional offices were incorporated into the departmental OHS Committee. The departmental Occupational Health and Safety Committee acted as the departmental COVID-19 Steering Committee with various responsibilities; assisted with implementation of the Readiness Plan (including needs analysis for and distribution of Personal Protective Equipment and equipping isolation rooms), considered COVID-19 cases against sufficiency of existing measures, advised on additional measures to prevent transmission of the virus in the workplace, and assisted with the monitoring of adherence to all protocols.

The draft departmental Occupational Health and Safety Policy was consulted with relevant structures including Institutional Management and Labour Committee. The policy will be processed for adoption during 2021.

Hazard Identification and Risk Assessments were conducted and managed with the assistance of the OHS Representatives and contributed to establishing an OHS risk-based culture in the Department. An external service provider contracted by the Department of Community Safety also conducted a broad-based Hazard Identification and Risk Assessment. The recommendations will be analysed to inform a management action plan.

In response to COVID-19, the department developed and implemented a departmental Pandemic Business Continuity Plan. A departmental OHS COVID-19 policy was developed.

A full departmental COVID-19 OHS Risk Assessment was conducted in collaboration with Occupational Health and Safety Representatives and informed a departmental Readiness Plan. A site-specific COVID-19 hazard impact risk assessment was also conducted at the Provincial Training Institute (Kromme Rhee) and a report was submitted on 22 February 2021.

COVID-19 protocols in the Department were put in place i.e. wearing of masks, washing of hands/use of hand sanitiser, practising of social distancing and ongoing awareness.

The Department registered 83 COVID-19 positive cases during the period under review. The OHS unit developed checklists, templates and procedures to assist business units with prevention measures and to guide the management of positive cases in terms of testing, quarantine and isolation. Deep cleaning and decontamination were also arranged at sites where employees tested positive.

COVID-19-related PPE and consumables to the value of R900 014.80 were procured and distributed with the assistance of the OHS representatives. The following were distributed:

- 6 000 cloth face masks (3 per employee);
- 1 x 500ml bottle of hand sanitiser per employee, and the refilling of these when they ran out
- Alcohol wipes for use in shared spaces, desktops etc;
- Disinfectant surface cleaner to assist with cleaning of hard surfaces;
- Carton bin/cardboard bin for used paper towels/tissues;
- Spray bottles to spray staff own area (desk/keyboard etc);

- Paper towels to clean staff own area (desk/keyboard etc);
- Pedal bins for use in isolation rooms.

Corporate Communication developed and implemented a vigorous awareness programme on COVID-19 to ensure safe personal behaviour.

The Department compiled monthly consolidated reports on safety incidents affecting employees and submitted these to the Department of Community Safety.

OHS accountability reports were kept up-to-date and inputs submitted quarterly for sign off by the Accounting Officer and further processed to DPSA. These included:

- a) Annual report on OHS;
- b) Legal Compliance Tool (LCT);
- c) Integrated Reporting Tool (IRT);
- d) Systems Monitoring Tool (SMT);
- e) Safety, Health, Environment, Risk and Quality Management (SHERQ) Operational Plan.

The Electricity BCP Plan was updated and submitted to the IMLC and to the OHS Committee members for their input/comments.

Two OHS incidents (non COVID-19 related) were reported and managed in two buildings i.e. an electrical fire after hours at the 2nd Floor, 7 Wale Street, and on the 12th floor at the Golden Acre building.

In respect of contingency planning, the Department conducted dry runs in 10 buildings on 20 floors where departmental employees were accommodated. Effective dry run planning was done, and meetings were scheduled and diarised to ensure successful evacuations on all the floors in all the buildings in collaboration with the Department of Community Safety.

An OHS Incident Management System Feasibility study was completed in collaboration with Ce-I and was subsequently handed over to the Department of Community Safety for transversal provincial implementation across the Western Cape Government. The system will provide an electronic solution with the capability for OHS representatives and managers to capture and manage employee Health, Safety and Security incidents in its lifecycle until resolution and to complete SHE Inspection Checklists online.

Another innovation was the development and roll-out of a COVID-19 symptom screening application by the Centre for e-Innovation which allows for employees to monitor and record potential symptoms on their smart phones before entering the building.

The following OHS training interventions were conducted:

- Three Online Safety and Security training interventions were successfully managed and a total of 187 officials attended (August 2020 – 85; September 2020 – 93; December 2020 – 9)
- 14 Officials attended Fire Marshal Training in February 2021.
- 12 Officials attended the Floor Marshal training in February 2021.
- 15 Occupational Health and Safety representatives attended webinar training in February 2021.
- 16 First Aiders started the first aid training in March 2021.
- 2 Occupational Health and Safety representatives were invited by the Department of Community Safety to attend a webinar training session on Incident Investigation during March 2021.

7. PORTFOLIO COMMITTEES

STANDING COMMITTEE ON PREMIER AND CONSTITUTIONAL MATTERS

Standing Committee engagements with the Department of the Premier during the period under review (1 April 2020 – 31 March 2021):

Table 36: Engagements with the Standing Committee on Premier and Constitutional Matters

Date of meeting	Subject	Details	Response by the department	Resolved (Yes/No)
22 April 2020	Ad Hoc Committee COVID-19 – WCG strategy towards COVID-19 (joint with Department of Health)	Ad Hoc Committee COVID-19 – WCG strategy towards COVID-19 (joint with Department of Health)	Department responded to Committee members' questions in the meeting.	Yes
22 May 2020	Ad Hoc Committee COVID-19 – COVID-19 Hotspot strategy (joint with Department of Health)	Ad Hoc Committee COVID-19 – COVID-19 Hotspot strategy (joint with Department of Health)	Department responded to Committee members' questions in the meeting.	Yes
29 December 2020	Ad Hoc Committee COVID-19 – Update COVID-19 resurgence (joint with Department of Health)	Ad Hoc Committee COVID-19 – Update COVID-19 resurgence (joint with Department of Health)	Department responded to Committee members' questions in the meeting.	Yes
9 June 2020	Standing Committee briefing on current status of the Office of the Western Cape Commissioner for Children and on the short-term plans of the Commissioner.	Standing Committee briefing on current status of the Office of the Western Cape Commissioner for Children and on the short-term plans of the Commissioner and Premier to introduce the Western Cape Commissioner for Children to the Members of parliament.	Department responded to Committee members' questions in the meeting and submitted response to the Committee's request for further information.	Yes
10 June 2020	Standing Committee briefing - update on the Western Cape Safety Strategy Plan.	Standing Committee briefing - update on the Western Cape Safety Strategy Plan.	Department responded to Committee members' questions in the meeting.	Yes
24 July 2020	Standing Committee briefing on Vote 1: Premier in the schedule to the Western Cape First Adjustments Appropriation Bill, 2020.	Standing Committee briefing on Vote 1: Premier in the schedule to the Western Cape First Adjustments Appropriation Bill, 2020	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information	Yes

Date of meeting	Subject	Details	Response by the department	Resolved (Yes/No)
12 August 2020	Standing Committee briefing – on financial performance and pre-determined objectives	Standing Committee briefing – on financial performance and pre-determined objectives	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information	Yes
24 November 2020	Standing Committee briefing on Western Cape Economic Recovery Plan	Standing Committee briefing on Western Cape Economic Recovery Plan	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information.	Yes
27 November 2020	Standing Committee briefing – Vote 1 Premier: Western Cape 2 nd Adjustments Appropriation Bill, 2020	Standing Committee briefing – Vote 1 Premier: Western Cape 2 nd Adjustments Appropriation Bill, 2020	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information.	Yes
7 December 2020	Standing Committee briefing on the Department of the Premier's Annual Report 2019/20	Standing Committee briefing on the Department of the Premier's Annual Report 2019/20	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information.	Yes
23 March 2021	Standing Committee briefing – Vote 1 Premier: Western Cape 3 rd Adjustments Appropriation Bill, 2021	Standing Committee briefing – Vote 1 Premier: Western Cape 3 rd Adjustments Appropriation Bill, 2021	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information.	Yes
25 March 2021	Standing Committee briefing – Constitution of Western Cape 1 st Amendment Bill [B1-2021]	Standing Committee briefing – Constitution of Western Cape 1 st Amendment Bill [B1-2021]	Department responded to Committee members' questions in the meeting.	Yes

8. PUBLIC ACCOUNTS COMMITTEE (PAC) RESOLUTIONS

Public Accounts Committee engagements with the Department of the Premier during the period under review (1 April 2020 – 31 March 2021):

Table 37: Engagements with the Standing Committee on Public Accounts

Date of meeting	Subject	Details	Response by the department	Resolved (Yes/No)
8 May 2020	Briefing Public Accounts Committee on the two fraud and corruption cases which were opened and closed within the Department of the Premier during the 2018/19 financial year, and the cases PFS investigated per department and entity during the 1 st and 2 nd quarters of the 2019/20 financial year.	Briefing Public Accounts Committee on the two fraud and corruption cases which were opened and closed within the Department of the Premier during the 2018/19 financial year, and the cases PFS investigated per department and entity during the 1 st and 2 nd quarters of the 2019/20 financial year.	Department responded to Committee members' questions in the meeting.	Yes
14 August 2020	Briefing Public Accounts Committee on IT Security update	Briefing Public Accounts Committee on IT Security update	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information	Yes
9 October 2020	Briefing Public Accounts Committee Public Accounts Committee on the rollout of the broadband in the Western Cape for the 2019/20 financial year, including the value for money derived therefrom.	Briefing Public Accounts Committee Public Accounts Committee on the rollout of the broadband in the Western Cape for the 2019/20 financial year, including the value for money derived therefrom	Department responded to Committee members' questions in the meeting.	Yes
26 January 2021	Public Accounts Committee briefing on the Department of the Premier's Annual Report 2019/20	Public Accounts Committee briefing on the Department of the Premier's Annual Report 2019/20	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's request for further information	Yes

VOTE 1: PREMIER

The Committee noted the audit opinion of the AGSA regarding the annual financial statements for the 2019/20 financial year of the Department, having obtained a clean audit outcome. This audit opinion remains unchanged from the 2018/19 financial year.

1. Audit Opinion

The AGSA raised no findings with the Department on compliance with laws and regulations, predetermined objectives nor internal control deficiencies.

2. Financial Management

The Department of the Premier spent R1.561 billion of an appropriated budget of R1.582 billion, which resulted in an under-expenditure of R21.757 million (98.6% budget spend). At the end of the 2018/19 financial year, the Department of the Premier spent R1.450 billion of an appropriated budget of R1.496 billion, which resulted in an under-expenditure of R46.599 million (96.8% budget spend).

The under-expenditure of R21.757 million occurred under the following programmes:

- Programme 1: Executive Governance and Integration (Administration) (R2.453 million)
- Programme 2: Provincial Strategic Management (R4.406 million)
- Programme 3: People Management (R6.455 million)
- Programme 4: Centre for e-Innovation (R6.171 million) and
- Programme 5: Corporate Assurance (R2.272 million).

In addition, the total estimated departmental receipts budget of R1.899 million was over-collected by R1.674 million, which resulted in total departmental receipts of R3.573 million. The 2019/20 financial year collection was more than the departmental receipts that was collected during the 2018/19 financial year, which reflected a total collection of R1.955 million from an estimated R1.798 million where the Department over-collected by R157 000.

The revenue over-collection occurred under the following line items:

- Sale of goods and services other than capital assets (R113 000)
- Interest, dividends and rent on land (R58 000)
- Sale of the Departmental capital assets (R92 000); and
- Financial transactions in assets and liabilities (R1.411 million).

The Department incurred irregular expenditure; as well as fruitless and wasteful expenditure during the 2019/20 financial year. Details of the expenditure can be found on pages 18, 233, 234 and 235 of the Annual Report of the Department.

3. Resolution

Table 38: Resolutions of the Standing Committee on Public Accounts

BACKGROUND/ CONCERNS	RESOLUTIONS	ACTION DATE
<p>Page: 126 of the Annual Report.</p> <p>Heading: "Broad-Based Black Economic Empowerment (B-BBEE) Compliance Performance Information"</p> <p>Description:</p> <p>The Committee notes that the Cabinet approved the development and implementation of an Economic Procurement Policy (EPP), in partnership with the Departments of Economic Development and Tourism and the Department of the Premier, that is aligned to Provincial Strategic Goal 1 (which covers job creation and infrastructure development) and is aligned to the Medium-Term Budget Policy Statement. The EPP has been drafted and finalised for implementation.</p>	<p>6.3.1. That the Department brief the Public Accounts Committee, as well as the Standing Committee on Finance, Economic Opportunities and Tourism and the Standing Committee on Premier and Constitutional Matters, on the Economic Procurement Policy. The briefing should contain the impact thus far of this Policy in the Western Cape.</p>	<p>To be scheduled by the Public Accounts Committee</p>

LIST OF INFORMATION REQUESTED

The Committee requested that the Department of the Premier provides it with the following:

1. A report which provides a breakdown and explanation of the consumables (Note 4.5) and other operating expenditure (Note 4.8), including an explanation whether it is best value to lease versus purchasing outright in terms of printing equipment; as indicated on pages 221 and 222 of the Annual Report.
2. A report on the expenditure incurred by the Legal Services Directorate; as indicated on page 219 of the Annual Report.
3. A report which highlights the reasons for the expenditure incurred in terms of audit costs; as indicated under Note 4.3 on page 220 of the Annual Report.
4. A report that highlights the impact made and value that was derived from the expenditure on the Library Business Corners; as indicated on pages 225 and 250 of the Annual Report.
5. A report on the expenses which were incurred by the Department to the Cape Higher Education Consortium. The report should include when the last meeting took place between the Department and the Entity, whether the total projected funds were spent, including a breakdown of the total expenditure and the impact derived therefrom. The request emanates from information indicated on page 250 of the Annual Report.

9. PRIOR MODIFICATIONS TO AUDIT REPORT

None

10. INTERNAL CONTROL UNIT

The Internal Control Unit is located within the Directorate: Financial Management and is responsible for ensuring good governance, rendering assurance services, and providing fraud, theft and loss management services as outlined in its annually approved risk-based Operational Plan. These tasks are underpinned by the WCG Combined Assurance Framework which requires the Internal Control Unit to i) ensure that the first level of assurance/management maintained effective internal controls, processes and the implementation of remedial action where required; and ii) ensure effective contribution to the second level of assurance given its consistent and robust approach towards assessing adherence to policies, procedures, norms and standards and the framework.

Internal Control tasks performed during the year under review are as follows:

Table 39: Tasks performed by the departmental Internal Control unit

BACKGROUND/ CONCERNS	RESOLUTIONS
Post audit of LOGIS payments, sundry payments, journals and Travel and Subsistence (T&S) claims	<ul style="list-style-type: none"> • LOGIS payments (1591) • Sundry payments (3532) • Journals (639) • T&S claims (177)
Assessment of Irregular Expenditure and Fruitless and Wasteful Expenditure cases	<ul style="list-style-type: none"> • Irregular Expenditure (4) • Fruitless and Wasteful Expenditure (1)
Co-ordination of the departmental Fraud Risk Assessment process in conjunction with the Chief Directorate Provincial Forensic Services as it related to: <ul style="list-style-type: none"> • the follow-up and implementation of the action plans as per the Fraud Risk Register. 	<ul style="list-style-type: none"> • Action plans (4)
Managed and co-ordinated the acceptance and declaration of gifts within the departmental Gift Register	<ul style="list-style-type: none"> • Quarterly Gift Registers (4)
Co-ordination of the Internal Audit process as it related to: <ul style="list-style-type: none"> • the implementation of management action plans and requests for information. 	<ul style="list-style-type: none"> • Management action plans followed-up (11) <ul style="list-style-type: none"> – implemented (9) – closed-out (1) – in-progress (1) • Request for information <ul style="list-style-type: none"> – Transfer Payments (1)
Managed, facilitated and co-ordinated the Auditor-General annual audit process as it related to:	
<ul style="list-style-type: none"> • Requests for Information 	<ul style="list-style-type: none"> • Requests for Information (83)
<ul style="list-style-type: none"> • Communication of Audit Findings 	<ul style="list-style-type: none"> • Communication of Audit Findings (5)
The management of losses as it related to: <ul style="list-style-type: none"> • Investigation and finalisation (write-off / removal / recovery) of all reported cases of theft, loss, and GG-vehicle damages 	<ul style="list-style-type: none"> • Theft and loss cases (15) • GG-vehicle damages cases finalised (2)
Mandatory reporting:	
<ul style="list-style-type: none"> • IYM relating to Irregular Expenditure and Fruitless & Wasteful Expenditure; 	<ul style="list-style-type: none"> • IYM report (12)
<ul style="list-style-type: none"> • Compilation and submission of disclosure notes for inclusion in the Interim and Annual Financial Statements relating to Irregular Expenditure and Fruitless & Wasteful Expenditure; 	<ul style="list-style-type: none"> • quarterly submission (3) • annual submission (1)
<ul style="list-style-type: none"> • CGRO self-assessments and associated Executive Summary (includes 7 focus areas) and 	<ul style="list-style-type: none"> • CGRO - self assessment (7) • Executive Summary (4)
<ul style="list-style-type: none"> • Co-ordination of the departmental quarterly reporting requirements as required by the Audit Committee. 	<ul style="list-style-type: none"> • quarterly reports (4)

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It should assist the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes. The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process;
- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

Internal Audit work completed during the year under review for the Department included six assurance audits and 11 follow-up audits. The details of these engagements are included in the Audit Committee report.

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which include oversight and review of the following:

- Internal Audit function;
- External Audit function (Auditor General of South Africa - AGSA);
- Departmental Accounting and reporting;
- Departmental Accounting Policies;
- AGSA management and audit report;
- Departmental In year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives;
- Ethics and Forensic Investigations

The table below discloses relevant information on the audit committee members:

Table 40: Members of the Governance and Administration Cluster Audit Committee

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Francois Barnard (Chairperson)	BProc; BCompt (Hons); CTA; Postgrad Diploma Auditing; MCom; CA (SA) MTP (SA)	External	N/A	01 January 2019 (1 st term)	N/A	7
Ms Merle Kinnes	BA; LLB; Higher Certificate in Forensics Examination; Attorney of the High Court	External	N/A	01 January 2016 (1 st term) 01 January 2019 (2 nd term)	N/A	7
Mr Mohamed Yaseen Ismail	BCom, PGDA, Certificate in Advanced Taxation, Certificate in Forensic and Investigative auditing, CA(SA), RA(SA), CFE	External	N/A	01 May 2016 (1 st term) 01 May 2019 (2 nd term)	30 June 2020	1
Mr Andrew Davids	BCom; Professional Post-Graduate Qualification: Company Secretarial and Governance Practice, ACG(CS)	External	N/A	01 January 2020 (1 st term)	N/A	7
Ms Crystal Abdoll	BCom; BCompt (Hons); Certificate in the Theory of Accounting; CA (SA); Post-graduate Diploma: Certified Internal Auditing	External	N/A	01 March 2021 (1 st term)	N/A	2

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2021.

AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this Terms and has discharged all its responsibilities as contained therein.

THE EFFECTIVENESS OF INTERNAL CONTROL

The Department is required to develop and maintain systems of internal control that would improve the likelihood of achieving its objectives, adapt to changes in the environment it operates in, promote efficiency and effectiveness of operations and support reliable reporting and compliance with laws and regulations.

The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers. The first level of assurance is management assurance, requiring line management to maintain effective internal controls and execute those procedures on a day-to-day basis by means of supervisory controls and taking remedial action where required. The second level of assurance is internal assurance provided by functions separate from direct line management, entrusted with assessing adherence to policies, procedures, norms, standards and frameworks. The third level of assurance is independent assurance providers that are guided by professional standards requiring the highest levels of independence.

A risk-based Combined Assurance Plan was developed for the Department, facilitated by Internal Audit, who is also an independent assurance provider. Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls tested in the internal audit plan are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy and effectiveness of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The following internal audit engagements were approved by the audit committee during the year under review:

ASSURANCE ENGAGEMENTS:

- DPSA Delegations Framework;
- Ce-I Governance;
- Transfer Payments;
- Ce-I Resource Optimisation;
- Ce-I Digital Government Strategy; and
- COVID-19 SCM Transactions (WCG Transversal IA Plan).

The above assignments were completed during the year.

The areas for improvement, as noted by Internal Audit during the performance of their work, were agreed to by management. The Audit Committee monitors the implementation of the agreed actions on a quarterly basis.

IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORT

The Audit Committee is satisfied with the content and quality of the quarterly in-year management and performance reports issued during the year under review by the Accounting Officer of the Department in terms of the National Treasury Regulations and the Division of Revenue Act.

EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has:

- reviewed and discussed the Audited Annual Financial Statements to be included in the Annual Report with the Auditor-General South Africa (AGSA) and the Accounting Officer;
- reviewed the AGSA's Management Report and Management's responses thereto; and
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements.

COMPLIANCE

The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions. Feedback on new provisions that has an impact on the Department are provided quarterly by the Department to the Audit Committee.

PERFORMANCE INFORMATION

The Audit Committee's report on this matter will be finalised after the finalisation of the Audit Report.

AUDITOR GENERAL'S REPORT

We have on a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit.

Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements and proposes that these Audited Annual Financial Statements be accepted and read together with their report.

The Audit Committee commends the department for maintaining an unqualified audit opinion with no findings.

The Audit Committee wishes to express their appreciation to the management of the department, the AGSA and the WCG Corporate Assurance Branch for the information and co-operation that they provided to enable us to compile this report.



Mr Francois Barnard

Chairperson of the Governance & Administration Cluster Audit Committee

Western Cape Department of the Premier

DATE: 31 August 2021

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

Table 41: B-BBEE compliance performance information

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes/No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	The Department does not issue licenses, concessions or other authorisations in respect of economic activity in terms of any law.
Developing and implementing a preferential procurement policy?	Yes	<p>The Department has issued an Accounting Officer System in 2018.</p> <p>To this end, this AOS is being applied to the supply chain management process when procuring goods and services.</p> <p>This policy document has been developed based on the Preferential Procurement Framework Act, 2000 and its related Preferential Procurement Regulations.</p> <p>The Department therefore applies the prescribed preference point system as follows:</p> <ul style="list-style-type: none"> a) 80/20 for bids up to R50m, of which 80 points are allocated for price and a maximum of 20 points are allocated for B-BBEE status level; and b) 90/10 for bids above R50m, of which 90 points are allocated for price and a maximum of 10 points are allocated for B-BBEE status level.
Determining qualification criteria for the sale of state-owned enterprises?	No	The Department does not engage in the sale of state-owned enterprises.
Developing criteria for entering into partnerships with the private sector?	No	The Department does not participate in partnerships with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	The Department was not involved in the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment.







