



**Western Cape
Government**

Department of the Premier

Annual Report

2019/20

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PART A



GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

FULL NAME: Department of the Premier

PHYSICAL ADDRESS: Room 157
1st Floor
15 Wale Street
Cape Town

POSTAL ADDRESS: P.O. Box 659
Cape Town
8001

TELEPHONE NUMBER/S: 021 483 6032

FAX NUMBER: 021 483 3300

EMAIL ADDRESS: Premier.Premier@westerncape.gov.za

WEBSITE ADDRESS: www.westerncape.gov.za

2. ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
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
CD	Chief Director
CEI	Centre for e-Innovation
CFO	Chief Financial Officer
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
COE	Compensation of Employees
COMAF	Communication of Audit Findings
CPUT	Cape Peninsula University of Technology
CSC	Corporate Services Centre
CTP	Cape Town Partnership
DCAS	Department of Cultural Affairs and Sports
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
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	Electronic Content Management
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
EXCO	Executive Committee
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
GWME	Government-wide Monitoring and Evaluation

HBP	Hout Bay Partnership
HCM	Human Capital Management
HCT	HIV and 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.
IOD	Injury On Duty
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
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
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
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
PHL	Presidential Hotline Resolution Rate
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
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
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
VBLD	Values-based Leadership Development
VOIP	Voice-over Internet Protocol
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 for the 2019/2020 financial year for the Department of the Premier.

I write this foreword at a time when the province, the country and indeed, most of the world are fighting the COVID-19 pandemic. Since the first case was detected in South Africa in March, our provincial response to COVID-19 has not just been on the health front, but has also required us to respond to the economic and humanitarian impacts that have emerged. It has impacted every aspect of the work that we do as a government.

The pandemic is far from over and its impact will still be felt for years to come, but I am proud of the response of the Western Cape Government – ably led by the Department of the Premier.

The impact of the pandemic has been serious, but it has also exposed a number of opportunities to change how we work as a government, in order to better serve the people of this province who must always be at the heart of everything we do.

It was in service to the people of this province that the Department of the Premier set out three goals: to improve governance in the Western Cape, to enable strategic decision making and to enable service excellence. I believe that getting the first two of these right will put us on a clear path to service excellence.

I am therefore pleased to report that in line with improving governance in the year under review, this Department has once again achieved a clean audit. We also officially appointed Dr Harry Malila to the post of Director-General in October 2019. Dr Malila's background in the Provincial Treasury and commitment to clean governance will further strengthen our governance systems.

Strategic decision making must be grounded in evidence and must be data-led. In line with the increased demand for data, the Chief Directorate: Strategic Management Information has reviewed all its core processes in relation to our current needs. What has emerged is a virtual Provincial Data office, offering six data and evidence services: evaluation and research services; data quality standards; data and evidence landscape; data analytics; and data ethics.

Data of this nature is an asset that will help us to become more responsive as a government and will help to inform and guide progress on our five strategic focus areas. For example, in VIP 1, our aim to build safe and cohesive communities, we will use crime data to deploy the new law enforcement officers we fund in areas where crime is rife. This is a whole-of-government strategy aimed at making the province safer, and the passing out parade for the first 500 law enforcement officers, held in February 2020, was a moment of pride for us as the province, our partners in the City of Cape Town and for all of the exceptional men and women who will be helping to make this province a safer place.

In the year under review, we developed our Provincial Strategic Plan which set out five priority or VIP focus areas for service delivery. These include: 1) building safe and cohesive communities; 2) the economy and job creation; 3) empowering people; 4) mobility, spatial transformation and human settlements; and 5) innovation and culture.

COVID-19 has forced us to look at all these through a new lens as we chart a new normal, and seek to reduce the impact of the virus and the prolonged lockdown on our economy and jobs.

VIP 5, innovation and culture, is spearheaded in the Department of the Premier, and is focused on building a government that is open and responsive to the needs of its residents. Having seen some of the innovation that has emerged in this province as a result of the pandemic, and the speed with which we have been able to deliver services, I am more convinced than ever that the work on innovation and culture being undertaken by this department is central to becoming a caring, agile and responsive government.

The key public-facing services of this Department include the roll-out of Wi-Fi in the province, as well as the management of the contact centre.

In the year under review, we have added an additional 452 hotspots across the province, bringing the number of public Wi-Fi hotspots to 630 in the Western Cape. This has allowed about 120 000 people access to the internet each month.

We were also able to open three new e-centres as part of our Cape Access project, in Klapmuts, Sionskynvallei and Rietpoort. Two additional e-centres in Brandwacht and Melkhoutfontein were due to open in March 2020, however these were delayed due to COVID-19 concerns and the lockdown. We will ensure that they will be brought online soon. These centres provide spaces in communities where people can make use of computers and printers, to access the internet and email, search and apply for jobs and receive computer training. A total of 682 263 Cape Access user sessions were recorded in the 2019/2020 financial year, and 3 171 accredited and 1 504 non-accredited training sessions completed.

Our contact centre allows for citizens to reach us through a number of channels including the website, direct calls and social media channels. In the year under review, 108 942 009 tickets were generated. The data from these calls is logged and used to produce monthly reports detailing the top 10 issues identified, which are then shared with the appropriate departments to indicate where improvements need to be made.

This year, my office also introduced monthly First Thursday events, which allow members of the public to interact face-to-face with members of the cabinet, to ask questions and to share ideas. While the in-person version of these interactions have had to be put on hold as a result of COVID-19, we introduced other innovative ways of connecting with our residents, including radio and social media engagements.