Part D

PEOPLE MANAGEMENT OVERSIGHT

1. INTRODUCTION

Our contribution to the work of the Western Cape Government is as a result of the persistent, and often selfless, efforts of the people within the Department of the Premier.

To consistently deliver improved services to the citizens of the Western Cape Province is not without its own challenges. The modern people management landscape has shifted significantly in recent years and requires complex navigation between a range of competing variables.

Apart from the fact that these variables are inter-dependent and inter-related, they are also governed by stringent rules and regulations, which prove difficult when retention and attraction initiatives are explored.

These include balancing service delivery imperatives, the attraction and retention of critical and scarce skills, workforce empowerment, career management, succession planning, employment equity and creating an enabling environment where employees are able to thrive. Further to this, the Department is required to function within an austere environment, which demands that managers consider the impact of "doing more with less".

Despite the changing patterns and demands impacting on the modern workplace, the consistent hard work of our people, has resulted in remarkable achievements and service delivery improvement during the year under review.

2. STATUS OF PEOPLE MANAGEMENT AT THE DEPARTMENT

2.1. Departmental workforce planning priorities

The role of Workforce Planning is important to ensure that the Department has the required number of people with the requisite skills, knowledge and attitudes to perform the work. Through this process the Department annually assesses its workforce profile against current and future organisational needs.

The aim of this assessment is to identify to what extent the current workforce profile addresses the key people management outcomes that would guarantee service continuity and value.

The Workforce Plan 2020 - 2025, is therefore aligned to the vision and mission of the Department's Strategic Plan, as well as the People Management Strategy.

The Action Plan was developed and the following priorities were identified:

- ✓ Culture and leadership;
- ✓ Learning and Development;
- ✓ Organisational structure;
- ✓ Attraction and retention (inclusive of EE) ;
- ✓ Workforce analytics and talent intelligence; and
- ✓ Employee Wellness

2.2. Employee performance management

The purpose of Performance Management is to increase performance by encouraging individual commitment, accountability and motivation.

All employees are required to complete a performance agreement before 31 May each year. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery. In order to facilitate a standardised administration process, the Western Cape Government has devised an electronic system, namely PERMIS (Performance Management Information System), that allows for the entire performance management process to be captured, monitored and managed.

The performance management process requires that a mid-year review and an annual assessment is conducted, but that the operational targets and achievements linked to the performance agreement be monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance. In this context, a performance consulting unit has been established within the Corporate Services Centre (Chief Directorate: People Management Practices) to assist line managers (people managers) in dealing with poor performance. The process is developmental, however, in instances where individuals have been identified as poor performers in terms of the legislative framework, they are required to subject themselves to a developmental plan or alternatively to disciplinary action.

2.3. Employee wellness

The WCG's transversal Employee Health and Wellness Programme (EHW) follows a holistic approach to employee well-being and is largely preventative in nature, offering both primary and secondary services.

The EHW Programme is monitored in the Department through monthly utilisation reports for primary services (24/7/365 telephonic counselling service, online e-Care service and reporting) and secondary services (face-to-face counselling, trauma and critical incidents, training and targeted intervention, executive coaching, advocacy).

A quarterly report is prepared by the Directorate: Organisational Behaviour within the Corporate Service Centre that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, on-going reporting to the Department of Public Service and Administration (DPSA) is a requirement and such reporting focuses on four areas namely, HIV/ AIDS, Health and Productivity, Wellness Management and SHERQ (Safety Health Environment Risk and Quality).

2.4. People management monitoring

The Department, in collaboration with the CSC monitors the implementation of a range of people management compliance indicators. The monthly Barometer Fact File, that is developed by the Chief Directorate: People Management Practices within the CSC, provides the Department with regular updates on the workforce profile and other relevant people management data to enable decision-making. The indicators include, inter alia, staff establishment information, headcount, people expenditure projections, sick leave patterns, the monetary value of annual leave credits, discipline cases, vacancy rates, staff movement, employment equity etcetera.

3. PEOPLE MANAGEMENT OVERSIGHT STATISTICS

3.1. Personnel-related expenditure

The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2).

The figures in Table 3.1.1 are drawn from the Basic Accounting System and the figures in Table 3.1.2 are drawn from the PERSAL [Personnel Salary] system. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the total expenditure reflected on these systems..

The key in the table below is a description of the Programmes within the Department. Programmes will be referred to by their number from this point forward.

Programme	Programme Designation
Programme 1	Executive Governance and Integration
Programme 2	Provincial Strategic Management*
Programme 3	People Management
Programme 4	Centre for E-Innovation
Programme 5	Corporate Assurance

***NOTE:** The employee statistics in Part D include that of the Western Cape Children's Commissioner who is a statutory contractual appointment on salary level 15.

Table 3.1.1: Personnel expenditure by programme, 2020/21

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Goods and Services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of Employees remunerated
Programme 1	94 648	77 914	85	13 901	82.3	534	146
Programme 2	66 487	39 128	522	21 606	58.9	641	61
Programme 3	190 655	164 323	4 980	22 414	86.2	462	356
Programme 4	1 101 447	194 680	10	861 264	17.7	552	353
Programme 5	156 891	109 574	42	46 671	69.8	702	156
Total	1 610 128	585 619	5 639	965 856	36.4	546	1 072

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns (i.e. Premier's Advancement of Youth [PAY], matric, graduate and student], but excluding the Premier. The number is accumulative and not a snapshot as at a specific date.

Table 3.1.2: Personnel expenditure by salary band, 2020/21

Salary bands	Personnel Expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Interns	813	0.1	9	90
Lower skilled (Levels 1–2)	2 021	0.3	156	13
Skilled (Levels 3–5)	28 875	4.9	249	116
Highly skilled production (Levels 6–8)	85 045	14.5	401	212
Highly skilled supervision (Levels 9–12)	379 010	64.6	666	569
Senior management (Levels 13–16)	90 994	15.5	1 264	72
Total	586 758	100.0	547	1 072

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns (i.e. Premier's Advancement of Youth [PAY], matric, graduate and student], but excluding the Premier. The number is accumulative and not a snapshot as at a specific date.

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, housing allowance and medical assistance. These tables do not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. In each case, the table provides an indication of the percentage of the personnel expenditure that was used for these items.

Table 3.1.3: Salaries, Overtime, Housing Allowance and Medical Assistance by programme, 2020/21

Programme	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Programme 1	50 455	8.6	42	0.0	1 199	0.2	2 614	0.4
Programme 2	28 289	4.8	7	0.0	366	0.1	1 057	0.2
Programme 3	119 466	20.4	99	0.0	4 032	0.7	8 668	1.5
Programme 4	143 599	24.5	1 098	0.2	2 884	0.5	7 269	1.2
Programme 5	78 369	13.4	-	-	1 061	0.2	2 199	0.4
Total	420 179	71.6	1 247	0.2	9 542	1.6	21 807	3.7

NOTE: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL [Personnel Salary] system and not the Basic Accounting System. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. Further to this, the table above does not make provision for other expenditure such as Pensions,

Performance Bonus and other allowances, which make up the total personnel expenditure. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Premier.

Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2020/21

Salary Bands	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Interns	669	0.1	-	-	-	-	-	-
Lower skilled (Levels 1–2)	1 298	0.2	1	0.0	141	0.0	256	0.0
Skilled (Levels 3–5)	20 043	3.4	90	0.0	1 426	0.2	2 832	0.5
Highly skilled production (Levels 6–8)	61 502	10.5	346	0.1	2 798	0.5	6 428	1.1
Highly skilled supervision (Levels 9–12)	278 774	47.5	810	0.1	4 776	0.8	11 619	2.0
Senior management (Levels 13–16)	57 893	9.9	-	-	401	0.1	672	0.1
Total	420 179	71.6	1 247	0.2	9 542	1.6	21 807	3.7

NOTE: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL [Personnel Salary] system and not the Basic Accounting System. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. Further to this, the table above does not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Premier.

3.2. Employment and vacancies

The following tables summarise the number of active posts on the establishment, the number of employees (excluding interns and the Premier), and the percentage active vacant posts as at the end of the financial year. This information is presented in terms of three key variables, namely: Programme (Table 3.2.1), Salary Band (Table 3.2.2) and Critical Occupations (Table 3.2.3). All information in this section is provided as a snapshot as at the end of the financial year under review.

Table 3.2.1: Employment and vacancies by programme, as at 31 March 2021

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	123	123	-
Programme 2	49	49	-
Programme 3	313	313	-
Programme 4	286	286	-
Programme 5	147	144	2.0
Total	918	915	0.3

Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2021

Salary Band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1–2)	16	16	-
Skilled (Levels 3–5)	110	110	-
Highly skilled production (Levels 6–8)	191	191	-
Highly skilled supervision (Levels 9–12)	537	534	0.6
Senior management (Levels 13–16)	64	64	-
Total	918	915	0.3

Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2021

Critical Occupations	Number of active posts	Number of posts filled	Vacancy rate %
Network Technologist	119	119	-
Total	119	119	-

NOTE: Critical occupations – refer to occupations that are critical for service delivery. If these occupations are not present in the department, the function/services will collapse.

3.3. Job evaluation

Job evaluation was introduced as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities are required to evaluate each new post in his or her organisation or re-evaluate any post where the post mandate or content has significantly changed. This job evaluation process determines the grading and salary level of a post. It should be understood that Job Evaluation and Staff Performance Management differ in the sense that Job Evaluation refers to the value/weighting of the activities that are associated with the post and Staff Performance Management refers to the review of an individual's performance.

Table 3.3.1: Job evaluation, 1 April 2020 to 31 March 2021

Salary Band	Number of active posts as at 31 March 2021	Number of posts evaluated	% of posts evaluated	Posts Upgraded		Posts Downgraded	
				Number	Posts upgraded as a % of total posts	Number	Posts downgraded as a % of total posts
Lower skilled (Levels 1–2)	16	0	0.0	0	0.0	0	0.0
Skilled (Levels 3–5)	110	0	0.0	0	0.0	0	0.0
Highly skilled production (Levels 6–8)	191	0	0.0	0	0.0	0	0.0
Highly skilled supervision (Levels 9–12)	537	7	0.8	0	0.0	0	0.0
Senior Management Service Band A (Level 13)	45	2	0.2	0	0.0	0	0.0
Senior Management Service Band B (Level 14)	12	1	0.1	0	0.0	0	0.0
Senior Management Service Band C (Level 15)	5	2	0.2	0	0.0	0	0.0
Senior Management Service Band D (Level 16)	2	1	0.1	0	0.0	0	0.0
Total	918	13	1.4	0	0.0	0	0.0

NOTE: The "Number of posts evaluated" per Salary Band reflects the Final Approved Post Level after Job Evaluation.

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2020 to 31 March 2021

Beneficiaries	African	Coloured	Indian	White	Total
None					

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation or where higher notches awarded to employees within a particular salary level. Each salary level consists of 12 notches. Reasons for the deviation are provided in each case.

Table 3.3.3: Employees who have been granted higher salaries than those determined by job evaluation per major occupation, 1 April 2020 to 31 March 2021

Major Occupation	Number of employees	Job evaluation level	Remuneration on a higher salary level	Remuneration on a higher notch of the same salary level	Reason for deviation
None					

Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2020 to 31 March 2021

Beneficiaries	African	Coloured	Indian	White	Total
None					

3.4. Employment changes

Turnover rates provide an indication of trends in the employment profile of the Department during the year under review. The following tables provide a summary of turnover rates by salary band (Table 3.4.1) and by critical occupation (Table 3.4.2). This section does not include information related to interns.

Table 3.4.1: Annual turnover rates by salary band, 1 April 2020 to 31 March 2021

Salary Band	Number of employees as at 31 March 2020	Turnover rate % 2019/20	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2020/21
Lower skilled (Levels 1–2)	18	5.3	1	0	0	1	5.6
Skilled (Levels 3–5)	117	11.7	1	0	3	3	5.1
Highly skilled production (Levels 6–8)	195	13.9	10	1	8	9	8.7
Highly skilled supervision (Levels 9–12)	562	9.8	9	0	35	4	6.9
Senior Management Service Band A (Level 13)	44	15.2	1	0	0	0	0.0
Senior Management Service Band B (Level 14)	12	31.3	1	0	1	0	8.3
Senior Management Service Band C (Level 15)	6	25.0	1	0	2	0	33.3
Senior Management Service Band D (Level 16)	3	33.3	0	0	1	0	33.3
Total	957	11.6	24	1	50	17	7.0
			25		67		

NOTE: "Transfers" refer to the lateral movement of employees from one Public Service Department to another (Both Provincially & Nationally)

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupation	Number of employees as at 31 March 2020	Turnover rate % 2019/20	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2020/21
Network Technologist	123	2,4	1	0	5	0	4.1
Total	123	2,4	1	0	5	0	4.1
			1		5		

Table 3.4.3: Staff leaving the employ of the Department, 1 April 2020 to 31 March 2021

Exit Category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2020
Death	2	3.0	0.2
Resignation *	20	29.9	2.1
Expiry of contract	10	14.9	1.0
Dismissal – operational changes	0	0.0	0.0
Dismissal – misconduct	3	4.5	0.3
Dismissal – inefficiency	0	0.0	0.0
Discharged due to ill-health	0	0.0	0.0
Retirement	15	22.4	1.6
Employee initiated severance package	0	0.0	0.0
Transfers to Statutory Body	0	0.0	0.0
Transfers to other Public Service departments	12	17.9	1.3
Promotion to another WCG Department	5	7.5	0.5
Total	67	100.0	7.0

NOTE: Table 3.4.3 identifies the various exit categories for those staff members who have left the employ of the Department.

* Resignations are further discussed in tables 3.4.4 and 3.4.5.

Table 3.4.4: Reasons why staff resigned, 1 April 2020 to 31 March 2021

Resignation Reasons	Number	% of total resignations
Other Occupation	3	15.0
No reason provided	7	35.0
Need for a career change	1	5.0
Current Remuneration	2	10.0
Personal Health	2	10.0
Family/personal circumstances (e.g. Transfer of husband/wife/life partner)	1	5.0
Lack of promotional opportunities	3	15.0
Interpersonal relationships at work	1	5.0
Total	20	100.0

Table 3.4.5: Different age groups of staff who resigned, 1 April 2020 to 31 March 2021

Age group	Number	% of total resignations
Ages <19	0	0.0
Ages 20 to 24	0	0.0
Ages 25 to 29	1	5.0
Ages 30 to 34	6	30.0
Ages 35 to 39	3	15.0
Ages 40 to 44	4	20.0
Ages 45 to 49	3	15.0
Ages 50 to 54	1	5.0
Ages 55 to 59	1	5.0
Ages 60 to 64	0	0.0
Ages 65 >	1	5.0
Total	20	100.0

Table 3.4.6: Employee initiated severance packages

Total number of employee initiated severance packages offered in 2020/21	None
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Table 3.4.7: Promotions by salary band, 1 April 2020 to 31 March 2021

Salary Band	Number of Employees as at 31 March 2020	Promotions to another salary level	Promotions as a % of total employees	Progressions to another notch within a salary level	Notch progressions as a % of total employees
Lower skilled (Levels 1–2)	18	0	0.0	12	66.7
Skilled (Levels 3–5)	117	2	1.7	80	68.4
Highly skilled production (Levels 6–8)	195	4	2.1	133	68.2
Highly skilled supervision (Levels 9–12)	562	3	0.5	358	63.7
Senior management (Levels 13–16)	65	0	0.0	41	63.1
Total	957	9	0.9	624	65.2

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department by applying and being successful for an advertised post through the recruitment and selection process. The information reflects the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions are not included.

Table 3.4.8: Promotions by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupation	Number of Employees as at 31 March 2020	Promotions to another salary level	Promotions as a % of total employees in critical occupations	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees in critical occupations
Network Technologist	123	0	0.0	69	56.1

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department by applying and being successful for an advertised post through the recruitment and selection process. The information reflects the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions are not included.

3.5. Employment equity

Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15–16)	0	3	0	1	0	2	0	1	0	0	7
Senior management (Levels 13–14)	2	15	1	14	1	14	3	7	0	0	57
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	31	162	10	65	64	131	4	63	2	1	533
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	20	34	1	8	27	85	2	19	0	0	196
Semi-skilled and discretionary decision making (Levels 3–5)	16	34	0	0	19	36	1	4	0	0	110
Unskilled and defined decision making (Levels 1–2)	1	4	0	0	1	6	0	0	0	0	12
Total	70	252	12	88	112	274	10	94	2	1	915
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	70	252	12	88	112	274	10	94	2	1	915

A = African; C = Coloured; I = Indian; W = White.

NOTE: The figures reflected per occupational levels include all permanent, part-time and contract employees, but exclude interns. Furthermore, the information is presented by salary level and not post level.

For the number of employees with disabilities, refer to Table 3.5.2.

Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15–16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13–14)	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	0	3	0	7	1	3	0	5	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	1	0	0	2	1	0	0	2	0	0	6
Semi-skilled and discretionary decision making (Levels 3–5)	0	0	0	0	0	1	0	0	0	0	1
Unskilled and defined decision making (Levels 1–2)	0	0	0	0	0	0	0	0	0	0	0
Total	1	3	0	10	2	4	0	7	0	0	27
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	1	3	0	10	2	4	0	7	0	0	27

A = African; C = Coloured; I = Indian; W = White.

NOTE: The figures reflected per occupational level include all permanent, part-time and contract employees, but exclude interns. Furthermore, the information is presented by salary level and not post level.

Table 3.5.3: Recruitment, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15–16)	0	0	0	0	0	1	0	0	0	0	1
Senior management (Levels 13–14)	0	0	0	0	0	0	0	2	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	0	2	1	2	1	1	0	2	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	1	1	1	0	2	5	0	1	0	0	11
Semi-skilled and discretionary decision making (Levels 3–5)	0	1	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making (Levels 1–2)	1	0	0	0	0	0	0	0	0	0	1
Total	2	4	2	2	3	7	0	5	0	0	25
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	2	4	2	2	3	7	0	5	0	0	25

A = African; C = Coloured; I = Indian; W = White.

NOTE: Recruitment refers to the appointment of new employees to the staff establishment of the Department but exclude interns. The totals include transfers from other government departments and / or institutions, as per Table 3.4.1.

Table 3.5.4: Promotions, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15–16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13–14)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	0	1	0	0	0	2	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	0	2	0	0	1	1	0	0	0	0	4
Semi-skilled and discretionary decision making (Levels 3–5)	1	1	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making (Levels 1–2)	0	0	0	0	0	0	0	0	0	0	0
Total	1	4	0	0	1	3	0	0	0	0	9
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	1	4	0	0	1	3	0	0	0	0	9

A = African; C = Coloured; I = Indian; W = White.

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department, by applying and being successful for an advertised post, through the recruitment and selection process as per Table 3.4.7.

Table 3.5.5: Terminations, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15–16)	1	1	0	1	0	0	0	0	0	0	3
Senior management (Levels 13–14)	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	6	10	2	8	3	4	0	4	2	0	39
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	1	7	0	0	3	6	0	0	0	0	17
Semi-skilled and discretionary decision making (Levels 3–5)	0	3	0	0	1	1	0	1	0	0	6
Unskilled and defined decision making (Levels 1–2)	1	0	0	0	0	0	0	0	0	0	1
Total	10	21	2	9	7	11	0	5	2	0	67
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	10	21	2	9	7	11	0	5	2	0	67

A = African; C = Coloured; I = Indian; W = White.

NOTE: Terminations refer to those employees (excluding interns) who have left the employ of the Department, including transfers to other departments, as per Table 3.4.1.

Table 3.5.6: Disciplinary actions, 1 April 2020 to 31 March 2021

Disciplinary Actions	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Final Written Warning	0	0	0	0	0	0	0	1	0	0	1
Dismissal	1	2	0	0	0	0	0	0	0	0	3
Total	1	2	0	0	0	0	0	1	0	0	4
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	1	2	0	0	0	0	0	1	0	0	4

A = African; C = Coloured; I = Indian; W = White.

NOTE: The disciplinary actions total refers to formal outcomes only and not headcount. For further information on the outcomes of the disciplinary hearings and the types of misconduct addressed at disciplinary hearings, refer to Tables 3.12.2 and Table 3.12.3.

Table 3.5.7: Skills development, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15–16)	1	2	0	2	0	1	0	1	7
Senior management (Levels 13–14)	2	13	1	15	1	12	3	5	52
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	17	89	7	32	37	92	3	40	317
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	15	29	1	5	23	57	0	13	143
Semi-skilled and discretionary decision making (Levels 3–5)	7	25	0	0	14	26	1	3	76
Unskilled and defined decision making (Levels 1–2)	1	1	0	0	0	1	0	0	3
Total	43	159	9	54	75	189	7	62	598
Temporary employees	0	0	0	0	0	0	0	0	0
Grand total	43	159	9	54	75	189	7	62	598

A = African; C = Coloured; I = Indian; W = White.

Note: The above table refers to the total number of employees who have received training during the period under review, and not the number of training interventions attended by individuals. For further information on the actual training provided, refer to Table 3.13.2.

3.6. Signing of performance agreements by SMS members

Table 3.6.1: Signing of Performance Agreements by SMS Members, as at 30 October 2020

SMS Post Level	Number of active SMS posts per level	Number of SMS members per level	Number of signed Performance Agreements per level	Signed Performance Agreements as % of SMS members per level
Director-General/ Head of Department	1	1	1	100.0
Salary Level 16, but not HOD	1	1	1	100.0
Salary Level 15	6	6	6	100.0
Salary Level 14	14	14	14	100.0
Salary Level 13	44	44	44	100.0
Total	66	66	66	100.0

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. Furthermore, the table reflects post salary details and not the individual salary level of employees. The allocation of performance-related rewards (cash bonus) for SMS members is dealt with later in the report. Refer to Table 3.8.5 in this regard. The due date for SMS members to sign Performance Agreements for the 2020/21 performance cycle was extended to 30 October 2020, due to the COVID-19 pandemic, as per a DPSA circular issued in this regard.

Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS Members on 30 October 2020

Reasons for not concluding Performance Agreements with all SMS
None

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 30 October 2020

Disciplinary steps taken against SMS Members for not having concluded Performance Agreements
None required

3.7. Filling of SMS posts

The tables in this section provide information on employment and vacancies as it relates to members of the SMS by salary level. It also provides information of advertising and the filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken in cases of non-compliance.

Table 3.7.1: SMS posts information, as at 30 September 2020

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General	2	2	100.0	0	-
Salary Level 16, but not DG	1	1	100.0	0	-
Salary Level 15	6	6	100.0	0	-
Salary Level 14	13	13	100.0	0	-
Salary Level 13	45	45	100.0	0	-
Total	67	67	100.0	0	-

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded.

Table 3.7.2: SMS posts information, as at 31 March 2021

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General	1	1	100.0	0	-
Salary Level 16, but not DG	1	1	100.0	0	-
Salary Level 15	5	5	100.0	0	-
Salary Level 14	12	12	100.0	0	-
Salary Level 13	45	45	100.0	0	-
Total	64	64	100.0	0	-

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded.

Table 3.7.3: Advertising and Filling of SMS posts, as at 31 March 2021

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General	0	0	0
Salary Level 16, but not DG	0	0	0
Salary Level 15	0	1	0
Salary Level 14	0	1	0
Salary Level 13	0	1	0
Total	0	3	0

Table 3.7.4: Reasons for not having complied with the filling of active vacant SMS posts – Advertised within six months and filled within 12 months after becoming vacant

SMS Level	Reasons for non-compliance
Director-General	N/A
Salary Level 16, but not DG	N/A
Salary Level 15	N/A
Salary Level 14	N/A
Salary Level 13	N/A

Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts
None

3.8. Employee performance

The following tables note the number of staff by salary band (table 3.8.1) and staff within critical occupations (3.8.2) who received a notch progression as a result of performance management. (i.e. qualifying employees who scored between 3 – 4 in their performance ratings).

Table 3.8.1: Notch progressions by salary band, 1 April 2020 to 31 March 2021

Salary Band	Employees as at 31 March 2020	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1–2)	18	12	66.7
Skilled (Levels 3–5)	117	80	68.4
Highly skilled production (Levels 6–8)	195	133	68.2
Highly skilled supervision (Levels 9–12)	562	358	63.7
Senior management (Levels 13–16)	65	41	63.1
Total	957	624	65.2

Table 3.8.2: Notch progressions by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupations	Employees as at 31 March 2020	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Network Technologist	123	69	56.1

To encourage good performance, the Department has granted the following performance rewards to employees for the performance period 2019/20, but paid in the financial year 2020/21. The information is presented in terms of race, gender, and disability (Table 3.8.3), salary bands (Table 3.8.4 and Table 3.8.5) and critical occupations (Table 3.8.6).

Table 3.8.3: Performance rewards by race, gender, and disability, 1 April 2020 to 31 March 2021

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
African	0	194	0.0	0	0
Male	0	81	0.0	0	0
Female	0	113	0.0	0	0
Coloured	0	539	0.0	0	0
Male	0	266	0.0	0	0
Female	0	273	0.0	0	0
Indian	0	22	0.0	0	0
Male	0	12	0.0	0	0
Female	0	10	0.0	0	0
White	0	176	0.0	0	0
Male	0	86	0.0	0	0
Female	0	90	0.0	0	0
Employees with a disability	0	26	0.0	0	0
Total	0	957	0.0	0	0

Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2020 to 31 March 2021

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
Lower skilled (Levels 1–2)	0	18	0.0	0	0	0.0
Skilled (Levels 3–5)	0	117	0.0	0	0	0.0
Highly skilled production (Levels 6–8)	0	195	0.0	0	0	0.0
Highly skilled supervision (Levels 9–12)	0	562	0.0	0	0	0.0
Total	0	892	0.0	0	0	0.0

NOTE: The cost is calculated as a percentage of the total personnel expenditure for salary levels 1-12 employees, reflected in Table 3.1.2.

Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 01 April 2020 to 31 March 2021

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	0	44	0.0	0	0	0.0
Senior Management Service Band B (Level 14)	0	12	0.0	0	0	0.0
Senior Management Service Band C (Level 15)	0	6	0.0	0	0	0.0
Senior Management Service Band D (Level 16)	0	3	0.0	0	0	0.0
Total	0	65	0.0	0	0	0.0

NOTE: The cost is calculated as a percentage of the total personnel expenditure for those employees at salary levels 13–16, reflected in Table 3.1.2.

Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupation	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
Network Technologist	0	123	0.0	0	0	0.0

3.9. Foreign workers

The tables below summarise the employment of foreign nationals in the Department in terms of salary bands (Table 3.9.1) and major occupation (Table 3.9.2). The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

Table 3.9.1: Foreign Workers by salary band, 1 April 2020 to 31 March 2021

Salary Band	1 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1–2)	0	0.0	0	0.0	0	0
Skilled (Levels 3–5)	0	0.0	0	0.0	0	0
Highly skilled production (Levels 6–8)	0	0.0	0	0.0	0	0
Highly skilled supervision (Levels 9–12)	5	100.0	3	100.0	-2	-40.0
Senior management (Levels 13–16)	0	0.0	0	0.0	0	100.0
Total	5	100.0	3	100.0	-2	-40.0

NOTE: The table above includes non-citizens with permanent residence in the Republic of South Africa.

Table 3.9.2: Foreign Workers by major occupation, 1 April 2020 to 31 March 2021

Major Occupation	1 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% change
Chief Risk Advisor	1	20.0	0	0.0	-1	-100.0
Deputy Director: ICT Audit	1	20.0	1	33.3	0	0.0
Law Advisor	1	20.0	1	33.3	0	0.0
Policy and Strategy Researcher	1	20.0	0	0.0	-1	-100.0
Senior Monitoring and Evaluation Officer	1	20.0	1	33.3	0	0.0
Total	5	100.0	3	100.0	-2	-40.0

NOTE: The table above includes non-citizens with permanent residence in the Republic of South Africa.

3.10. Leave utilisation for the period 1 January 2020 to 31 December 2020

The following tables provide an indication of the use of sick leave (Table 3.10.1) and incapacity leave (Table 3.10.2). In both instances, the estimated cost of the leave is also provided.

Table 3.10.1: Sick leave, 1 January 2020 to 31 December 2020

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	Total number of employees	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Interns	119	33.6	52	130	40.0	2	25
Lower skilled (Levels 1–2)	18	61.1	7	13	53.8	3	7
Skilled (Levels 3–5)	675	84.6	89	122	73.0	8	475
Highly skilled production (Levels 6–8)	1 193	87.6	150	215	69.8	8	1 357
Highly skilled supervision (Levels 9–12)	1 936	78.9	345	579	59.6	6	3 746
Senior management (Levels 13–16)	160	80.0	32	74	43.2	5	514
Total	4 101	81.0	675	1 133	59.6	6	6 124

NOTE: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. The three-year sick leave cycle started in January 2019 and ends in December 2021. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, refer to Table 3.10.2.

Table 3.10.2: Incapacity leave, 1 January 2020 to 31 December 2020

Salary Band	Total days	% days with medical certification	Number of Employees using incapacity leave	Total number of employees	% of total employees using incapacity leave	Average days per employee	Estimated Cost (R'000)
Interns	0	0.0	0	130	0.0	0	0
Lower skilled (Levels 1–2)	0	0.	0	13	0.0	0	0
Skilled (Levels 3–5)	94	100.0	8	122	6.6	12	69
Highly skilled production (Levels 6–8)	373	100.0	9	215	4.2	41	378
Highly skilled supervision (Levels 9–12)	760	100.0	13	579	2.2	58	1 517
Senior management (Levels 13–16)	6	100.0	1	74	1.4	6	20
Total	1 233	100.0	31	1 133	2.7	40	1 984

NOTE: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. If an employee has exhausted his or her normal sick leave, the employer must conduct an investigation into the nature and extent of the employee's incapacity. Such investigations must be carried out in accordance with item 10(1) of Schedule 8 of the Labour Relations Act (LRA).

Incapacity leave is not an unlimited amount of additional sick leave days at an employee's disposal. Incapacity leave is additional sick leave granted conditionally at the employer's discretion, as provided for in the Leave Determination and Policy on Incapacity Leave and Ill-Health Retirement (PILIR).

Table 3.10.3: Annual Leave, 1 January 2020 to 31 December 2020

Table 3.10.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000 requires management of annual leave to prevent high levels of accrued leave having to be paid at the time of termination of service.

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Interns	646	103	6
Lower skilled (Levels 1–2)	211	12	18
Skilled (Levels 3–5)	2 055	116	18
Highly skilled production (Levels 6–8)	4 053	207	20
Highly skilled supervision (Levels 9–12)	10 267	555	18
Senior management (Levels 13–16)	1 426	70	20
Total	18 658	1 063	18

Table 3.10.4: Capped leave, 1 January 2020 to 31 December 2020

Salary Band	Total capped leave available as at 31 Dec 2019	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 31 Dec 2020	Total capped leave available as at 31 Dec 2020
Lower skilled (Levels 1–2)	0	0	0	0	0	0
Skilled (Levels 3–5)	50	32	1	32	2	17
Highly skilled production (Levels 6–8)	858	94	2	47	31	721
Highly skilled supervision (Levels 9–12)	2 519	380	7	54	72	2 115
Senior management (Levels 13–16)	593	0	0	0	19	660
Total	4 019	506	10	51	124	3 512

NOTE: It is possible for the total number of capped leave days to increase as employees who were promoted or transferred into the Department, retain their capped leave credits, which form part of that specific salary band and ultimately the departmental total.

Table 3.10.5: Leave pay-outs, 1 April 2020 to 31 March 2021

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs during 2020/21 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service	1 275	9	141 631
Current leave pay-outs on termination of service	1 849	127	14 560
Total	3 124	136	22 969

3.11. Health promotion programmes, including HIV and AIDS

Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2020 to 31 March 2021

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
The nature of the Department's work does not expose employees to increased risk of contracting HIV & AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.	<p>Due to the COVID -19 pandemic restrictions, the HIV & AIDS Counselling, Testing (HCT) and Wellness screenings were not scheduled as usual. However, employees had the opportunity to participate in the commemoration of World AIDS Day.</p> <p>Employee Health and Wellness Services are rendered to all employees in need and include the following:</p> <ul style="list-style-type: none"> • 24/7/365 Telephone counselling; • Face to face counselling (4 session model); • Trauma and critical incident counselling; • Advocacy on HIV and AIDS awareness, including online e-Care services and • Training, coaching and targeted Interventions where these were required

Table 3.11.2: Details of Health Promotion including HIV and AIDS Programmes, 1 April 2020 to 31 March 2021

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2016? If so, provide her/his name and position.	✓		Ms Letitia Isaacs, Acting Director: Organisational Behaviour (Department of the Premier).
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	✓		<p>The Corporate Services Centre (CSC) within the Department of the Premier provides a transversal service to the eleven (11) departments, including the Department of the Premier.</p> <p>A designated Employee Health and Wellness unit within the Directorate Organisational Behaviour and the Chief Directorate Organisation Development serves to promote the health and well-being of employees in the eleven (11) client departments.</p> <p>The unit consists of a Deputy Director, three (3) Assistant Directors, and two (2) EHW Practitioners.</p> <p>Budget: R4.293 million</p>

Question	Yes	No	Details, if yes
<p>3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.</p>	✓		<p>The Department of the Premier has entered into a service level agreement with Metropolitan Health (external service provider) to render an Employee Health and Wellness Service to the eleven (11) departments of the Corporate Services Centre (CSC). The following interventions were conducted: Resilience During Crises, Dealing with Difficult People, Emotional Impact Assessments, Stress During Covid-19 Lockdown, Resilience and Strategic Thinking During Crises, Self-management and Resilience (COVID-19 Lockdown), Webinar on Wellbeing as mediating factor in terms of Burnout and Engagement), Webinar on Gender-Based Violence, Team Cohesion and Relationship and Webinar (Wellbeing as mediating factor in terms of Burnout and Engagement).</p> <p>These interventions are based on the outbreak of the COVID-19 pandemic as well as trends reflected in the quarterly reports and implemented to address employee or departmental needs.</p> <p>The targeted interventions for both employees and managers were aimed at personal development; promotion of healthy lifestyles; and improving coping skills. This involved presentations, workshops, group discussions to create awareness and encourage employees to have a pro-active approach to limit the impact of these problems in the workplace. Targeted Interventions were also implemented to equip managers with tools to engage employees in the workplace.</p> <p>Employee Information on EHW Services was conducted and how to access the Employee Health and Wellness (EHW) Programme was distributed online.</p> <p>Support groups for Grieving Employees, as well as Employees experience COVID symptoms and recovering were piloted.</p>
<p>4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.</p>	✓		<p>The Provincial Employee Health and Wellness Steering Committee has been established with members nominated by each department.</p> <p>The Department of the Premier is represented by Ms Letitia Isaacs and Ms. Fatima Gallie.</p>
<p>5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.</p>	✓		<p>The Transversal Management Framework for Employee Health and Wellness Programmes in the Western Cape Government is in effect and was adopted by the Co-ordinating Chamber of the PSCBC for the Western Cape Province in December 2016.</p> <p>In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants. Workplace practices are constantly monitored to ensure policy compliance and fairness.</p> <p>Under the EHW banner, four EHW Policies were approved which includes HIV & AIDS and TB Management that responds to the prevention of discrimination against employees affected and infected by HIV & AIDS and TB in the workplace. The policy is in line with the amended National EHW Strategic Framework 2019.</p> <p>Further to this, the Department of Health, that is the lead department for HIV & AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the Western Government. The document is in line with the four pillars of the National EHW Strategic Framework 2018 as amended.</p> <p>During the reporting period, the transversal EHW policies including the HIV, AIDS and TB Management Policy have been audited by DPSA against the DPSA policies as well as the National Strategic Plan for HIV, TB and STIs (2017-2022) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.</p>

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	✓		<p>The Provincial Strategic Plan on HIV & AIDS, STIs and TB 2017-2022 has been implemented to mainstream HIV and TB and its gender and rights-based dimensions into the core mandates to reduce HIV-related stigma.</p> <p>The aim is to:</p> <ul style="list-style-type: none"> • Reduce HIV and TB discrimination in the workplace. This included campaigns against unfair discrimination and empowerment of employees. • Reduce unfair discrimination in access to services. This included ensuring that the Directorate Employee Relations addresses complaints or grievances relating to unfair discrimination and provides training to employees. <p>Due to the COVID-19 pandemic, the Department could not implement the planned measures to address the stigma and discrimination against those infected or perceived to be infective with HIV, which include the following:</p> <ul style="list-style-type: none"> • Wellness Screenings (Blood pressure, Glucose, Cholesterol, TB, BMI) • HCT Screenings • TB Talks and Screenings • Distributing posters and pamphlets; • Condom distribution and spot talks; and • Commemoration of World AIDS Day and Wellness events.
7. Does the department encourage its employees to undergo HIV counselling and testing (HCT)? If so, list the results that you have achieved.	✓		<p>HCT SESSIONS:</p> <p>The following Wellness and HCT screening sessions were conducted:</p> <ul style="list-style-type: none"> • The Department participated in One (1) HCT and Wellness screening sessions. • 35 Employees were tested and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STI's). • There were no clinical referrals for TB, HIV or STIs for further management.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	✓		<p>The EHWP is monitored through Quarterly and Annual reporting and trend analysis can be derived through comparison of departmental utilisation and demographics i.e. age, gender, problem profiling, employee vs. manager utilisation, number of cases. Themes and trends also provide a picture of the risks and impact the EHW issues have on individual and the workplace.</p>

3.12. Labour relations

The following provincial collective agreements were entered into with trade unions for the period under review.

Table 3.12.1: Collective agreements, 1 April 2020 to 31 March 2021

Total collective agreements	None
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Table 3.12.2 summarises the outcome of disciplinary hearings conducted within the Department for the period.

Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2020 to 31 March 2021

Outcomes of disciplinary hearings	Number of cases finalised	% of total
Final Written Warning	1	25.0
Dismissal	3	75.0
Total	4	100.0
Percentage of total employment		0.4

NOTE: Outcomes of disciplinary hearings refer to formal cases only.

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2020 to 31 March 2021

Type of misconduct	Number	% of total
Assault/attempts or threatens to assault	1	25.0
Conduct self in improper/unacceptable manner	1	25.0
Possesses or wrongfully uses property of state	1	25.0
Sexual harassment	1	25.0
Total	4	100.0

Table 3.12.4: Grievances lodged, 1 April 2020 to 31 March 2021

Grievances lodged	Number	% of total
Number of grievances resolved	7	70.0
Number of grievances not resolved	3	30.0
Total number of grievances lodged	10	100.0

NOTE: Grievances lodged refers to cases that were finalised within the reporting period. Grievances **not resolved** refers to cases where the outcome was **not in favour of the aggrieved**. All cases, resolved and not resolved have been finalised.

Table 3.12.5: Disputes lodged with Councils, 1 April 2020 to 31 March 2021

Disputes lodged with Councils	Number	% of total
Number of disputes upheld	0	0.0
Number of disputes dismissed	5	100.0
Total number of disputes lodged	5	100.0

NOTE: Councils refer to the Public Service Co-ordinating Bargaining Council (PSCBC) and General Public Service Sector Bargaining Council (GPSSBC). When a dispute is "upheld", it means that the Council endorses the appeal as legitimate and credible in favour of the aggrieved. When a dispute is "dismissed", it means that the Council is not ruling in favour of the aggrieved.

Table 3.12.6: Strike actions, 1 April 2020 to 31 March 2021

Strike actions	Number
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 3.12.7: Precautionary suspensions, 1 April 2020 to 31 March 2021

Precautionary suspensions	Number
Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0

NOTE: Precautionary suspensions refer to staff who were suspended with full pay, whilst the case was being investigated.

3.13. Skills development

This section highlights the efforts of the Department with regard to skills development. Table 3.13.1 reflect the training needs as at the beginning of the period under review, and Table 3.13.2 the actual training provided.

Table 3.13.1: Training needs identified, 1 April 2020 to 31 March 2021

Occupational Categories	Gender	Number of employees as at 1 April 2020	Training provided during the reporting period			
			Learnerships	Skills Programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13–16)	Female	25	0	33	0	33
	Male	40	0	59	0	59
Professionals (Salary Band 9–12)	Female	268	0	421	0	421
	Male	291	0	413	0	413
Technicians and associate professionals (Salary Band 6–8)	Female	133	0	156	0	156
	Male	67	0	70	0	70
Clerks (Salary Band 3–5)	Female	64	0	40	0	40
	Male	50	0	71	0	71
Elementary occupations (Salary Band 1–2)	Female	7	0	6	0	6
	Male	7	0	7	0	7
Sub Total	Female	497	0	656	0	656
	Male	455	0	620	0	620
Total		952	0	1 276	0	1 276
Employees with disabilities	Female	12	0	7	0	7
	Male	13	0	4	0	4

NOTE: The above table identifies the training needs at the start of the reporting period as per the Department's Workplace Skills Plan.

Table 3.13.2: Training provided, 1 April 2020 to 31 March 2021

Occupational Categories	Gender	Number of employees as at 31 March 2021	Training provided during the reporting periods			
			Learnerships	Skills Programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13–16)	Female	28	0	74	0	74
	Male	36	0	88	0	88
Professionals (Salary Band 9–12)	Female	263	0	425	0	425
	Male	270	0	358	0	358
Technicians and associate professionals (Salary Band 6–8)	Female	133	0	209	0	209
	Male	63	0	139	0	139
Clerks (Salary Band 3–5)	Female	60	0	115	0	115
	Male	50	0	65	0	65
Elementary occupations (Salary Band 1–2)	Female	7	0	1	0	1
	Male	5	0	2	0	2
Sub Total	Female	491	0	824	0	824
	Male	424	0	652	0	652
Total		915	0	1 476	0	1 476
Employees with disabilities	Female	13	0	9	0	9
	Male	14	0	3	0	3

NOTE: The above table identifies the number of training courses attended by individuals during the period under review.

3.14. Injury on duty

This section provides basic information on injuries sustained whilst being on official duty.

Table 3.14.1: Injury on duty, 1 April 2020 to 31 March 2021

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0.0
Temporary disablement	0	0.0
Permanent disablement	0	0.0
Fatal	1	100.0
Total	1	100.0
Percentage of total employment		0.1

3.15. Utilisation of consultants

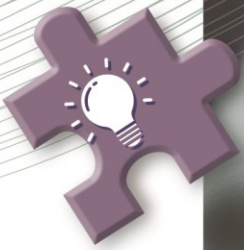
Table 3.15.1: Consultant appointments using appropriated funds

PROGRAMME	CONSULTING FIRM	PROJECT TITLE	NATURE OF THE PROJECT	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS/ HOURS	CONTRACT VALUE IN RAND	TOTAL NUMBER OF PROJECTS	TOTAL INDIVIDUAL CONSULTANTS	BBBEE LEVEL
Programme 2	Sustainable Livelihoods Foundation	Needs Assessment of School-based Learner-on-learner Violence in the Cape Town Metropolitan Area	Needs Assessment of School-based Learner-on-learner Violence in the Cape Town Metropolitan Area	7	5 months	R 497 926.00	1	7	4
Programme 3	Neurozone (PTY) Ltd	Resilience and High-Performance journey for DotP leadership	Resilience and High-Performance journey for DotP leadership	1	2 months	R 174 570.00	1	1	N/C
	Aephoria Partners (PTY) Ltd	Values based Leadership Development Programme	Values based Leadership Development Programme	3	12 months	R 472 138.25	1	3	4

Programme 5	Arc Sakhile Chartered Accountants and Auditors Incorporated	Comprehensive corporate secretariat service to 6 audit committees in the Province for the period 15 July 2020 to 31 March 2021	Comprehensive corporate secretariat service to 6 audit committees in the Province for the period 15 July 2020 to 31 March 2021	1	7.5 months	R 451 490.00	1	1	N/C
			Total			R 1 596 124.25			

Table 3.15.2: Consultant appointments using Donor funds

PROGRAMME	CONSULTING FIRM	PROJECT TITLE	NATURE OF THE PROJECT	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS/ HOURS	CONTRACT VALUE IN RAND	TOTAL NUMBER OF PROJECTS	TOTAL INDIVIDUAL CONSULTANTS	BBBEE LEVEL
	N/A								





Part E

FINANCIAL INFORMATION

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1. REPORT OF THE AUDITOR-GENERAL TO WESTERN CAPE PROVINCIAL PARLIAMENT ON VOTE NO. 1: WESTERN CAPE DEPARTMENT OF THE PREMIER

1.1. Report on the audit of the financial statements

OPINION

1. I have audited the financial statements of the Western Cape Department of the Premier set out on pages 186 to 256, which comprise the appropriation statement, statement of financial position as at 31 March 2021, statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Western Cape Department of the Premier as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standards (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 4 of 2020 (Dora).

BASIS FOR OPINION

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International *Independence Standards*) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

EMPHASIS OF MATTERS

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Uncertainty relating to future outcome of claim against the department

7. With reference to note 17.1 to the financial statements, the department is the defendant in a property damages claim to the value of R184.8 million. The department is defending the claim, as it believes the summons is materially defective as it fails to establish a causal link between the actions of the defendant and the resultant damages and, therefore, fails to disclose a legitimate cause of action on which to hold the department liable for the damages claimed.

Restatement of corresponding figures

8. As disclosed in note 29.1 to the financial statements, the corresponding figures for 31 March 2020 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2021.

OTHER MATTER

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

10. The supplementary information set out on pages 257 to 273 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

RESPONSIBILITIES OF THE ACCOUNTING OFFICER FOR THE FINANCIAL STATEMENTS

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
12. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

1.2. Report on the audit of the annual performance report

INTRODUCTION AND SCOPE

15. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the department's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the department's annual performance report for the year ended 31 March 2021:

Programme	Pages in the Annual Performance Report
Programme 4 – centre for e-innovation	84-89

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
- Programme 4 – centre for e-innovation

OTHER MATTER

20. I draw attention to the matter below.

Achievement of planned targets

21. Refer to the annual performance report on pages 84 to 89 for information on the achievement of planned targets for the year and management's explanations provided for the under-/over-achievement of targets.

1.3. Report on the audit of compliance with legislation

INTRODUCTION AND SCOPE

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
23. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

1.4. Other information

24. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported in this auditor's report.
25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

1.5. Internal control deficiencies

28. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

Auditor-General

Cape Town

31 July 2021



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

2. ANNEXURE – AUDITOR-GENERAL’S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected programme and on the department's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
 - o identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - o obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control
 - o evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - o conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Western Cape Department of the Premier to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
 - o evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER PROGRAMME									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. Executive Governance and Integration (Administration)	96 200	-	(721)	95 479	94 648	831	99.1	108 112	105 659
2. Provincial Strategic Management	70 494	-	(1 990)	68 504	66 487	2 017	97.1	61 927	57 521
3. People Management (CSC)	199 369	-	(6 791)	192 578	190 655	1 923	99.0	208 061	201 606
4. Centre for e-Innovation (CSC)	1 089 469	-	12 998	1 102 467	1 101 447	1 020	99.9	1 070 718	1 064 547
5. Corporate Assurance (CSC)	161 189	-	(3 496)	157 693	156 891	802	99.5	133 970	131 698
Subtotal	1 616 721	-	-	1 616 721	1 610 128	6 593	99.6	1 582 788	1 561 031
Statutory Appropriation	-	-	-	-	-	-	-	-	-
TOTAL (brought forward)				1 616 721	1 610 128			1 582 788	
Reconciliation with statement of financial performance									
ADD									
Departmental receipts				229	1 674				
Actual amounts per statement of financial performance (total revenue)				1 616 950	1 584 462				
Actual amounts per statement of financial performance (total expenditure)					1 610 128			1 561 031	

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER ECONOMIC CLASSIFICATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	1 563 112	(3 905)	(1 428)	1 557 779	1 551 268	6 511	99.6	1 519 866	1 498 615
Compensation of employees	589 677	(2 337)	(1 428)	585 912	585 619	293	99.9	617 071	608 708
Salaries and wages	515 650	(3 836)	(1 211)	510 603	510 406	197	100.0	541 533	533 911
Social contributions	74 027	1 499	(217)	75 309	75 213	96	99.9	75 538	74 797
Goods and services	973 435	(1 568)	-	971 867	965 649	6 218	99.4	902 795	889 907
Administrative fees	146	(83)	(15)	48	24	24	50.0	190	154
Advertising	33 884	(14 253)	(2 410)	17 221	16 897	324	98.1	11 224	10 317
Minor assets	8 626	(7 881)	-	745	734	11	98.5	2 874	2 214
Audit costs: External	6 000	(842)	(100)	5 058	5 030	28	99.4	6 279	6 277
Bursaries: Employees	1 000	(543)	-	457	457	-	100.0	829	828
Catering: Departmental activities	1 684	(949)	(225)	510	188	322	36.9	2 582	2 502
Communication	4 040	10 640	(70)	14 610	14 457	153	99.0	5 391	5 294
Computer services	857 349	9 882	8 434	875 665	874 699	966	99.9	814 418	807 540
Consultants: Business and advisory services	30 286	536	(3 730)	27 092	24 402	2 690	90.1	11 997	11 516
Legal services	2 542	129	(100)	2 571	2 350	221	91.4	2 042	2 030
Contractors	7 540	(375)	(90)	7 075	7 039	36	99.5	7 453	6 567
Entertainment	62	(59)	-	3	2	1	66.7	39	33
Fleet services	3 030	(772)	(270)	1 988	1 830	158	92.1	3 700	3 521
Inventory: Other supplies	-	1 198	-	1 198	1 198	-	100.0	1 150	1 150
Consumable supplies	808	700	-	1 508	1 422	86	94.3	1 331	1 209
Consumable: Stationery, printing and office supplies	2 496	(286)	(150)	2 060	1 479	581	71.8	3 152	3 034
Operating leases	2 158	(550)	(110)	1 498	1 408	90	94.0	1 986	1 913
Property payments	978	156	-	1 134	1 131	3	99.7	1 209	1 205
Transport provided: Departmental activity	-	1	-	1	-	1	-	9	9

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

APPROPRIATION PER ECONOMIC CLASSIFICATION (CONTINUED)									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Travel and subsistence	3 293	(1 240)	(239)	1 814	1 563	251	86.2	8 969	7 801
Training and development	2 306	3 738	(230)	5 814	5 639	175	97.0	5 172	4 960
Operating payments	3 496	(304)	(595)	2 597	2 531	66	97.5	8 167	7 661
Venues and facilities	1 586	(415)	(100)	1 071	1 041	30	97.2	2 504	2 046
Rental and hiring	125	4	-	129	128	1	99.2	128	126
Transfers and subsidies	25 348	3 387	1 428	30 163	30 119	44	99.9	26 810	26 501
Departmental agencies	5 048	29	-	5 077	5 057	20	99.6	67	50
Departmental agencies and accounts	5 048	29	-	5 077	5 057	20	99.6	67	50
Non-profit institutions	20 300	129	-	20 429	20 429	-	100.0	21 900	21 633
Households	-	3 229	1 428	4 657	4 633	24	99.5	4 843	4 818
Social benefits	-	3 141	1 428	4 569	4 546	23	99.5	3 729	3 706
Other transfers to households	-	88	-	88	87	1	98.9	1 114	1 112
Payments for capital assets	28 261	260	-	28 521	28 493	28	99.9	35 829	35 634
Buildings and other fixed structures	-	64	-	64	64	-	100.0	-	-
Buildings	-	64	-	64	64	-	100.0	-	-
Machinery and equipment	28 261	(3 118)	(355)	24 788	24 761	27	99.9	35 829	35 634
Transport equipment	7 888	465	16	8 369	8 353	16	99.8	8 411	8 387
Other machinery and equipment	20 373	(3 583)	(371)	16 419	16 408	11	99.9	27 418	27 247
Software and other intangible assets	-	3 314	355	3 669	3 668	1	100.0	-	-
Payments for financial assets	-	258	-	258	248	10	96.1	283	281
Total	1 616 721	-	-	1 616 721	1 610 128	6 593	99.6	1 582 788	1 561 031

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	2 542	(145)	(192)	2 205	2 200	5	99.8	2 757	2 720
2. Office of the Premier	16 990	30	(183)	16 837	16 747	90	99.5	18 379	17 716
3. Executive Council Support	10 661	(254)	(86)	10 321	10 304	17	99.8	13 292	13 048
4. Departmental Strategy	5 251	252	(101)	5 402	5 387	15	99.7	4 978	4 845
5. Office of the Director-General	14 606	(69)	-	14 537	14 474	63	99.6	19 670	19 123
6. Financial Management	43 841	(1 005)	(159)	42 677	42 039	638	98.5	44 396	44 189
7. Strategic Communication	2 309	1 191	-	3 500	3 497	3	99.9	4 640	4 018
Total for sub programmes	96 200	-	(721)	95 479	94 648	831	99.1	108 112	105 659
Economic classification									
Current payments	94 260	(644)	(987)	92 629	91 815	814	99.1	103 861	101 606
Compensation of employees	79 138	(358)	(787)	77 993	77 914	79	99.9	84 706	82 610
Salaries and wages	70 354	(448)	(748)	69 158	69 097	61	99.9	75 687	73 775
Social contributions	8 784	90	(39)	8 835	8 817	18	99.8	9 019	8 835
Goods and services	15 122	(286)	(200)	14 636	13 901	735	95.0	19 155	18 996
Administrative fees	29	(18)	-	11	9	2	81.8	30	28
Advertising	422	71	-	493	493	-	100.0	1 505	1 503
Minor assets	156	94	-	250	248	2	99.2	245	232
Audit costs: External	6 000	(842)	(100)	5 058	5 030	28	99.4	6 279	6 277
Catering: Departmental activities	600	(525)	-	75	28	47	37.3	871	868
Communication	1 009	1 081	-	2 090	2 071	19	99.1	471	454
Computer services	715	45	-	760	756	4	99.5	661	658
Consultants: Business and advisory services	322	(199)	-	123	102	21	82.9	683	678
Contractors	624	409	-	1 033	1 031	2	99.8	1 222	1 215

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION) (CONTINUED)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Entertainment	23	(22)	-	1	1	-	100.0	22	21
Fleet services	540	(14)	-	526	522	4	99.2	766	760
Consumable supplies	219	738	-	957	939	18	98.1	552	524
Consumable: Stationery, printing and office supplies	1 243	(38)	-	1 205	728	477	60.4	1 463	1 448
Operating leases	611	(189)	-	422	364	58	86.3	584	577
Travel and subsistence	768	(471)	(100)	197	165	32	83.8	1 532	1 499
Training and development	314	(218)	-	96	85	11	88.5	336	331
Operating payments	521	(357)	-	164	160	4	97.6	373	367
Venues and facilities	906	140	-	1 046	1 041	5	99.5	1 442	1 440
Rental and hiring	100	29	-	129	128	1	99.2	118	116
Transfers and subsidies	309	578	-	887	880	7	99.2	2 533	2 349
Departmental agencies and accounts	9	3	-	12	7	5	58.3	11	7
Departmental agencies	9	3	-	12	7	5	58.3	11	7
Non-profit institutions	300	129	-	429	429	-	100.0	300	125
Households	-	446	-	446	444	2	99.6	2 222	2 217
Social benefits	-	358	-	358	357	1	99.7	2 220	2 215
Other transfers to households	-	88	-	88	87	1	98.9	2	2
Payments for capital assets	1 631	53	266	1 950	1 942	8	99.6	1 708	1 694
Machinery and equipment	1 631	53	266	1 950	1 942	8	99.6	1 708	1 694
Transport equipment	1 307	166	266	1 739	1 737	2	99.9	1 523	1 517
Other machinery and equipment	324	(113)	-	211	205	6	97.2	185	177
Payments for financial assets	-	13	-	13	11	2	84.6	10	10
Total	96 200	-	(721)	95 479	94 648	831	99.1	108 112	105 659

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

1.1 PROGRAMME SUPPORT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 534	(194)	(192)	2 148	2 144	4	99.8	2 749	2 714
Compensation of employees	2 375	(56)	(192)	2 127	2 124	3	99.9	2 668	2 639
Goods and services	159	(138)	-	21	20	1	95.2	81	75
Transfers and subsidies	1	56	-	57	56	1	98.2	1	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	-	56	-	56	56	-	100.0	-	-
Payments for capital assets	7	(7)	-	-	-	-	-	7	6
Machinery and equipment	7	(7)	-	-	-	-	-	7	6
Total	2 542	(145)	(192)	2 205	2 200	5	99.8	2 757	2 720

1.2 OFFICE OF THE PREMIER									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	16 696	(101)	(183)	16 412	16 325	87	99.5	16 165	15 506
Compensation of employees	15 223	-	(83)	15 140	15 130	10	99.9	14 384	13 756
Goods and services	1 473	(101)	(100)	1 272	1 195	77	93.9	1 781	1 750
Transfers and subsidies	2	1	-	3	2	1	66.7	1 832	1 830
Departmental agencies and accounts	2	1	-	3	2	1	66.7	3	2
Households	-	-	-	-	-	-	-	1 829	1 828
Payments for capital assets	292	126	-	418	417	1	99.8	382	380
Machinery and equipment	292	126	-	418	417	1	99.8	382	380
Payments for financial assets	-	4	-	4	3	1	75.0	-	-
Total	16 990	30	(183)	16 837	16 747	90	99.5	18 379	17 716

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

1.3 EXECUTIVE COUNCIL SUPPORT									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	10 350	(317)	(86)	9 947	9 932	15	99.8	12 922	12 683
Compensation of employees	7 777	(1)	(86)	7 690	7 685	5	99.9	8 383	8 169
Goods and services	2 573	(316)	-	2 257	2 247	10	99.6	4 539	4 514
Transfers and subsidies	1	98	-	99	98	1	99.0	5	4
Departmental agencies and accounts	1	1	-	2	2	-	100.0	2	2
Non-Profit Institutions	-	43	-	43	43	-	100.0	-	-
Households	-	54	-	54	53	1	98.1	3	2
Payments for capital assets	310	(35)	-	275	274	1	99.6	355	351
Machinery and equipment	310	(35)	-	275	274	1	99.6	355	351
Payments for financial assets	-	-	-	-	-	-	-	10	10
Total	10 661	(254)	(86)	10 321	10 304	17	99.8	13 292	13 048

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2021

1.4 DEPARTMENTAL STRATEGY									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5 045	418	(101)	5 362	5 350	12	99.8	4 920	4 789
Compensation of employees	4 363	(68)	(101)	4 194	4 190	4	99.9	4 622	4 502
Goods and services	682	486	-	1 168	1 160	8	99.3	298	287
Transfers and subsidies	-	1	-	1	-	1	-	1	-
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
Payments for capital assets	206	(167)	-	39	37	2	94.9	57	56
Machinery and equipment	206	(167)	-	39	37	2	94.9	57	56
Total	5 251	252	(101)	5 402	5 387	15	99.7	4 978	4 845

1.5 OFFICE OF THE DIRECTOR-GENERAL									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 276	(391)	-	13 885	13 825	60	99.6	19 075	18 707
Compensation of employees	13 712	(135)	-	13 577	13 535	42	99.7	17 772	17 444
Goods and services	564	(256)	-	308	290	18	94.2	1 303	1 263
Transfers and subsidies	302	324	-	626	624	2	99.7	558	382
Departmental agencies and accounts	2	-	-	2	1	1	50.0	2	2
Non-Profit Institutions	300	86	-	386	386	-	100.0	300	125
Households	-	238	-	238	237	1	99.6	256	255
Payments for capital assets	28	(2)	-	26	25	1	96.2	37	34
Machinery and equipment	28	(2)	-	26	25	1	96.2	37	34
Total	14 606	(69)	-	14 537	14 474	63	99.6	19 670	19 123

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1.6 FINANCIAL MANAGEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	43 104	(1 304)	(425)	41 375	40 742	633	98.5	43 464	43 262
Compensation of employees	35 038	(248)	(325)	34 465	34 452	13	100.0	34 593	34 433
Goods and services	8 066	(1 056)	(100)	6 910	6 290	620	91.0	8 871	8 829
Transfers and subsidies	2	99	-	101	100	1	99.0	75	73
Departmental agencies and accounts	2	1	-	3	2	1	66.7	2	1
Households	-	98	-	98	98	-	100.0	73	72
Payments for capital assets	735	191	266	1 192	1 189	3	99.7	857	854
Machinery and equipment	735	191	266	1 192	1 189	3	99.7	857	854
Payments for financial assets	-	9	-	9	8	1	88.9	-	-
Total	43 841	(1 005)	(159)	42 677	42 039	638	98.5	44 396	44 189

1.7 STRATEGIC COMMUNICATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 255	1 245	-	3 500	3 497	3	99.9	4 566	3 945
Compensation of employees	650	150	-	800	798	2	99.8	2 284	1 667
Goods and services	1 605	1 095	-	2 700	2 699	1	100.0	2 282	2 278
Transfers and subsidies	1	(1)	-	-	-	-	-	61	60
Departmental agencies and accounts	1	(1)	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	61	60
Payments for capital assets	53	(53)	-	-	-	-	-	13	13
Machinery and equipment	53	(53)	-	-	-	-	-	13	13
Total	2 309	1 191	-	3 500	3 497	3	99.9	4 640	4 018

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Programme 2: PROVINCIAL STRATEGIC MANAGEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	2 719	(4)	-	2 715	2 673	42	98.5	2 883	2 805
2. Policy and Strategy	16 935	157	(444)	16 648	15 308	1 340	92.0	14 004	13 096
3. Strategic Management Information	38 212	10	(20)	38 202	38 175	27	99.9	29 997	29 014
4. Strategic Programmes	12 628	(163)	(1 526)	10 939	10 331	608	94.4	15 043	12 606
Total for sub programmes	70 494	-	(1 990)	68 504	66 487	2 017	97.1	61 927	57 521
Economic classification									
Current payments	64 936	(249)	(1 944)	62 743	60 734	2 009	96.8	61 043	56 890
Compensation of employees	39 526	(246)	(91)	39 189	39 128	61	99.8	42 136	40 905
Salaries and wages	35 112	(208)	(62)	34 842	34 799	43	99.9	37 549	36 342
Social contributions	4 414	(38)	(29)	4 347	4 329	18	99.6	4 587	4 563
Goods and services	25 410	(3)	(1 853)	23 554	21 606	1 948	91.7	18 907	15 985
Administrative fees	38	(13)	(15)	10	1	9	10.0	49	33
Advertising	906	-	(780)	126	100	26	79.4	2 547	2 046
Minor assets	31	(23)	-	8	6	2	75.0	107	38
Catering: Departmental activities	44	25	(25)	44	29	15	65.9	182	128
Communication	255	46	(20)	281	256	25	91.1	253	244
Computer services	15 502	3 906	-	19 408	19 407	1	100.0	9 959	9 958
Consultants: Business and advisory services	7 472	(4 309)	(498)	2 665	966	1 699	36.2	1 643	1 186
Contractors	125	46	(90)	81	56	25	69.1	367	158
Entertainment	3	(3)	-	-	-	-	-	7	4
Fleet services	55	(5)	(20)	30	2	28	6.7	35	29
Consumable supplies	67	(44)	-	23	8	15	34.8	93	76
Consumable: Stationery, printing and office supplies	71	16	(20)	67	44	23	65.7	168	113

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Programme 2: PROVINCIAL STRATEGIC MANAGEMENT (continued)									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	235	(70)	(30)	135	123	12	91.1	176	120
Transport provided: Departmental activity	-	1	-	1	-	1	-	9	9
Travel and subsistence	274	(45)	(110)	119	65	54	54.6	2 407	1 497
Training and development	82	493	(50)	525	522	3	99.4	124	85
Operating payments	132	(8)	(95)	29	21	8	72.4	205	108
Venues and facilities	113	(11)	(100)	2	-	2	-	576	153
Rental and hiring	5	(5)	-	-	-	-	-	-	-
Transfers and subsidies	5 503	247	-	5 750	5 743	7	99.9	627	530
Departmental agencies and accounts	5 003	1	-	5 004	5 000	4	99.9	4	1
Departmental agencies	5 003	1	-	5 004	5 000	4	99.9	4	1
Non-profit institutions	500	-	-	500	500	-	100.0	600	508
Households	-	246	-	246	243	3	98.8	23	21
Payments for capital assets	55	-	(46)	9	9	-	100.0	257	101
Machinery and equipment	55	-	(46)	9	9	-	100.0	257	101
Transport equipment	5	9	(5)	9	9	-	100.0	60	53
Other machinery and equipment	50	(9)	(41)	-	-	-	-	197	48
Payments for financial assets	-	2	-	2	1	1	50.0	-	-
Total	70 494	-	(1 990)	68 504	66 487	2 017	97.1	61 927	57 521

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2.1 PROGRAMME SUPPORT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 719	(8)	-	2 711	2 671	40	98.5	2 872	2 805
Compensation of employees	2 658	(6)	-	2 652	2 649	3	99.9	2 711	2 706
Goods and services	61	(2)	-	59	22	37	37.3	161	99
Transfers and subsidies	-	3	-	3	2	1	66.7	1	-
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
Households	-	2	-	2	2	-	100.0	-	-
Payments for capital assets	-	-	-	-	-	-	-	10	-
Machinery and equipment	-	-	-	-	-	-	-	10	-
Payments for financial assets	-	1	-	1	-	1	-	-	-
Total	2 719	(4)	-	2 715	2 673	42	98.5	2 883	2 805

2.2 POLICY AND STRATEGY									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	11 379	(52)	(398)	10 929	9 592	1 337	87.8	13 466	12 581
Compensation of employees	8 058	(51)	-	8 007	7 990	17	99.8	11 760	11 134
Goods and services	3 321	(1)	(398)	2 922	1 602	1 320	54.8	1 706	1 447
Transfers and subsidies	5 501	217	-	5 718	5 715	3	99.9	513	510
Departmental agencies and accounts	5 001	-	-	5 001	5 000	1	100.0	1	-
Non-Profit Institutions	500	-	-	500	500	-	100.0	500	500
Households	-	217	-	217	215	2	99.1	12	10
Payments for capital assets	55	(9)	(46)	-	-	-	-	25	5
Machinery and equipment	55	(9)	(46)	-	-	-	-	25	5
Payments for financial assets	-	1	-	1	1	-	100.0	-	-
Total	16 935	157	(444)	16 648	15 308	1 340	92.0	14 004	13 096

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2.3 STRATEGIC MANAGEMENT INFORMATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	38 211	(13)	(20)	38 178	38 152	26	99.9	29 992	29 011
Compensation of employees	18 718	(89)	(20)	18 609	18 596	13	99.9	18 681	18 097
Goods and services	19 493	76	-	19 569	19 556	13	99.9	11 311	10 914
Transfers and subsidies	1	23	-	24	23	1	95.8	1	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	-	23	-	23	23	-	100.0	-	-
Payments for capital assets	-	-	-	-	-	-	-	4	3
Machinery and equipment	-	-	-	-	-	-	-	4	3
Total	38 212	10	(20)	38 202	38 175	27	99.9	29 997	29 014

2.4 STRATEGIC PROGRAMMES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12 627	(176)	(1 526)	10 925	10 319	606	94.5	14 713	12 493
Compensation of employees	10 092	(100)	(71)	9 921	9 893	28	99.7	8 984	8 968
Goods and services	2 535	(76)	(1 455)	1 004	426	578	42.4	5 729	3 525
Transfers and subsidies	1	4	-	5	3	2	60.0	112	20
Departmental agencies and accounts	1	-	-	1	-	1	-	1	1
Non-Profit Institutions	-	-	-	-	-	-	-	100	8
Households	-	4	-	4	3	1	75.0	11	11
Payments for capital assets	-	9	-	9	9	-	100.0	218	93
Machinery and equipment	-	9	-	9	9	-	100.0	218	93
Total	12 628	(163)	(1 526)	10 939	10 331	608	94.4	15 043	12 606

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Programme 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	3 024	(165)	(10)	2 849	2 723	126	95.6	3 036	2 926
2. Organisation Development	64 117	-	(4 512)	59 605	58 935	670	98.9	63 213	58 466
3. People Training and Empowerment	31 122	547	195	31 864	31 580	284	99.1	37 638	37 020
4. People Management Practices	101 106	(382)	(2 464)	98 260	97 417	843	99.1	104 174	103 194
Total for sub programmes	199 369	-	(6 791)	192 578	190 655	1 923	99.0	208 061	201 606
Economic classification									
Current payments	198 067	(2 374)	(7 060)	188 633	186 737	1 896	99.0	204 576	198 140
Compensation of employees	165 927	(1 546)	-	164 381	164 323	58	100.0	172 725	170 441
Salaries and wages	142 405	(2 165)	-	140 240	140 203	37	100.0	148 975	146 977
Social contributions	23 522	619	-	24 141	24 120	21	99.9	23 750	23 464
Goods and services	32 140	(828)	(7 060)	24 252	22 414	1 838	92.4	31 851	27 699
Administrative fees	33	(16)	-	17	11	6	64.7	62	57
Advertising	3 326	-	(1 100)	2 226	2 186	40	98.2	4 642	4 240
Minor assets	75	(70)	-	5	5	-	100.0	688	134
Bursaries: Employees	650	(435)	-	215	215	-	100.0	543	543
Catering: Departmental activities	840	(259)	(200)	381	131	250	34.4	1 047	1 037
Communication	595	267	(50)	812	732	80	90.1	876	839
Computer services	4 690	(739)	(3 249)	702	601	101	85.6	5 838	4 251
Consultants: Business and advisory services	9 581	237	(1 971)	7 847	6 980	867	89.0	3 249	3 236
Legal services	118	-	-	118	-	118	-	11	11
Contractors	6 716	(2 823)	-	3 893	3 890	3	99.9	5 313	4 653
Fleet services	986	(336)	(250)	400	283	117	70.8	822	667
Consumable supplies	114	(53)	-	61	43	18	70.5	173	155
Consumable: Stationery, printing and office supplies	626	(98)	(100)	428	364	64	85.0	696	678

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Programme 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE) continued									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating leases	520	(16)	(50)	454	445	9	98.0	465	462
Property payments	615	206	-	821	820	1	99.9	854	852
Travel and subsistence	854	(367)	-	487	367	120	75.4	2 483	2 336
Training and development	819	4 174	-	4 993	4 980	13	99.7	2 340	2 219
Operating payments	452	10	(90)	372	361	11	97.0	1 295	906
Venues and facilities	510	(490)	-	20	-	20	-	444	413
Rental and hiring	20	(20)	-	-	-	-	-	10	10
Transfers and subsidies	17	2 305	528	2 850	2 837	13	99.5	1 653	1 642
Departmental agencies and accounts	17	5	-	22	19	3	86.4	19	16
Departmental agencies	17	5	-	22	19	3	86.4	19	16
Households	-	2 300	528	2 828	2 818	10	99.6	1 634	1 626
Social benefits	-	2 300	528	2 828	2 818	10	99.6	687	680
Other transfers to households	-	-	-	-	-	-	-	947	946
Payments for capital assets	1 285	-	(259)	1 026	1 016	10	99.0	1 824	1 817
Buildings and other fixed structures	-	64	-	64	64	-	100.0	-	-
Buildings	-	64	-	64	64	-	100.0	-	-
Machinery and equipment	1 285	(64)	(259)	962	952	10	99.0	1 824	1 817
Transport equipment	1 028	90	(173)	945	935	10	98.9	1 210	1 204
Other machinery and equipment	257	(154)	(86)	17	17	-	100.0	614	613
Payments for financial assets	-	69	-	69	65	4	94.2	8	7
Total	199 369	-	(6 791)	192 578	190 655	1 923	99.0	208 061	201 606

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3.1 PROGRAMME SUPPORT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3 014	(239)	-	2 775	2 651	124	95.5	3 034	2 925
Compensation of employees	2 873	(238)	-	2 635	2 630	5	99.8	2 857	2 853
Goods and services	141	(1)	-	140	21	119	15.0	177	72
Transfers and subsidies	-	74	-	74	72	2	97.3	1	-
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
Households	-	73	-	73	72	1	98.6	-	-
Payments for capital assets	10	-	(10)	-	-	-	-	1	1
Machinery and equipment	10	-	(10)	-	-	-	-	1	1
Total	3 024	(165)	(10)	2 849	2 723	126	95.6	3 036	2 926

3.2 ORGANISATION DEVELOPMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	63 977	(1 290)	(4 520)	58 167	57 506	661	98.9	62 787	58 045
Compensation of employees	46 653	(530)	-	46 123	46 106	17	100.0	48 692	47 370
Goods and services	17 324	(760)	(4 520)	12 044	11 400	644	94.7	14 095	10 675
Transfers and subsidies	1	1 284	133	1 418	1 416	2	99.9	21	19
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	-	1 284	133	1 417	1 416	1	99.9	20	19
Payments for capital assets	139	-	(125)	14	8	6	57.1	405	402
Machinery and equipment	139	-	(125)	14	8	6	57.1	405	402
Payments for financial assets	-	6	-	6	5	1	83.3	-	-
Total	64 117	-	(4 512)	59 605	58 935	670	98.9	63 213	58 466

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3.3 PEOPLE TRAINING AND EMPOWERMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	31 008	(98)	(200)	30 710	30 431	279	99.1	37 037	36 425
Compensation of employees	26 593	(88)	-	26 505	26 494	11	100.0	29 922	29 347
Goods and services	4 415	(10)	(200)	4 205	3 937	268	93.6	7 115	7 078
Transfers and subsidies	14	467	395	876	874	2	99.8	220	216
Departmental agencies and accounts	14	2	-	16	15	1	93.8	14	13
Households	-	465	395	860	859	1	99.9	206	203
Payments for capital assets	100	170	-	270	268	2	99.3	376	375
Buildings and other fixed structures	-	64	-	64	64	-	100.0	-	-
Machinery and equipment	100	106	-	206	204	2	99.0	376	375
Payments for financial assets	-	8	-	8	7	1	87.5	5	4
Total	31 122	547	195	31 864	31 580	284	99.1	37 638	37 020

3.4 PEOPLE MANAGEMENT PRACTICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	100 068	(747)	(2 340)	96 981	96 149	832	99.1	101 718	100 745
Compensation of employees	89 808	(690)	-	89 118	89 093	25	100.0	91 254	90 871
Goods and services	10 260	(57)	(2 340)	7 863	7 056	807	89.7	10 464	9 874
Transfers and subsidies	2	480	-	482	475	7	98.5	1 411	1 407
Departmental agencies and accounts	2	2	-	4	4	-	100.0	3	3
Households	-	478	-	478	471	7	98.5	1 408	1 404
Payments for capital assets	1 036	(170)	(124)	742	740	2	99.7	1 042	1 039
Machinery and equipment	1 036	(170)	(124)	742	740	2	99.7	1 042	1 039
Payments for financial assets	-	55	-	55	53	2	96.4	3	3
Total	101 106	(382)	(2 464)	98 260	97 417	843	99.1	104 174	103 194

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PROGRAMME 4: CENTRE FOR E-INNOVATION (CORPORATE SERVICES CENTRE)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	9 012	(460)	-	8 552	8 536	16	99.8	9 450	9 298
2. Strategic ICT Services	73 159	(14)	5 922	79 067	79 026	41	99.9	112 104	111 582
3. GITO Management Services	465 161	18 680	6 574	490 415	490 340	75	100.0	443 512	439 698
4. Connected Government and Infrastructure Services	444 865	(12 449)	147	432 563	431 689	874	99.8	430 795	430 767
5. Transversal Applications Services	97 272	(5 757)	355	91 870	91 856	14	100.0	74 857	73 202
Total for sub programmes	1 089 469	-	12 998	1 102 467	1 101 447	1 020	99.9	1 070 718	1 064 547
Economic classification									
Current payments	1 045 383	(392)	11 743	1 056 734	1 055 737	997	99.9	1 018 169	1 012 024
Compensation of employees	194 781	(43)	-	194 738	194 680	58	100.0	202 858	202 155
Salaries and wages	170 018	(936)	-	169 082	169 049	33	100.0	177 337	176 744
Social contributions	24 763	893	-	25 656	25 631	25	99.9	25 521	25 411
Goods and services	850 602	(349)	11 743	861 996	861 057	939	99.9	815 311	809 869
Administrative fees	34	(28)	-	6	2	4	33.3	28	21
Advertising	50	(50)	-	-	-	-	-	55	55
Minor assets	8 252	(7 871)	-	381	375	6	98.4	1 646	1 629
Bursaries: Employees	350	(108)	-	242	242	-	100.0	286	285
Catering: Departmental activities	140	(140)	-	-	-	-	-	341	332
Communication	1 922	1 672	-	3 594	3 579	15	99.6	3 527	3 511
Computer services	835 229	6 384	11 743	853 356	852 506	850	99.9	797 076	791 804
Consultants: Business and advisory services	-	-	-	-	-	-	-	22	21
Contractors	-	42	-	42	39	3	92.9	93	87
Entertainment	22	(20)	-	2	1	1	50.0	10	8
Fleet services	1 323	(322)	-	1 001	995	6	99.4	1 971	1 962

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PROGRAMME 4: CENTRE FOR E-INNOVATION (CORPORATE SERVICES CENTRE)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Inventory: Other supplies	-	1 198	-	1 198	1 198	-	100.0	1 150	1 150
Consumable supplies	256	162	-	418	403	15	96.4	358	327
Consumable: Stationery, printing and office supplies	327	(213)	-	114	105	9	92.1	502	483
Operating leases	589	(280)	-	309	303	6	98.1	543	538
Property payments	363	(50)	-	313	311	2	99.4	355	353
Travel and subsistence	995	(79)	-	916	900	16	98.3	1 632	1 600
Training and development	518	(507)	-	11	10	1	90.9	1 766	1 761
Operating payments	189	(96)	-	93	88	5	94.6	3 921	3 913
Venues and facilities	43	(43)	-	-	-	-	-	29	29
Transfers and subsidies	19 516	107	900	20 523	20 510	13	99.9	21 389	21 377
Departmental agencies and accounts	16	14	-	30	25	5	83.3	24	19
Departmental agencies	16	14	-	30	25	5	83.3	24	19
Non-Profit Institutions	19 500	-	-	19 500	19 500	-	100.0	21 000	21 000
Households	-	93	900	993	985	8	99.2	365	358
Social benefits	-	93	900	993	985	8	99.2	365	358
Payments for capital assets	24 570	207	355	25 132	25 124	8	100.0	31 159	31 145
Machinery and equipment	24 570	(3 107)	-	21 463	21 456	7	100.0	31 159	31 145
Transport equipment	5 191	201	-	5 392	5 389	3	99.9	5 191	5 187
Other machinery and equipment	19 379	(3 308)	-	16 071	16 067	4	100.0	25 968	25 958
Software and other intangible assets	-	3 314	355	3 669	3 668	1	100.0	-	-
Payments for financial assets	-	78	-	78	76	2	97.4	1	1
Total	1 089 469	-	12 998	1 102 467	1 101 447	1 020	99.9	1 070 718	1 064 547

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4.1 PROGRAMME SUPPORT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9 010	(511)	-	8 499	8 485	14	99.8	9 381	9 231
Compensation of employees	8 457	(36)	-	8 421	8 412	9	99.9	8 721	8 585
Goods and services	553	(475)	-	78	73	5	93.6	660	646
Transfers and subsidies	-	53	-	53	51	2	96.2	3	1
Departmental agencies and accounts	-	2	-	2	1	1	50.0	1	-
Households	-	51	-	51	50	1	98.0	2	1
Payments for capital assets	2	(2)	-	-	-	-	-	66	66
Machinery and equipment	2	(2)	-	-	-	-	-	66	66
Total	9 012	(460)	-	8 552	8 536	16	99.8	9 450	9 298

4.2 STRATEGIC ICT SERVICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	53 534	(37)	5 749	59 246	59 209	37	99.9	89 494	88 982
Compensation of employees	26 622	(396)	-	26 226	26 210	16	99.9	29 666	29 205
Goods and services	26 912	359	5 749	33 020	32 999	21	99.9	59 828	59 777
Transfers and subsidies	19 502	10	173	19 685	19 682	3	100.0	21 101	21 098
Departmental agencies and accounts	2	5	-	7	6	1	85.7	7	6
Non-Profit Institutions	19 500	-	-	19 500	19 500	-	100.0	21 000	21 000
Households	-	5	173	178	176	2	98.9	94	92
Payments for capital assets	123	(8)	-	115	114	1	99.1	1 509	1 502
Machinery and equipment	123	(46)	-	77	76	1	98.7	1 509	1 502
Software and other intangible assets	-	38	-	38	38	-	100.0	-	-
Payments for financial assets	-	21	-	21	21	-	100.0	-	-
Total	73 159	(14)	5 922	79 067	79 026	41	99.9	112 104	111 582

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4.3 GITO MANAGEMENT SERVICES									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	458 252	9 882	5 994	474 128	474 061	67	100.0	438 140	434 335
Compensation of employees	117 433	559	-	117 992	117 970	22	100.0	119 104	119 011
Goods and services	340 819	9 323	5 994	356 136	356 091	45	100.0	319 036	315 324
Transfers and subsidies	4	7	580	591	588	3	99.5	247	243
Departmental agencies and accounts	4	3	-	7	6	1	85.7	5	4
Households	-	4	580	584	582	2	99.7	242	239
Payments for capital assets	6 905	8 744	-	15 649	15 645	4	100.0	5 124	5 119
Machinery and equipment	6 905	8 744	-	15 649	15 645	4	100.0	5 124	5 119
Payments for financial assets	-	47	-	47	46	1	97.9	1	1
Total	465 161	18 680	6 574	490 415	490 340	75	100.0	443 512	439 698

4.4 CONNECTED GOVERNMENT AND INFRASTRUCTURE SERVICES									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	427 315	(541)	-	426 774	425 905	869	99.8	406 534	406 509
Compensation of employees	36 504	(236)	-	36 268	36 260	8	100.0	40 358	40 348
Goods and services	390 811	(305)	-	390 506	389 645	861	99.8	366 176	366 161
Transfers and subsidies	10	32	147	189	186	3	98.4	36	34
Departmental agencies and accounts	10	-	-	10	9	1	90.0	9	8
Households	-	32	147	179	177	2	98.9	27	26
Payments for capital assets	17 540	(11 950)	-	5 590	5 589	1	100.0	24 225	24 224
Machinery and equipment	17 540	(11 950)	-	5 590	5 589	1	100.0	24 225	24 224
Payments for financial assets	-	10	-	10	9	1	90.0	-	-
Total	444 865	(12 449)	147	432 563	431 689	874	99.8	430 795	430 767

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4.5 TRANSVERSAL APPLICATIONS SERVICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	97 272	(9 185)	-	88 087	88 077	10	100.0	74 620	72 967
Compensation of employees	5 765	66	-	5 831	5 828	3	99.9	5 009	5 006
Goods and services	91 507	(9 251)	-	82 256	82 249	7	100.0	69 611	67 961
Transfers and subsidies	-	5	-	5	3	2	60.0	2	1
Departmental agencies and accounts	-	4	-	4	3	1	75.0	2	1
Households	-	1	-	1	-	1	-	-	-
Payments for capital assets	-	3 423	355	3 778	3 776	2	99.9	235	234
Machinery and equipment	-	147	-	147	146	1	99.3	235	234
Software and other intangible assets	-	3 276	355	3 631	3 630	1	100.0	-	-
Total	97 272	(5 757)	355	91 870	91 856	14	100.0	74 857	73 202

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PROGRAMME 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE)									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	2 153	24	-	2 177	2 166	11	99.5	2 939	2 926
2. Enterprise Risk Management	8 366	(42)	-	8 324	8 211	113	98.6	9 172	8 786
3. Internal Audit	39 617	-	(1 720)	37 897	37 869	28	99.9	43 542	42 625
4. Provincial Forensic Services	14 900	(160)	(568)	14 172	14 126	46	99.7	14 817	14 098
5. Legal Services	47 029	89	(630)	46 488	46 157	331	99.3	46 640	46 495
6. Corporate Communication	49 124	89	(578)	48 635	48 362	273	99.4	16 860	16 768
Total for sub programmes	161 189	-	(3 496)	157 693	156 891	802	99.5	133 970	131 698
Economic classification									
Current payments	160 466	(246)	(3 180)	157 040	156 245	795	99.5	132 217	129 955
Compensation of employees	110 305	(144)	(550)	109 611	109 574	37	100.0	114 646	112 597
Salaries and wages	97 761	(79)	(401)	97 281	97 258	23	100.0	101 985	100 073
Social contributions	12 544	(65)	(149)	12 330	12 316	14	99.9	12 661	12 524
Goods and services	50 161	(102)	(2 630)	47 429	46 671	758	98.4	17 571	17 358
Administrative fees	12	(8)	-	4	1	3	25.0	21	15
Advertising	29 180	(14 274)	(530)	14 376	14 118	258	98.2	2 475	2 473
Minor assets	112	(11)	-	101	100	1	99.0	188	181
Catering: Departmental activities	60	(50)	-	10	-	10	-	141	137
Communication	259	7 574	-	7 833	7 819	14	99.8	264	246
Computer services	1 213	286	(60)	1 439	1 429	10	99.3	884	869
Consultants: Business and advisory services	12 911	4 807	(1 261)	16 457	16 354	103	99.4	6 400	6 395
Legal Services	2 424	129	(100)	2 453	2 350	103	95.8	2 031	2 019
Contractors	75	1 951	-	2 026	2 023	3	99.9	458	454

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PROGRAMME 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE) continued									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Entertainment	14	(14)	-	-	-	-	-	-	-
Fleet services	126	(95)	-	31	28	3	90.3	106	103
Consumable supplies	152	(103)	-	49	29	20	59.2	155	127
Consumable: Stationery, printing and office supplies	229	47	(30)	246	238	8	96.7	323	312
Operating leases	203	5	(30)	178	173	5	97.2	218	216
Travel and subsistence	402	(278)	(29)	95	66	29	69.5	915	869
Training and development	573	(204)	(180)	189	42	147	22.2	606	564
Operating payments	2 202	147	(410)	1 939	1 901	38	98.0	2 373	2 367
Venues and facilities	14	(11)	-	3	-	3	-	13	11
Transfers and subsidies	3	150	-	153	149	4	97.4	608	603
Departmental agencies and accounts	3	6	-	9	6	3	66.7	9	7
Departmental agencies	3	6	-	9	6	3	66.7	9	7
Households	-	144	-	144	143	1	99.3	599	596
Social benefits	-	144	-	144	143	1	99.3	434	432
Other transfers to households	-	-	-	-	-	-	-	165	164
Payments for capital assets	720	-	(316)	404	402	2	99.5	881	877
Machinery and equipment	720	-	(316)	404	402	2	99.5	881	877
Transport equipment	357	(1)	(72)	284	283	1	99.6	427	426
Other machinery and equipment	363	1	(244)	120	119	1	99.2	454	451
Payments for financial assets	-	96	-	96	95	1	99.0	264	263
Total	161 189	-	(3 496)	157 693	156 891	802	99.5	133 970	131 698

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5.1 PROGRAMME SUPPORT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 150	24	-	2 174	2 164	10	99.5	2 776	2 764
Compensation of employees	2 044	4	-	2 048	2 044	4	99.8	2 596	2 592
Goods and services	106	20	-	126	120	6	95.2	180	172
Transfers and subsidies	1	2	-	3	2	1	66.7	163	162
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	-	2	-	2	2	-	100.0	162	162
Payments for capital assets	2	(2)	-	-	-	-	-	-	-
Machinery and equipment	2	(2)	-	-	-	-	-	-	-
Total	2 153	24	-	2 177	2 166	11	99.5	2 939	2 926

5.2 ENTERPRISE RISK MANAGEMENT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	8 366	(205)	-	8 161	8 049	112	98.6	9 159	8 774
Compensation of employees	7 921	(185)	-	7 736	7 732	4	99.9	8 578	8 219
Goods and services	445	(20)	-	425	317	108	74.6	581	555
Transfers and subsidies	-	43	-	43	43	-	100.0	13	12
Households	-	43	-	43	43	-	100.0	13	12
Payments for capital assets	-	120	-	120	119	1	99.2	-	-
Machinery and equipment	-	120	-	120	119	1	99.2	-	-
Total	8 366	(42)	-	8 324	8 211	113	98.6	9 172	8 786

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5.3 INTERNAL AUDIT									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	39 097	(60)	(1 482)	37 555	37 530	25	99.9	42 192	41 278
Compensation of employees	33 920	(58)	(482)	33 380	33 378	2	100.0	36 514	35 615
Goods and services	5 177	(2)	(1 000)	4 175	4 152	23	99.4	5 678	5 663
Transfers and subsidies	-	60	-	60	58	2	96.7	323	322
Departmental agencies and accounts	-	2	-	2	1	1	50.0	2	2
Households	-	58	-	58	57	1	98.3	321	320
Payments for capital assets	520	-	(238)	282	281	1	99.6	765	763
Machinery and equipment	520	-	(238)	282	281	1	99.6	765	763
Payments for financial assets	-	-	-	-	-	-	-	262	262
Total	39 617	-	(1 720)	37 897	37 869	28	99.9	43 542	42 625

5.4 PROVINCIAL FORENSIC SERVICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	14 897	(167)	(568)	14 162	14 117	45	99.7	14 762	14 045
Compensation of employees	13 359	(163)	(68)	13 128	13 125	3	100.0	13 699	13 001
Goods and services	1 538	(4)	(500)	1 034	992	42	95.9	1 063	1 044
Transfers and subsidies	-	10	-	10	9	1	90.0	46	45
Departmental agencies and accounts	-	4	-	4	3	1	75.0	4	3
Households	-	6	-	6	6	-	100.0	42	42
Payments for capital assets	3	(3)	-	-	-	-	-	7	7
Machinery and equipment	3	(3)	-	-	-	-	-	7	7
Payments for financial assets	-	-	-	-	-	-	-	2	1
Total	14 900	(160)	(568)	14 172	14 126	46	99.7	14 817	14 098

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5.5 LEGAL SERVICES									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	46 928	60	(630)	46 358	46 028	330	99.3	46 578	46 434
Compensation of employees	42 596	155	-	42 751	42 730	21	100.0	42 532	42 511
Goods and services	4 332	(95)	(630)	3 607	3 298	309	91.4	4 046	3 923
Transfers and subsidies	1	33	-	34	34	-	100.0	61	60
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Households	-	33	-	33	33	-	100.0	60	59
Payments for capital assets	100	(99)	-	1	1	-	100.0	1	1
Machinery and equipment	100	(99)	-	1	1	-	100.0	1	1
Payments for financial assets	-	95	-	95	94	1	98.9	-	-
Total	47 029	89	(630)	46 488	46 157	331	99.3	46 640	46 495

5.6 CORPORATE COMMUNICATION									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	49 028	102	(500)	48 630	48 357	273	99.4	16 750	16 660
Compensation of employees	10 465	103	-	10 568	10 565	3	100.0	10 727	10 659
Goods and services	38 563	(1)	(500)	38 062	37 792	270	99.3	6 023	6 001
Transfers and subsidies	1	2	-	3	3	-	100.0	2	2
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Households	-	2	-	2	2	-	100.0	1	1
Payments for capital assets	95	(16)	(78)	1	1	-	100.0	108	106
Machinery and equipment	95	(16)	(78)	1	1	-	100.0	108	106
Payments for financial assets	-	1	-	1	1	-	100.0	-	-
Total	49 124	89	(578)	48 635	48 362	273	99.4	16 860	16 768

**NOTES TO THE APPROPRIATION STATEMENT
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1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in note 7 (Transfers and subsidies) and Annexure 1–3 to the Annual Financial Statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in note 6 (Payments for financial assets) to the Annual Financial Statements.

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

4.1 Per programme	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Executive Governance and Integration (Administration)	95 479	94 648	831	0.87
Provincial Strategic Management	68 504	66 487	2 017	2.94
People Management (CSC)	192 578	190 655	1 923	1.00
Centre for e-Innovation (CSC)	1 102 467	1 101 447	1 020	0.09
Corporate Assurance (CSC)	157 693	156 891	802	0.51
Total	1 616 721	1 610 128	6 593	0.41

Underspending under Provincial Strategic Management and People Management is due to the impact of COVID-19 on certain projects which started later than anticipated or had to be postponed to the 2021/22 financial year.

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2021

4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Current payments				
Compensation of employees	585 912	585 619	293	0.05
Goods and services	971 867	965 649	6 218	0.64
Transfers and subsidies				
Departmental agencies and accounts	5 077	5 057	20	0.39
Non-profit institutions	20 429	20 429	-	0.00
Households	4 657	4 633	24	0.52
Payments for capital assets				
Buildings and other fixed structures	64	64	-	0.00
Machinery and equipment	24 788	24 761	27	0.11
Software and other intangible assets	3 669	3 668	1	0.03
Payments for financial assets	258	248	10	3.88
Total	1 616 721	1 610 128	6 593	0.41

Underspending under Goods and Services is due to the impact of COVID-19 on certain projects which started later than anticipated or had to be postponed to the 2021/22 financial year.

Underspending under Payments for financial assets is due to the cumulative effect of rounding in a number of budgetary shifts (applicable to sub-programmes 1.2, 1.6, 2.1, 3.2, 3.3, 3.4, 4.3, 4.4 and 5.5).

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
REVENUE			
Annual appropriation	1.1	1 616 721	1 582 788
Departmental revenue	2	229	1 674
TOTAL REVENUE		1 616 950	1 584 462
EXPENDITURE			
Current expenditure			
Compensation of employees	4	585 619	608 708
Goods and services	5	965 649	889 907
Total current expenditure		1 551 268	1 498 615
Transfers and subsidies	7	30 119	26 501
Expenditure for capital assets			
Tangible assets	8	24 825	35 634
Intangible assets	8	3 668	-
Total expenditure for capital assets		28 493	35 634
Payments for financial assets	6	248	281
TOTAL EXPENDITURE		1 610 128	1 561 031
SURPLUS FOR THE YEAR		6 822	23 431
Reconciliation of Net Surplus for the year			
Voted funds	12	6 593	21 757
Departmental revenue	13	229	1 674
SURPLUS FOR THE YEAR		6 822	23 431

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL POSITION
as at 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
ASSETS			
Current assets		5 879	21 449
Cash and cash equivalents	9	3 127	18 145
Prepayments and advances	10	-	73
Receivables	11	2 752	3 231
Non-current assets		1 196	1 273
Receivables	11	1 196	1 273
TOTAL ASSETS		7 075	22 722
LIABILITIES			
Current liabilities		6 881	22 504
Voted funds to be surrendered to the Revenue Fund	12	6 593	21 757
Departmental revenue to be surrendered to the Revenue Fund	13	9	52
Payables	14	279	695
TOTAL LIABILITIES		6 881	22 504
NET ASSETS		194	218
Represented by:			
Recoverable revenue		194	218
TOTAL		194	218

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2021

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
Recoverable revenue			
Opening balance		218	228
Transfers:		(24)	(10)
Debts revised		33	7
Debts recovered (included in departmental receipts)		(24)	(73)
Debts raised		(33)	56
Closing balance		194	218
TOTAL		194	218

DEPARTMENT OF THE PREMIER
VOTE 1
CASH FLOW STATEMENT
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		1 618 549	1 586 269
Annual appropriated funds received	1.1	1 616 721	1 582 788
Departmental revenue received	2	1 810	3 410
Interest received	2.2	18	71
Net (increase)/decrease in working capital		136	112
Surrendered to Revenue Fund		(23 631)	(50 143)
Current payments		(1 551 268)	(1 498 615)
Payments for financial assets	6	(248)	(281)
Transfers and subsidies paid	7	(30 119)	(26 501)
Net cash flow available from operating activities	15	13 419	10 841
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(28 493)	(35 634)
Proceeds from sale of capital assets	2.3	3	92
Decrease in non-current receivables		77	441
Net cash flows from investing activities		(28 413)	(35 101)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(24)	(10)
Net cash flows from financing activities		(24)	(10)
Net increase/(decrease) in cash and cash equivalents		(15 018)	(24 270)
Cash and cash equivalents at beginning of period		18 145	42 415
Cash and cash equivalents at end of period	9, 16	3 127	18 145

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1	Basis of preparation The financial statements have been prepared in accordance with the Modified Cash Standard.
2	Going concern The financial statements have been prepared on a going concern basis.
3	Presentation currency Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.
4	Rounding Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).
5	Foreign currency translation Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.
6	Comparative information
6.1	Prior period comparative information Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.
6.2	Current year comparison with budget A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.
7	Revenue
7.1	Appropriated funds Appropriated funds comprise of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

	<p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>
7.2	<p>Departmental revenue</p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
8	Expenditure
8.1	Compensation of employees
8.1.1	<p>Salaries and wages</p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
8.1.2	<p>Social contributions</p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.</p>
8.2	<p>Other expenditure</p> <p>Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.</p>
8.3	<p>Accruals and payables not recognised</p> <p>Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.</p>
8.4	Leases
8.4.1	<p>Operating leases</p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

8.4.2	<p>Finance leases</p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> • cost, being the fair value of the asset; or • the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.
9	<p>Cash and cash equivalents</p> <p>Cash and cash equivalents are stated at cost in the statement of financial position.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.</p>
10	<p>Prepayments and advances</p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p>
11	<p>Loans and receivables</p> <p>Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.</p>
12	Financial assets
12.1	<p>Financial assets (not covered elsewhere)</p> <p>A financial asset is recognised initially at its cost, plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.</p> <p>At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.</p>
12.2	<p>Impairment of financial assets</p> <p>Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.</p>
13	<p>Payables</p> <p>Payables recognised in the statement of financial position are recognised at cost.</p>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

14	Capital Assets
14.1	<p>Immovable capital assets</p> <p>Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p> <p>Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.</p>
14.2	<p>Movable capital assets</p> <p>Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.</p> <p>Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.</p>
14.3	<p>Intangible assets</p> <p>Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p>
15	Provisions and Contingents

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

15.1	<p>Provisions</p> <p>Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.</p>
15.2	<p>Contingent liabilities</p> <p>Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.</p>
15.3	<p>Contingent assets</p> <p>Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.</p>
15.4	<p>Capital commitments</p> <p>Capital commitments are recorded at cost in the notes to the financial statements.</p>
16	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:</p> <ul style="list-style-type: none"> • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p>
17	<p>Fruitless and wasteful expenditure</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.</p> <p>Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written off.</p> <p>Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

18	<p>Irregular expenditure</p> <p>Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.</p> <p>Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off.</p> <p>Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
19	<p>Changes in accounting estimates and errors</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p>
20	<p>Events after the reporting date</p> <p>Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.</p>
21	<p>Recoverable revenue</p> <p>Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
22	<p>Related party transactions</p> <p>Related party transactions within the Premier's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.</p> <p>The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.</p>
23	<p>Inventories</p> <p>At the date of acquisition, inventories are recognised at cost in the statement of financial performance.</p> <p>Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.</p> <p>The cost of inventories is assigned by using the weighted average cost basis.</p>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

24	Employee benefits The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.
25	Aid assistance received Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

1. ANNUAL APPROPRIATION

1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for Provincial Departments (Voted Funds):

Programme	2020/21			2019/20	
	Final Approp- riation	Actual Funds Received	Funds not requested/ not received	Final Approp- riation	Approp- iation received
	R'000	R'000	R'000	R'000	R'000
Executive Governance and Integration (Administration)	95 479	95 479	-	108 112	108 112
Provincial Strategic Management	68 504	68 504	-	61 927	61 927
People Management (CSC)	192 578	192 578	-	208 061	208 061
Centre for e-Innovation (CSC)	1 102 467	1 102 467	-	1 070 718	1 070 718
Corporate Assurance (CSC)	157 693	157 693	-	133 970	133 970
Total	1 616 721	1 616 721	-	1 582 788	1 582 788

2. DEPARTMENTAL REVENUE

	Note	2020/21 R'000	2019/20 R'000
Sales of goods and services other than capital assets	2.1	816	1 999
Interest, dividends and rent on land	2.2	18	71
Sales of capital assets	2.3	3	92
Transactions in financial assets and liabilities	2.4	994	1 411
Total revenue collected		1 831	3 573
Less: Own revenue included in appropriation	13	1 602	1 899
Departmental revenue collected		229	1 674

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department		816	1 999
Sales by market establishment ¹	2	11	1 123
Administrative fees	2	-	1
Other sales ²	2	805	875
Total		816	1 999

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

^{1.} Decrease is linked to the non-utilization of venues and facilities at the Provincial Training Institute (PTI) due to the Covid-19 pandemic.

^{2.} Includes amongst other income relating to commission on insurance received (R0,10m) and the publications of the Provincial Government Gazette (R0,70m).

2.2 Interest, dividends and rent on land

	Note	2020/21 R'000	2019/20 R'000
Interest	2	18	71
Total		18	71

2.3 Sale of capital assets

Tangible assets	2	3	92
Machinery and equipment	26.2	3	92
Total		3	92

2.4 Transactions in financial assets and liabilities

Receivables	2	41	4
Other Receipts including Recoverable Revenue ¹	2	953	1 407
Total		994	1 411

^{1.} Includes amounts recovered in respect of previous year's expenditure claimed during the year under review for salaries, training events, meals & accommodation, and similar expenses.

3. DONATIONS RECEIVED IN-KIND

Flighting of sms for COVID-19 messaging	Annex 4	4 368	-
COVID-19 messaging on outside billboards	Annex 4	3 750	-
Radio advertising of COVID-19 messaging	Annex 4	1 340	-
COVID-19 message placed in The Financial Mail	Annex 4	15	-
COVID-19 spread prevention messaging	Annex 4	1 200	-
COVID-19 prevention messaging	Annex 4	1 700	-
Travel and accommodation costs covered for an official to attend the Labour Law Conference	Annex 4		45
Use of venue for a capacity building workshop	Annex 4		12
Travel and accommodation costs covered for an official to attend an International Congress.	Annex 4		121
COVID-19 supplies of hand sanitizers and gloves	Annex 4		11
Total		12 373	189

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
4. COMPENSATION OF EMPLOYEES			
4.1 Salaries and Wages			
Basic salary	4	421 282	436 796
Performance award	4	32	3 582
Service Based	4	614	554
Compensative/circumstantial	4	2 746	5 573
Periodic payments	4	183	945
Other non-pensionable allowances	4	85 549	86 461
Total		510 406	533 911
4.2 Social contributions			
Employer contributions			
Pension	4	53 513	54 388
Medical	4	21 602	20 314
Bargaining council	4	98	95
Total		75 213	74 797
Total compensation of employees		585 619	608 708
Average number of employees		963	1 024
5. GOODS AND SERVICES			
Administrative fees		24	154
Advertising ¹		16 897	10 317
Minor assets	5.1	734	2 214
Bursaries (employees)		457	828
Catering		188	2 502
Communication ²		14 457	5 294
Computer services	5.2	874 699	807 540
Consultants: Business and advisory services ³		24 402	11 516
Legal services		2 350	2 030
Contractors		7 039	6 567
Entertainment		2	33
Audit cost – external	5.3	5 030	6 277
Fleet services		1 830	3 521
Inventory	5.4	1 198	1 150
Consumables	5.5	2 901	4 243
Operating leases		1 408	1 913
Property payments	5.6	1 131	1 205
Rental and hiring		128	126
Transport provided as part of the departmental activities		-	9
Travel and subsistence	5.7	1 563	7 801
Venues and facilities		1 041	2 046
Training and development ⁴		5 639	4 960

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Other operating expenditure	5.8	2 531	7 661
Total		965 649	889 907

- ¹. Advertising: Included herein is COVID-19 response related expenditure amounting to R9,07m.
- ². Communication: Included herein is COVID-19 response related expenditure amounting to R6,89m as well as a moderate increase in operational expenditure due to more officials working from home.
- ³. Consultants: Business and advisory services: Included herein is COVID-19 related expenditure amounting to R12,80m.
- ⁴. Training and development: Increase is as a result of new interventions during the year under review.

5.1 Minor assets

	Note	2020/21 R'000	2019/20 R'000
Tangible assets	5	734	2 214
Machinery and equipment	26.4	734	2 214
Total		734	2 214

5.2 Computer services

SITA computer services ¹	5	404 492	353 835
External computer service providers ^{1, 2}	5	470 207	453 705
Total	29.1	874 699	807 540

5.2.1 Prior period error

		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Goods and services				
Computer services				
SITA computer services	5.2	494 887	(141 052)	353 835
External computer services	5.2	312 653	141 052	453 705
Net effect		807 540	-	807 540

¹. SITA computer services were reclassified to External computer services in the 2020/21 Annual Financial Statements and hence restated for the 2019/20 comparatives.

². Microsoft License costs were negatively impacted by the impact of the COVID-19 pandemic on the world economy with particular emphasis on the R/\$ exchange rate.

5.3 Audit cost – External

Regularity audits	5	5 030	6 277
Total		5 030	6 277

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
5.4 Inventory			
Other supplies	5.4.1	1 198	1 150
Total		1 198	1 150

5.4.1 Other supplies

Assets for distribution		1 198	1 150
Machinery and equipment	5.4	1 198	1 150
Total	Annex 8	1 198	1 150

5.5 Consumables

Consumable supplies		1 422	1 209
Uniform and clothing	5	159	117
Household supplies	5	940	756
IT consumables	5	263	238
Other consumables ¹	5	60	98
Stationery, printing and office supplies	5	1 479	3 034
Total		2 901	4 243

¹: Includes expenditure relating to gifts and awards (R0,06m).

5.6 Property payments

Municipal services	5	4	4
Property maintenance and repairs	5	2	131
Other ¹	5	1 125	1 070
Total		1 131	1 205

¹: Includes mostly expenditure relating to gardening services (R0,11m), security services (R0,11m), cleaning services at various offices (R0,08m) and management fees - cafeteria at the Provincial Training Institute (R0,82m).

5.7 Travel and subsistence

Local	5	1 522	6 758
Foreign ¹	5	41	1 043
Total		1 563	7 801

¹: Represents the payment of foreign allowances in respect of the 2019/20 financial year only captured in the current year.

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
5.8 Other operating expenditure			
Professional bodies, membership and subscription fees	5	1 219	5 175
Resettlement costs	5	-	250
Printing and publication costs	5	1 307	2 218
Other ¹	5	5	18
Total		2 531	7 661

¹ Includes expenditure for courier services.

6. PAYMENTS FOR FINANCIAL ASSETS

Other material losses written off	6.1	248	281
Total		248	281

6.1 Other material losses written off

Nature of losses

Damages to Government Garage Vehicles (2 cases)	6	3	20
Fruitless and wasteful expenditure, not condoned and not recoverable	6	44	-
Debt written off (50 cases)	6	201	261
Total		248	281

7. TRANSFERS AND SUBSIDIES

Departmental agencies and accounts ¹	Annex 1	5 062	50
Non-profit institutions	Annex 2	20 000	21 500
Households	Annex 3	5 057	4 951
Total		30 119	26 501

¹ Increase is as a result of a transfer made to WESGRO towards the hosting and running of a coordination and support hub to give effect to the Western Cape War Room project.

8. EXPENDITURE FOR CAPITAL ASSETS

Tangible assets		24 825	35 634
Buildings and other fixed structures	8.1; 28.1	64	41
Machinery and equipment	8.1; 8.3; 26.1	24 761	35 593
Intangible assets		3 668	-
Software	27.1	3 668	-
Total		28 493	35 634

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8.1 Analysis of funds utilised to acquire capital assets – 2020/21

	Note	Voted funds	Aid assistance	Total
		R'000	R'000	R'000
Tangible assets	8	24 825	-	24 825
Buildings and other fixed structures		64	-	64
Machinery and equipment		24 761	-	24 761
Intangible assets		3 668	-	3 668
Software		3 668	-	3 668
Total		28 493	-	28 493

8.2 Analysis of funds utilised to acquire capital assets – 2019/20

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets	35 634	-	35 634
Buildings and other fixed structures	41	-	41
Machinery and equipment	35 593	-	35 593
Total	35 634	-	35 634

8.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2020/21 R'000	2019/20 R'000
Tangible assets	8		
Machinery and equipment	26.1	8 378	8 420
Total		8 378	8 420

9. CASH AND CASH EQUIVALENTS

Consolidated Paymaster General Account	3 096	18 114
Cash on hand	31	31
Total	3 127	18 145

10. PREPAYMENTS AND ADVANCES

Travel and subsistence	-	59
Prepayments (Not expensed)	10.1	14
Total	-	73

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10.1 Prepayments (Not expensed)

	Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year prepay- ments	Balance as at 31 March 2021
		R'000	R'000	R'000	R'000	R'000
Goods and services	10	14	(14)	-	-	-
Total		14	(14)	-	-	-

10.2 Prepayments (Expensed)

	Note	Balance as at 1 April 2020	Less: Received in the current year	Add or Less: Other	Add: Current Year prepay- ments	Balance as at 31 March 2021
		R'000	R'000	R'000	R'000	R'000
Goods and services		-	-	-	-	-
Transfers and subsidies ¹	Annex 1 & 2	330	(330)	-	7 064	7 064
Total		330	(330)	-	7 064	7 064

¹. The above amount relates to the unspent funds by Library Business Corners (R3,82m), Cape Higher Education Consortium (R0,50m) and WESGRO (R2,74m) in respect of the 2020/21 transfer payments.

	Note	Balance as at 1 April 2019	Less: Received in the current year	Add or Less: Other	Add: Current Year prepay- ments	Balance as at 31 March 2020
		R'000	R'000	R'000	R'000	R'000
Goods and services		199	(199)	-	-	-
Transfers and subsidies		1 579	(1 579)	-	330	330
Total		1 778	(1 778)	-	330	330

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11. RECEIVABLES

		Current	2020/21 Non- current	Total	Current	2019/20 Non- current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
	Note						
Claims recoverable	11.1	2 513	175	2 688	3 064	156	3 220
Recoverable expenditure	11.2	9	140	149	12	138	150
Staff debt	11.3	230	881	1 111	155	979	1 134
Fruitless and wasteful expenditure	11.4	-	-	-	-	-	-
Total		2 752	1 196	3 948	3 231	1 273	4 504

11.1 Claims recoverable

	Note	2020/21 R'000	2019/20 R'000
National departments	11	-	172
Provincial departments	Annex 6	2 330	2 703
Public entities	Annex 6	15	11
Private enterprises	Annex 6	64	57
Local governments	Annex 6	279	277
Total		2 688	3 220

11.2 Recoverable expenditure (disallowance accounts)

Damages to Government Motor Transport vehicles

	11	149	150
Total		149	150

11.3 Staff debt

Departmental debt account ¹

	11	1 111	1 134
Total		1 111	1 134

¹ Includes the following types of debt: breach of contract (14 cases – R0,21m), employee (6 cases- R0,05m), ex-employee (46 cases- R0,67m), tax (1 case- R0,01m), Government Motor Transport Vehicle (1 case- R0,13m), supplier (1 case- R0,03m).

11.4 Fruitless and wasteful expenditure

Opening balance	11	-	2
Less amounts recovered		(2)	(2)
Transfers from note 23.1 Fruitless and Wasteful Expenditure		2	-
Total		-	-

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	Note	2020/21 R'000	2019/20 R'000
11.5 Impairment of receivables			
Estimate of impairment of receivables ¹	11.3	435	196
Total		435	196

¹. Long outstanding debt cases which have remained dormant and where recoverability is doubtful.

12. VOTED FUNDS TO BE SURRENDERED TO THE REVENUE FUND

Opening balance	21 757	46 599
Transfer from Statement of Financial Performance	6 593	21 757
Paid during the year	(21 757)	(46 599)
Closing balance	6 593	21 757

13. DEPARTMENTAL REVENUE TO BE SURRENDERED TO THE REVENUE FUND

Opening Balance	52	23
Transfer from Statement of Financial Performance	229	1 674
Own revenue included in appropriation	1 602	1 899
Paid during the year	(1 874)	(3 544)
Closing balance	9	52

14. PAYABLES – CURRENT

Clearing accounts	14.1	279	695
Total		279	695

14.1 Clearing accounts

Salary: Disallowance accounts	14	279	236
Unallocated receipts	14	-	459
Total		279	695

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15. NET CASH FLOW AVAILABLE FROM OPERATING ACTIVITIES

	Note	2020/21 R'000	2019/20 R'000
Net surplus as per Statement of Financial Performance		6 822	23 431
Add back non-cash/cash movements not deemed operating activities		6 597	(12 590)
(Increase)/decrease in receivables		479	(349)
Decrease/(Increase) in prepayments and advances		73	28
(Decrease)/increase in payables – current		(416)	433
Proceeds from sale of capital assets		(3)	(92)
Expenditure on capital assets		28 493	35 634
Surrenders to Revenue Fund		(23 631)	(50 143)
Own revenue included in appropriation		1 602	1 899
Net cash flow generated by operating activities		13 419	10 841

16. RECONCILIATION OF CASH AND CASH EQUIVALENTS FOR CASH FLOW PURPOSES

Consolidated Paymaster General account	3 096	18 114
Cash on hand	31	31
Total	3 127	18 145

17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

17.1 Contingent liabilities

Liable to	Nature		
Claims against the department ¹	Annex 5	184 827	184 827
Intergovernmental payables (unconfirmed balances)	Annex 7	1 426	-
Total		186 253	184 827

¹: The department is defending the claim of R184m in the Seemeeu Park matter described more properly as Van Niekerk and others / The Premier, WC, Mossel Bay Municipality. The summons is materially defective as it fails to establish a causal link between actions of the defendant and the resultant damages claimed. The plaintiff makes allegations that the Department of Environmental Affairs and Development Planning authorized planning and environmental approvals relied on by the developers who then proceeded to build in accordance. It fails to disclose a legitimate cause of action against the Premier on which to hold the Department of the Premier liable for the damages claimed. Exceptions have been raised and the plaintiff responded with an amendment of their particulars of claim. The amended particulars were subsequently excepted to by all the defendants. The exception raised by the Third Defendant has been argued and upheld by the court resulting in the case against the National Homebuilders association being withdrawn with costs.

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The matter remains active against the Premier and as a consequence of the aforesaid interlocutory judgment, attempts have been made in the form of correspondence motivating for the withdrawal of the action against the Premier in order to avoid further incurring of unnecessary legal costs. The Plaintiffs have failed to respond to the motivated request, hence we are proceeding to set down the exception for argument in court. The state attorney has applied for a hearing date and the allocation of a date by the Registrar is awaited.

As at 31 March 2021, the Department had an estimated, unconfirmed liability of R61,34m owing to the South African Revenue Services (SARS) in respect of outstanding taxes incurred on imported service transactions for the period November 2015 to October 2020, which included a capital portion of R42,31m paid by the department on 19 May 2021 (recognised at year-end as a payable in Note 19.2) and penalties and interest of R19,03m. Based on legal advice, the Department contested the requirement to pay penalties and interest. The remission of the interest and penalties has been confirmed by SARS on 31 May 2021.

The Labour Appeal Court (LAC) declared the salary increases for the 2020/2021 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the department will be obligated to pay the salary increases in dispute. The amount cannot be reliably estimated.

17.2 Contingent assets

For the year under review 73 Procedures for Incapacity Leave and Ill-Health Retirement (PILIR) cases were reviewed. A total of 52 cases were approved, 14 cases were declined with 7 cases still pending. The Corporate Services Centre continuously monitors these cases with Alexander Forbes. The amount cannot be reliably estimated.

At this stage the Department is not able to reliably measure the contingent asset in terms of the Government Employees Housing Scheme (GEHS) of the Individually Linked Savings Facility (ILSF), relating to resignations and termination of service.

Three cases currently not yet finalised in terms of debt due to outstanding commitments of concerned officials – R0,33m. Financial Management continuously monitors these cases.

Note	2020/21 R'000	2019/20 R'000
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18. CAPITAL COMMITMENTS

Machinery and Equipment
Approved and Contracted
Total

20 851	16 725
20 851	16 725

19. ACCRUALS AND PAYABLES NOT RECOGNISED

19.1 Accruals

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	26 641	2	26 643	38 463
Transfers and subsidies	52	-	52	-
Capital assets	705	-	705	2 161
Total	27 398	2	27 400	40 624

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	Note	2020/21 R'000	2019/20 R'000
Listed by programme level			
Executive Governance & Integration (Administration)		924	1 329
Provincial Strategic Management		59	86
People Management (CSC)		995	1 852
Centre for e-Innovation (CSC)		24 684	36 193
Corporate Assurance (CSC)		738	1 164
Total		27 400	40 624

Includes amongst other:

- Advertising costs in respect of March 2021 – R0,13m
- Audit fees in respect of March 2021 – R0,53m
- External computer services for March 2021 – R23,59m
- Consultant & Business Advisory services for March 2021 – R0,77m
- Legal Services for March 2021 – R0,16m

19.2 Payables not recognised

Listed by economic classification

	R'000	R'000	2020/21 R'000	2019/20 R'000
	30 Days	30+ Days	Total	Total
Goods and services	183	42 423	42 606	2 868
Capital assets	48	-	48	-
Prior period error 2015/16 – 2018/19	-	-	-	42 149
Add: Prior period error 2019/20	-	-	-	157
Total	231	42 423	42 654	45 174

	Note	2020/21 R'000	2019/20 R'000
Listed by programme level			
Executive Governance & Integration (Administration)		921	938
Provincial Strategic Management		143	140
People Management (CSC)		401	765
Centre for e-Innovation (CSC)		40 948	41 490
Corporate Assurance (CSC)		241	1 841
Total ¹		42 654	45 174

¹ Includes amongst other:

- Consultants: Business & Advisory services – R1,61m
- External computer services – R40,18m

As at 31 March 2021, the Department had an estimated, unconfirmed liability of R61,34m owing to the South African Revenue Services (SARS) in respect of outstanding taxes incurred on imported service transactions for the period November 2015 to October 2020, which included a capital portion of R42,31m (included above) and

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penalties and interest of R19,03m. On 13 April 2021, Legal Services confirmed that the Department already had a present obligation in respect of the capital portion at year end. Accordingly, the capital portion of R42,31m was paid over to SARS on 19 May 2021 and the Department was required to adjust Note 19.2 above (Payables not recognized) with this amount, instead of merely disclosing a contingent liability. The remission of the interest and penalties has been confirmed by SARS on 31 May 2021.

Note that the Department, as a component of the Provincial government, is not required to register as a VAT vendor in terms of the Value-Added Tax Act 89 of 1991 (the "VAT Act") and hence did not have any pre-existing institutional knowledge relevant to the collection of VAT, therefore could not reasonably have been expected to be aware of the compliance requirement or the existence of any guidance documents.

19.2.1 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Relating to 2015/16, 2016/17, 2017/18 and 2018/19 [affecting the opening balance]	19.2	42 149
Payables not recognised (SARS VAT)		42 149
Relating to 2019/20		157
Payables not recognised (SARS VAT)	19.2	157
Total prior period errors		42 306

In the 2020/21 Annual Financial Statements we accounted for outstanding VAT payable to SARS in respect of previous years and hence restated for the 2019/20 comparatives.

	Note	2020/21 R'000	2019/20 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 7	-	-
Confirmed balances with other government entities	Annex 7	877	961
Total		877	961

20. EMPLOYEE BENEFITS

Leave entitlement ¹	32 804	18 073
Service bonus (Thirteenth cheque)	13 908	14 348
Performance awards	-	3 460
Capped leave commitments	7 708	8 976
Long service awards ²	632	656
Other ³	73	347
Total	55 125	45 860

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¹ A credit amount of R0,29m was included in the leave entitlement amount. Annual leave cycles run from January to December of each year. Leave cycles do not run concurrently with a financial year end cycle. Annual leave credits are accrued in January of each year, for the entire 12-month period. As a result, when reports are drawn at the end of March for the financial reporting, leave credits in some instances reflect a negative balance since it calculates the pro-rata leave due to an individual as at 31 March of the respective year.

Level 5 lockdown commenced in March 2020 and the majority of staff were working from home or on rotation. This was a contributing factor in staff not utilising their annual leave. Most importantly, the huge amounts of leave that staff had by June last year was not forfeited for the 2019 annual leave cycle as the DPISA issued a circular indicating that this leave can be utilised by 31 December 2020 unlike previous years. This therefore had a knock-on effect in the delay in staff utilising their 2020 annual leave credits, which resulted in the large balances seen currently. Compounding this issue, on 01 January 2021 a new annual leave cycle started, granting staff another 22 or 30 days where applicable, when many still have 2020 annual leave credits that should be utilised by 30 June 2021.

² At this stage the department is not able to reliably measure the long-term portion of the long service awards.

³ Refers to overtime work performed during November 2020 as well as a provision made for an exit gratuity to Premier A. Winde.

Note	2020/21 R'000	2019/20 R'000
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21. LEASE COMMITMENTS

21.1 Operating leases

	Machinery and equipment R'000	Total R'000
2020/21		
Not later than 1 year	1 037	1 037
Later than 1 year and not later than 5 years	722	722
Total lease commitments	1 759	1 759

	Machinery and equipment	Total
2019/20		
Not later than 1 year	1 143	1 143
Later than 1 year and not later than 5 years	879	879
Total lease commitments	2 022	2 022

Includes operating leases for the rental of photocopiers for a period of 36 months. The department has the option to extend this type of operating lease for a further two years.

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	Note	2020/21 R'000	2019/20 R'000
21.2 Finance leases (Machinery and equipment)			
2020/21		Machinery and equipment R'000	Total R'000
Not later than 1 year		38	38
Later than 1 year and not later than 5 years		11	11
Total lease commitments		49	49
2019/20		Machinery and equipment	Total
Not later than 1 year		75	75
Later than 1 year and not later than 5 years		16	16
Total lease commitments		91	91
21.3 Finance leases expenditure (Government Motor Transport)			
2020/21		Machinery and equipment	Total
Not later than 1 year		8 313	8 313
Later than 1 year and not later than 5 years		11 154	11 154
Total lease commitments		19 467	19 467
2019/20		Machinery and equipment	Total
Not later than 1 year		8 127	8 127
Later than 1 year and not later than 5 years		13 745	13 745
Total lease commitments		21 872	21 872

As determined by the National Accountant General, the arrangement between the Department of the Premier and Government Motor Transport (GMT) constitutes finance leases. The obligation in respect of the finance leases is presented above:

The Department of the Premier leased 119 vehicles from GMT as at 31 March 2021 (March 2020: 121). Daily tariffs are payable on a monthly basis, covering the operational costs, capital costs of replacement of vehicles, and the implicit finance costs in this type of arrangement. The implicit interest is based on Provincial Treasury's approved tariffs for GMT. The department uses the vehicle for most of the useful life of the vehicle. The agreement does not provide for contingent lease payments, and at the end of the useful life as determined by the lessor, the vehicles are returned where it is sold on auction for the benefit of the lessor.

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22. IRREGULAR EXPENDITURE

22.1 Reconciliation of irregular expenditure

	Note	2020/21 R'000	2019/20 R'000
Opening balance		2 073	1 181
Prior period error		-	-
As restated		2 073	1 181
Add: Irregular expenditure – relating to current year		537	994
Less: Prior year amounts condoned		(936)	-
Less: Current year amounts condoned		(137)	-
Less: Prior year amounts not condoned and removed		(152)	-
Less: Amounts not condoned and not removed		-	(102)
Closing balance		1 385	2 073
Analysis of closing balance			
Current year		400	994
Prior years		985	1 079
Total		1 385	2 073

Subsequent to year end three cases amounting to R0,96m were condoned by Provincial Treasury, and four cases amounting to R0,03m were not condoned by Provincial Treasury and therefore removed.

22.2 Details of current year irregular expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Non-compliance with procurement prescripts (various cases)	Subject to outcome of investigation.	537
Total		537

22.3 Details of irregular expenditure condoned

Incident	Condoned by (relevant authority)	2020/21 R'000
Specialised GIS support services and printing and copying services procured using an expired contract.	Provincial Treasury	104
Non-compliance to procurement prescripts- no prior approval for additional costs for car hire, shuttle services and air travel.	Provincial Treasury	10

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Non-compliance to procurement prescripts- no prior approval from the delegated authority for catering expenses.	Provincial Treasury	15
Non-compliance to standard government procedures – software utilised in the absence of an approved contract.	Provincial Treasury	944
Total		1 073

Included in the above are two cases where the responsible official/s were progressively disciplined and correctively counselled. For the balance of fifteen cases disciplinary action against the responsible official/s was considered by the Accounting Officer, however, not pursued as there was no malicious intent on the part of the officials involved. Internal controls were strengthened as highlighted per recommendation and subsequent agreement by the line management.

22.4 Details of irregular expenditure removed - (not condoned)

Incident	Not condoned by (relevant authority)	2020/21 R'000
Non-compliance with procurement prescripts - Uncontracted services provided to the Department.	Accounting Officer	142
Car hire and Air travel – valid expense.	Accounting Officer	5
IT Consumables, domain names and Polygraphy examinations - valid expense.	Accounting Officer	5
Total		152

23. FRUITLESS AND WASTEFUL EXPENDITURE

23.1 Reconciliation of fruitless and wasteful expenditure

	Note	2020/21 R'000	2019/20 R'000
Opening balance		45	40
Prior period error		-	-
As restated		45	40
Fruitless and wasteful expenditure – relating to prior year		242	-
Fruitless and wasteful expenditure – relating to current year		-	9
Less: Amounts recoverable		(2)	(2)
Less: Amounts transferred to receivables for write off		(43)	(2)
Closing balance		242	45

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23.2 Details of prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Arbitration Award - candidate erroneously appointed.	Disciplinary steps were taken against the official.	242
Total		242

23.3 Details of fruitless and wasteful expenditure recoverable

Incident	2020/21 R'000
Duplicate vetting requests requested by the Department for Personnel Suitability checks & Car Hire.	2
Total	2

23.4 Details of fruitless and wasteful expenditure written off

Incident	2020/21 R'000
Duplicate vetting requests requested by the Department for Personnel Suitability checks.	43
Total	43

23.5 Prior period error

Nature of prior period error	Note	2019/20 R'000
Relating to 2019/20		242
Arbitration Award - candidate erroneously appointed.	23.2	242
Total prior period errors		242

24. RELATED PARTY TRANSACTIONS

1. The Department of the Premier occupies buildings managed by the Department of Transport and Public Works free of charge. Parking space is also provided for government officials at an approved fee that is not market related.
2. A related party relationship exists between the Department and Government Motor Transport (GMT) with regard to the management of government motor

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vehicles of the Departments. This relationship is based on an arm's length transaction in terms of tariffs approved by the Provincial Treasury.

3. The Department of the Premier rendered corporate services to all provincial departments in the Western Cape via the Corporate Services Centre with effect from 1 April 2010 in respect of the following service areas:
- a) Information and Communication Technology related infrastructure services
 - b) Human Resource Management services
 - c) Organisational Development services
 - d) Transversal Provincial Training
 - e) Enterprise Risk Management support
 - f) Internal Audit services
 - g) Provincial Forensic services
 - h) Audit Committees performing oversight functions
 - i) Legal services
 - j) Corporate Communication services

With regard to the Departments of Health and Education all the above services were rendered excluding Human Resource Management Services.

The Department of the Premier received Security Advisory Services and Security Operations from the Department of Community Safety in the Western Cape Province excluding the Provincial Training Institute at Kromme Rhee where the services were outsourced and the Legislature Building where the South African Police Services renders the service.

25. KEY MANAGEMENT PERSONNEL

	No. of Individuals	2020/21 R'000	2019/20 R'000
Political office bearers	1	2 260	3 859
Officials			
Management ¹	25	37 180	35 355
Total		39 440	39 214

Responsible Political office bearer – Premier Alan Winde.

¹ Includes level 14 and above, who have significant influence over the financial and operational policy decisions of the department.

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26. MOVABLE TANGIBLE CAPITAL ASSETS

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
HERITAGE ASSETS	4 472	-	-	-	4 472
Heritage Assets	4 472	-	-	-	4 472
MACHINERY AND EQUIPMENT	517 955	-	16 676	473	534 158
Transport assets ¹	-	-	-	-	-
Computer equipment	499 331	-	16 262	468	515 125
Furniture and office equipment	6 854	-	336	5	7 185
Other machinery and equipment	11 770	-	78	-	11 848
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	522 427	-	16 676	473	538 630

¹ Information on Government Garage Vehicle Finance lease assets for the current and comparative years are disclosed in Annexure 10.

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	426	8 197

Included in the above:

- 90 assets that are less than 5 years old (original purchase value equals R1,86m) were not verified during the 2020/21 stock take
- 254 assets that are more than 5 years but less than 10 years old (original purchase value equals R4,67m) were not verified during the 2020/21 stock take
- 82 assets that are more than 10 years old (original purchase value equals R1,67m) were not verified during the 2020/21 stock take

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26.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year	Total
	R'000	R'000	R'000	R'000	R'000
HERITAGE ASSETS	-	-	-	-	-
Heritage Assets	-	-	-	-	-
MACHINERY AND EQUIPMENT	24 761	1 694	(8 378)	(1 401)	16 676
Transport assets	8 352	-	(8 352)	-	-
Computer equipment	15 880	1 694	-	(1 312)	16 262
Furniture and office equipment	357	-	-	(21)	336
Other machinery and equipment	172	-	(26)	(68)	78
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	24 761	1 694	(8 378)	(1 401)	16 676

26.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	150	323	473	3
Transport assets	-	-	-	-
Computer equipment	150	318	468	3
Furniture and office equipment	-	5	5	-
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	150	323	473	3

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26.3 Movement for 2019/20

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
HERITAGE ASSETS	-	-	4 472	-	4 472
Heritage Assets	-	-	4 472	-	4 472
MACHINERY AND EQUIPMENT	464 376	(25)	64 531	10 927	517 955
Transport assets	-	-	-	-	-
Computer equipment	447 571	(99)	62 526	10 667	499 331
Furniture and office equipment	5 896	138	853	33	6 854
Other machinery and equipment	10 909	(64)	1 152	227	11 770
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	464 376	(25)	69 003	10 927	522 427

26.3.1 Prior period error

Nature of prior period error

Relating to 2019/20 *[affecting the opening balance]*

Correction of asset categories - Movement from Capital Other Machinery and Equipment to Fixed Structures. Included is recognition of assets disposed in prior years (Computer equipment).
Correction of asset classification - Movement from Capital Furniture and Office Equipment to Minor Machinery and Equipment.
Correction of asset categories - Movement from Minor Machinery and Equipment to Capital Furniture and Office Equipment. Included is Recognition of assets acquired in prior years (Furniture and Office equipment)

Total prior period errors

Note	2019/20 R'000
	(25)
	(163)
	(11)
	149
26.3	(25)

26.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021

	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening balance	364	29 181	29 545
Additions ¹	-	415	415
Disposals	-	67	67
TOTAL MINOR ASSETS	364	29 529	29 893

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¹ Total minor asset expenditure amounts to R0,73m. Included in the amount is R0,33m recognised as received prior paid current and R0,001m not recognised as assets. Total R0,73m – R0,33m = R0,40m.

Non-cash additions totalling R0,01m was acquired. The total cash and non-cash additions for the period totals R0,40m + R0,01m = R0,41m.

	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	-	-	-
Number of minor assets at cost	178	15 333	15 511
TOTAL NUMBER OF MINOR ASSETS	178	15 333	15 511

Minor Capital Assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Heritage assets	2	2
Machinery and equipment	779	1 467

Included in the above:

- 186 assets that are less than 5 years old (original purchase value equals R0,41m) were not verified during the 2020/21 stock take
- 435 assets that are more than 5 years but less than 10 years old (original purchase value equals R0,75m) were not verified during the 2020/21 stock take
- 160 assets that are more than 10 years old (original purchase value equals R0,31m) were not verified during the 2020/21 stock take

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2020**

	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening balance	-	24 278	24 278
Prior period error	-	1 766	1 766
Additions	364	3 935	4 299
Disposals	-	798	798
TOTAL MINOR ASSETS	364	29 181	29 545

	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	-	-	-
Number of minor assets at cost	178	15 066	15 244
TOTAL NUMBER OF MINOR ASSETS	178	15 066	15 244

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26.4.1 Prior period error

	Note	2019/20 R'000
Nature of prior period error		1 766
Relating to 2019/20 <i>[affecting the opening balance]</i>		
Correction of asset categories - Capital Furniture and Office Equipment to Minor Machinery and Equipment		11
Recognition of assets acquired in previous years (Machinery and Equipment). Included are value adjustments relating to the previous years.		1 803
Correction of asset categories - Movement from Minor Machinery and Equipment to Capital Furniture and Office Equipment. Included is recognition of assets disposed in prior years (Machinery and Equipment)		(48)
Total prior period errors		1 766

26.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2021

	Intangible assets	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Assets written off	-	-	-	-
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	-

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2020

	Intangible assets	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Assets written off	-	-	1 754	1 754
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	1 754	1 754

26.6 S42 Movable capital assets

MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2021

	Intangible assets	Heritage assets	Machinery and equipment	Total
No. of Assets	-	-	4	4
Value of the assets (R'000)	-	-	184	184

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MINOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2021

	Intangible assets	Heritage assets	Machinery and equipment	Total
No. of Assets	-	-	2	2
Value of the assets (R'000)	-	-	6	6

27. INTANGIBLE CAPITAL ASSETS

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2021**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	35 534	-	3 668	-	39 202
TOTAL INTANGIBLE CAPITAL ASSETS	35 534	-	3 668	-	39 202

27.1 Additions

**ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2021**

	Cash R'000	Non-Cash R'000	(Develop- ment work in progress – current costs) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
Software	3 668	-	-	-	3 668
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	3 668	-	-	-	3 668

27.2 Movement for 2019/20

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2020**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	31 845	3 680	9	-	35 534
TOTAL INTANGIBLE CAPITAL ASSETS	31 845	3 680	9	-	35 534

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27.3 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Relating to 2019/20 <i>[affecting the opening balance]</i>		3 680
Recognition of software acquired in previous year 2019/20		3 680
Total prior period errors	27.2	3 680

28. IMMOVABLE TANGIBLE CAPITAL ASSETS

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 696	-	-	-	2 696
Other fixed structures	2 696	-	-	-	2 696
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	2 696	-	-	-	2 696

28.1 Additions

ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Cash R'000	Non- cash R'000	(Capital Work in Progress current costs and finance lease payments) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
BUILDING AND OTHER FIXED STRUCTURES	64	-	-	(64)	-
Other fixed structures	64	-	-	(64)	-
TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS	64	-	-	(64)	-

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28.2 Movement for 2019/20

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 591	64	41	-	2 696
Other fixed structures	2 591	64	41	-	2 696
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	2 591	64	41	-	2 696

28.2.1 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Relating to 2019/20 [affecting the opening balance]		64
Correction of asset categories - Capital Other Machinery and Equipment to Fixed Structures.		64
Total prior period errors	28.2	64

29. PRIOR PERIOD ERRORS

29.1 Correction of prior period errors

	Note	Amount before error correction 2019/20 R'000	Prior period error 2019/20 R'000	Restated Amount 2019/20 R'000
Fruitless and wasteful expenditure				
Included in the Note: Fruitless and wasteful expenditure is an arbitration Award - candidate was erroneously appointed.	23.5	-	242	242
Net effect		-	242	242

In the 2020/21 Annual Financial Statements an amount relating to an arbitration award made to a candidate who was erroneously appointed was included as Fruitless and wasteful expenditure in respect of the 2019/20 year, and hence we restated the 2019/20 comparatives.

		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Movable Tangible Capital Assets				
Computer Equipment	26.3.1	499 430	(99)	499 331
Furniture and office equipment	26.3.1	6 716	138	6 854
Other machinery and equipment	26.3.1	11 834	(64)	11 770
Net effect		517 980	(25)	517 955

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In the 2020/21 Annual Financial Statements we corrected various asset categories, reclassified assets from major assets to minor assets, derecognized assets disposed of in previous years as well as recognized assets acquired in previous years, and hence restated the 2019/20 comparatives.

		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Minor Assets				
Machinery and equipment	26.4.1	27 779	1 766	29 545
Net effect		27 779	1 766	29 545

In the 2020/21 Annual Financial Statements we reclassified assets from major assets to minor assets, moved assets from minor to major, made value adjustments to certain assets, derecognized assets disposed of in previous years as well as recognized assets acquired in previous years, and hence restated the 2019/20 comparatives.

		Amount before error correction 2019/20 R'000	Prior period error 2019/20 R'000	Restated Amount 2019/20 R'000
Immovable Tangible Capital Assets				
Other fixed structures	28.2.1	2 632	64	2 696
Net effect		2 632	64	2 696

In the 2020/21 Annual Financial Statements we reclassified assets from Capital Other Machinery and Equipment to Fixed Structures and hence restated for the 2019/20 comparatives.

		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Intangible Capital Assets				
Software	27.3	31 854	3 680	35 534
Net effect		31 854	3 680	35 534

In the 2020/21 Annual Financial Statements we recognized software acquired in the previous year and hence restated for the 2019/20 comparatives.

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		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Goods and services				
Computer services				
SITA computer services	5.2	494 887	(141 052)	353 835
External computer services	5.2	312 653	141 052	453 705
Net effect		807 540	-	807 540

SITA computer services were reclassified to External computer services in the 2020/21 Annual Financial Statements and hence restated for the 2019/20 comparatives.

		Amount before error correction 2017/18 R'000	Prior period error 2017/18 R'000	Restated Amount 2019/20 R'000
Payables not recognized				
Included in this Note is an amount in respect of SARS VAT (2015 - 17/18)	19.2	-	29 149	29 149
Net effect		-	29 149	29 149

In the 2020/21 Annual Financial Statements we accounted for outstanding VAT payable to SARS in respect of previous years and hence restated for the 2019/20 comparatives.

		Amount before error correction 2018/19	Prior period error 2018/19	Restated Amount 2019/20
Payables not recognized				
Included in this Note is an amount in respect of SARS VAT (2018/19)	19.2	29 149	13 000	42 149
Net effect		29 149	13 000	42 149

In the 2020/21 Annual Financial Statements we accounted for outstanding VAT payable to SARS in respect of previous years and hence restated for the 2019/20 comparatives.

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		Amount before error correction 2019/20	Prior period error 2019/20	Restated Amount 2019/20
Payables not recognized				
Included in this Note is an amount in respect of SARS VAT (2019/20)	19.2	42 149	157	42 306
Net effect		42 149	157	42 306

In the 2020/21 Annual Financial Statements we accounted for outstanding VAT payable to SARS in respect of previous years and hence restated for the 2019/20 comparatives.

30. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

31. COVID-19 RESPONSE EXPENDITURE

	Note Annex 9	2020/21 R'000	2019/20 R'000
Goods and services		45 502	2 623
Payments for capital assets		1 585	-
Total		47 087	2 623

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ANNEXURE 1
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

AGENCY	TRANSFER ALLOCATION				TRANSFER		2019/20
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
South African Broadcasting Corporation Ltd (license fees)	48	-	29	77	62	81	67
WESGRO ¹	5 000	-	-	5 000	5 000	100	-
Total (Note 7)	5 048	-	29	5 077	5 062		67

¹ Relates to a transfer made to WESGRO towards the hosting and running of a coordination and support hub to give effect to the Western Cape War Room project.
WESGRO - at the end of the financial year there was an unspent amount of R2,74m.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 2
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

	TRANSFER ALLOCATION				TRANSFER		2019/20
	Adjusted Appropriation Act	Roll overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
NON-PROFIT INSTITUTIONS							
Transfers							
Library Business Corners ¹	19 500	-	-	19 500	19 500	100	21 000
Cape Higher Education Consortium ²	500	-	-	500	500	100	500
Total (Note 7)	20 000	-	-	20 000	20 000		21 500

¹ Library Business Corners – at the end of the year there was an unspent amount of R3,82m.

² Cape Higher Education Consortium – at the end of the year there was an unspent amount of R0,50m.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3
STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				TRANSFER		2019/20
	Adjusted Appropriation Act	Roll overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
Employee Leave gratuities	-	-	3 281	3 281	3 258	99	2 041
Injury on duty	-	-	32	32	30	94	29
Claims against the State	-	-	33	33	32	97	1 114
Employee Post Retirement Benefits	-	-	1 223	1 223	1 222	100	1 659
Non-profit Institutions – Donations	300	-	217	517	515	100	400
Total (Note 7)	300	-	4 786	5 086	5 057		5 243

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 4
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2020/21	2019/20
		R'000	R'000
Received in-kind			
Vodacom	Donation for the flighting of sms for COVID-19 messaging during the lock-down period.	4 368	
Independent Outdoor Media	Donation for placing and advertising of COVID-19 messaging on outside billboards during the lock-down period.	3 750	
FCB	Donation to utilise radio stations for placing and advertising of COVID-19 messaging on radio during the duration of the COVID-19 pandemic.	1 340	
The Financial Mail e-Edition	Donation for the placing and advertising of COVID-19 messaging during the lock-down period in The Financial Mail.	15	
FCB	Donation for COVID-19 spread prevention messaging.	1 200	
Vodacom	Donation for COVID-19 prevention messaging.	1 700	
Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)	Donation to cover travel and accommodation costs for one official who attended the Labour Law Conference held in Mauritius for the period 18 to 22 June 2019.		45
In Harmonie	Donation to use the venue and services of In Harmonie for a capacity building workshop for the Chief Directorate: Policy and Strategy		12
Public Service Coordinating Bargaining Council (PSCBC)	Donation to cover travel and accommodation costs for one official who attended the 12th International Labour and Employment Relations Association (ILERA) European Congress held in Dusseldorf, Germany for the period 5 to 7 September 2019.		121
Department of Health	The Department of Health`s Medical Depot donated limited supplies of hand sanitizers and gloves at the early stages of the onset of COVID-19 which was issued to employees in the Department of the Premier while internal procurement processes commenced to obtain additional supplies.		11
Total		12 373	189

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ANNEXURE 5
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2021

	Opening Balance	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recoverable	Closing Balance
	1 April 2020				31 March 2021
NATURE OF LIABILITY	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Van Niekerk and others (Seemeeu Park) – Property damages claim ¹	184 827	-	-	-	184 827
Total	184 827	-	-	-	184 827

¹ The department is defending the claim of R184m in the Seemeeu Park matter described more properly as Van Niekerk and others / The Premier, WC, Mossel Bay Municipality. The summons is materially defective as it fails to establish a causal link between actions of the defendant and the resultant damages claimed. The plaintiff makes allegations that the Department of Environmental Affairs and Development Planning authorized planning and environmental approvals relied on by the developers who then proceeded to build in accordance. It fails to disclose a legitimate cause of action against the Premier on which to hold the Department of the Premier liable for the damages claimed. Exceptions have been raised and the plaintiff responded with an amendment of their particulars of claim. The amended particulars were subsequently excepted to by all the defendants. The exception raised by the Third Defendant has been argued and upheld by the court resulting in the case against the National Homebuilders association being withdrawn with costs. The matter remains active against the Premier and as a consequence of the aforesaid interlocutory judgment, attempts have been made in the form of correspondence motivating for the withdrawal of the action against the Premier in order to avoid further incurring of unnecessary legal costs. The Plaintiffs have failed to respond to the motivated request, hence we are proceeding to set down the exception for argument in court. The state attorney has applied for a hearing date and the allocation of a date by the Registrar is awaited.

As at 31 March 2021, the Department had an estimated, unconfirmed liability of R61,34m owing to the South African Revenue Services (SARS) in respect of outstanding taxes incurred on imported service transactions for the period November 2015 to October 2020, which included a capital portion of R42,31m paid by the department on 19 May 2021 (recognised at year-end as a payable in Note 19.2) and penalties and interest of R19,03m. Based on legal advice, the Department has contested the requirement to pay penalties and interest. The remission of the interest and penalties has been confirmed by SARS on 31 May 2021. Please also refer to Note 19.2 for further details.

The Labour Appeal Court (LAC) declared the salary increases for the 2020/2021 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the department will be obligated to pay the salary increases in dispute. The amount cannot be reliably estimated.

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ANNEXURE 6
CLAIMS RECOVERABLE

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	Amount
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		
GOVERNMENT ENTITY	R'000	R'000	R'000	R'000	R'000	R'000		R'000

Department

Department: Transport and Public Works	-	-	-	56	-	56	-	-
National Parliament	-	-	-	15	-	15	-	-
EC Economic Development, Environmental Affairs & Tourism	-	-	-	39	-	39	-	-
Rural Development & Land Reform	-	-	-	2	-	2	-	-
Higher Education & Training	-	-	-	60	-	60	-	-
Subtotal	-	-	-	172	-	172		-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
WC Local Government	-	-	115	9	115	9	-	-
WC Provincial Treasury	124	24	103	-	227	24	07.04.2021	91
WC Social Development	1	-	-	-	1	-	-	-
WC Transport and Public Works	29	218	-	-	29	218	-	-
WC Economic Development and Tourism	10	480	-	11	10	491	-	-
WC Human Settlements	1 292	319	-	8	1 292	327	-	-
WC Health	605	1 601	-	-	605	1 601	-	-
WC Cultural Affairs and Sport	-	-	-	8	-	8	-	-
WC Community Safety	14	-	5	25	19	25	07.04.2021	5
WC Environmental Affairs and Development Planning	-	-	32	-	32	-	07.04.2021	32
Subtotal	2 075	2 642	255	61	2 330	2 703		128

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	Amount
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		
GOVERNMENT ENTITY	R'000	R'000	R'000	R'000	R'000	R'000		R'000

Other Government Entities

Western Cape Nature Board	-	-	9	10	9	10	-	-
Independent Electoral Commission	-	1	-	-	-	1	-	-
Western Cape Liquor Authority	-	-	6	-	6	-	-	-
Subtotal	-	1	15	10	15	11	-	-
Other Entities	-	-	64	57	64	57	-	-
Subtotal	-	-	64	57	64	57	-	-

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Bitou Municipality	-	-	39	32	39	32	-	-
Breede Valley Municipality	-	-	12	21	12	21	-	-
Cape Agulhas Municipality	-	-	1	-	1	-	-	-
Cederberg Municipality	-	-	17	3	17	3	-	-
City of Cape Town Municipality	-	-	89	45	89	45	-	-
Drakenstein Municipality	-	-	3	17	3	17	-	-
George Municipality	-	-	-	7	-	7	-	-
Hessequa Municipality	-	-	1	-	1	-	-	-
Kannaland Municipality	-	-	57	53	57	53	-	-
Knysna Municipality	-	-	2	-	2	-	-	-
Langeberg Municipality	-	-	1	3	1	3	-	-
Matzikama Municipality	-	-	-	1	-	1	-	-
Mossel Bay Municipality	-	-	14	66	14	66	-	-
Oudtshoorn Municipality	-	-	-	7	-	7	-	-
Overstrand Municipality	-	-	1	-	1	-	-	-
Prince Albert Municipality	-	-	1	2	1	2	-	-
Saldanha Bay Municipality	-	-	4	3	4	3	-	-

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	Amount
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Stellenbosch Municipality	-	-	11	10	11	10	-	-
Swartland Municipality	-	-	7	5	7	5	-	-
Swellendam Municipality	-	-	1	1	1	1	-	-
Theewaterskloof Municipality	-	-	1	1	1	1	-	-
Witzenberg Municipality	-	-	17	-	17	-	-	-
Subtotal	-	-	279	277	279	277		-
Total	2 075	2 643	613	577	2 688	3 220		128

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ANNEXURE 7
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Payment date up to six (6) working days before year end	Amount
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
WC Transport and Public Works	-	-	219	-	219	-	-	-
Justice and Constitutional Development	-	-	270	-	270	-	-	-
Subtotal	-	-	489	-	489	-		-
Non-current								
Justice and Constitutional Development	-	-	937	-	937	-	-	-
Subtotal	-	-	937	-	937	-		-
TOTAL DEPARTMENTS	-	-	1 426	-	1 426	-		-

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ANNEXURE 7 (CONTINUED)
INTER-GOVERNMENT PAYABLES

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Payment date up to six (6) working days before year end	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		Amount
GOVERNMENT ENTITY	R'000	R'000	R'000	R'000	R'000	R'000		R'000

OTHER GOVERNMENT ENTITY

Current

Government Motor Transport	877	961	-	-	877	961	-	-
Subtotal	877	961	-	-	877	961		-
TOTAL INTERGOVERNMENT PAYABLES	877	961	1 426	-	2 303	961		-

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ANNEXURE 8
INVENTORIES

Inventories for the year ended 31 March 2021	<i>Note</i>	Telephones R'000	Total R'000
Opening balance		2 450	2 450
Add/(Less): Adjustments to prior year balances		-	-
Add: Additions/Purchases – Cash	5.4	1 198	1 198
(Less): Disposals		(4)	(4)
(Less): Issues		(2 094)	(2 094)
Add/(Less): Received current, not paid (Paid current year, received prior year)		3 163	3 163
Add/(Less): Adjustments		-	-
Closing balance		4 713	4 713

Inventories for the year ended 31 March 2020		Telephones R'000	Total R'000
Opening balance		3 648	3 648
Add/(Less): Adjustments to prior year balances		83	83
Add: Additions/Purchases – Cash	5.4	1 150	1 150
Add: Additions – Non-cash		-	-
(Less): Disposals		-	-
(Less): Issues		(2 422)	(2 422)
Add/(Less): Adjustments		(9)	(9)
Closing balance		2 450	2 450

The above inventories relate to telephones for distribution

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ANNEXURE 9
COVID-19 RESPONSE EXPENDITURE

EXPENDITURE PER ECONOMIC CLASSIFICATION	2020/ 21					2019/ 20
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services	9 454	17 788	11 120	7 140	45 502	2 623
Advertising	3 251	3 430	1 187	1 205	9 073	907
Communication	1 247	3 590	1 219	838	6 894	-
Computer Services	351	5 072	4 009	3 720	13 152	-
Consumable Supplies	238	160	301	230	929	-
Consulting: Business and advisory services	2 365	4 606	4 436	1 393	12 800	1 376
Contractors	1 633	368	-	-	2 001	340
Minor Assets	369	450	(32)	(246)	541	-
Operating Payments	-	112	-	-	112	-
Payment for capital assets	1 585	-	-	-	1 585	-
Other Machinery & Equipment	1 585	-	-	-	1 585	-
TOTAL COVID-19 RESPONSE EXPENDITURE	11 039	17 788	11 120	7 140	47 087	2 623

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ANNEXURE 10
TRANSPORT ASSETS AS PER FINANCE LEASE REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening Balance	Current year adjustments to prior year balances	Additions	Disposals	Closing Balance
MOVABLE TANGIBLE CAPITAL ASSETS	R'000	R'000	R'000	R'000	R'000

Transport assets as per finance lease register for the year ended 31 March 2021

Government Garage Motor vehicles	22 558	-	1 137	(908)	22 787
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Transport assets as per finance lease register for the year ended 31 March 2020

Government Garage Motor vehicles	20 996	-	4 785	(3 223)	22 558
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As at 31 March 2021 the department used 119 (March 2020: 121) motor vehicles which were under a financing arrangement unique to the Western Cape and this annexure enhances the minimum requirements in terms of the Modified Cash Standard.

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ANNEXURE 11

IRREGULAR EXPENDITURE

DESCRIPTION	Stage of completion	No. of cases	Total
			R'000
Alleged irregular expenditure - identified by Institution (A)	Stage 1		
Current year occurrences		4	537
Prior year occurrences		30	2 072
Alleged irregular expenditure - identified by Auditors (B)	Stage1		
Current year occurrences		-	-
Prior year occurrences		-	-
Total Alleged irregular expenditure		34	2 609
Total confirmed irregular expenditure	Stage 2	-	-
IE - no losses incurred	Stage 3	-	-
IE - resulted in losses	Stage 3	-	-
IE - determination in-progress	Stage 3	2	399
IE - recovered/referred for recovery	Stage 5	-	142
IE - irrecoverable and written-off	Stage 5	1	-
IE - referred to PFS for further investigation	Stage 4	-	-
IE - referred to HRM for disciplinary process	Stage 6	-	-
IE - referred for condonation	Stage 7	8	986
IE - condoned	Stage 7	17	1 073
IE - not condoned and removed by AO	Stage 7	6	9

The bulk of the irregular expenditure is as a result of supply chain procedures not being followed. At the end of the financial year, there were 10 cases outstanding, totalling R1,385,053.01. These cases are in various stages of investigation and reporting. For the year under review, a case took on average 351 days from identification to final resolution considering developments in terms of the latest Irregular Expenditure Framework with specific emphasis on National Treasury Instruction No. 2 of 2019/20 which requires Provincial Treasury to condone cases of irregular expenditure.*

*[*State Information Technology Agency (SITA) SOC Ltd - discovery date was 08 April 2020, condoned by PT on 25 March 2021]*

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Notes: "irregular expenditure" means expenditure, other than unauthorised expenditure, incurred in contravention of or that that is not in accordance with a requirement of any applicable legislation, including-

- (a) this Act; or*
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of that Act; or*
- (c) any provincial legislation providing for procurement procedures in that provincial government*

Stage 1 - Discovery
Stage 2 - Assessment
Stage 3 - Determination
Stage 4 - Investigation
Stage 5 - Recovery of Losses
Stage 6 - Disciplinary
Stage 7 - Condonement/ Removal

Notes:

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