The Department of the Premier has also been instrumental in arranging meetings with key stakeholder groups. In the year under review, the cabinet has held fruitful meetings with stakeholders in agriculture, municipalities, business, and in the religious sector. Building these partnerships is key in ensuring a whole-of-society approach in the Western Cape.

The Department of the Premier also completed the policy and legal work to appoint the first ever Children's Commissioner in the Western Cape over the past year – allowing the Western Cape Legislature to commence the appointment process in the 2019/2020 year. Ms Christina Nomdu took up the post on 1 June 2020 and we wish her well in her important role.

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 those who reside here.



MR ALAN R WINDE

PREMIER OF THE WESTERN CAPE WESTERN CAPE

DATE: 31 July 2020

4. REPORT OF THE ACCOUNTING OFFICER

4.1. Overview of the operations of the Department

Deliverables in the 2019/2020 Annual Performance Plan were largely informed by Provincial Strategic Goal 5 at the time of developing the 2019/20 Annual Performance Plan and related to embedding good governance and integrated service delivery through partnerships and spatial alignment. Strategic Goal 5 had the following outcomes, which directed much of what the Department undertook during the year under review:

- enhanced governance through efficient, effective and responsive local and provincial governance;
- an inclusive society through improving the service interface between citizens and government and fostering community engagement; and
- integrated management through partnerships, PSP and game changer implementation, integrated planning, budgeting and implementation and a province-wide Monitoring and Evaluation system.

The period under review ushered in a new term of office. With that came a rearticulation of the provincial vision "A safe Western Cape where everyone prospers". Five Vision-Inspired Priorities that underpin the vision were agreed upon. These priorities informed the development of a new five-year Provincial Strategic Plan and underpin the Western Cape Government's commitment to improve the lives of its citizens.

The Department of the Premier, together with the Provincial Treasury, the Department of Local Government and the Department of Environmental Affairs and Development Planning, will play a transversal role across the entire Provincial Strategic Plan and will lead its implementation. The Department was also designated as the lead department for the fifth Vision-Inspired Priority, Innovation and Culture, in alignment with its Constitutional and legislative mandates.

Departmental efforts during the 2019/2020 financial year were directed towards ensuring alignment of all provincial plans and strategies with the new strategic direction that puts citizens at the centre of what the Western Cape Government wants to achieve.

Towards the end of the 2019/20 financial year, the Department had to redirect its effort and resources towards responding and managing the impact of COVID-19 on the Western Cape Province. This impacted negatively on the Department's ability to finalise some of its planned deliverables as travel was suspended and face-to-face contact was prohibited.

The Department is structured in five budget programmes:

- Programme 1: Executive Governance and Integration delivers governance support services to the Premier, Cabinet, Director-General, the Provincial Top Management and the Department of the Premier's Executive Committee by enabling effective decision making and communication by the Executive.
- Programme 2: Provincial Strategic Management provides strategic support to the Executive in relation to policy and strategy development, international relations and priority programmes, and strategic management information.
- The Corporate Services Centre makes up the rest of the Department and consists of transversal provincial support services in respect of people management (Programme 3), the provision of ICT services (Programme 4), and corporate assurance functions that comprise internal audit, enterprise-wide risk management, forensic, legal, and communication services (Programme 5).

The Department's functions are transversal in nature; in addition to the Executive, its primary clients are the other Western Cape Government departments, which are the main beneficiaries of the Department's core

functions. During the period under review, much effort was directed towards ensuring that the future plans of the Department have a more citizen-centric focus rather than an internal focus.

The Department's delivery in the last year of the previous term registers a number of achievements confirming the Department's ability to maintain high standards of good governance.

The Department continued to function in an austere fiscal environment, which made it difficult to fully realise its intention to continuously add more value to the services that it renders to the Western Cape Government. Austerity meant that the filling of vacancies was tightly managed, which made it difficult to expand its service offerings without being able to increase the number of people required to add more value.

The Department recorded an 88% achievement of indicator targets for the 2019/2020 financial year; the slightly lower performance due to the impact of COVID-19 on some functional areas. Detailed performance on each of the indicators is given in the tables on performance indicators in section B of the Annual Report.

The Department has managed to achieve a clean audit report for the 2019/2020 financial year.

Programme 1 supported the Director-General of the Western Cape Government. The Branch ensured that progress against financial and non-financial performance was monitored and reported on throughout the financial year. A culture of doing more with less was reinforced by the Finance Management component by the tight controls that they put on the COE budget. The implementation of an electronic invoice tracking system ensured for continuous improvement on the turnaround times for the payment of uncontested invoices. The Directorate Supply Chain Management ensured that there was compliance with regulatory and legislative frameworks through their ongoing supply chain training and by regular review of their policies, delegations and circulars. The Branch also played a crucial role in ensuring that intergovernmental relations remain healthy and beneficial to the Western Cape.

Programme 2 played a predominant transversal role and coordinated a range of transversal programmes through its three Chief Directorates. Amongst these were the development of the 2019-2024 Provincial Strategic Plan with its implementation framework, coordinating the provincial strategic planning process, the management of data and information as a strategic asset to the province and creating value through stakeholder engagements from international relations and within the human rights and frontline arena.

Programme 3 is responsible for integrated and innovative people solutions that contribute to improved organisational performance and good governance for service delivery. The continued increase in demand for services from client departments coupled with ongoing budget cuts and a less-than-full staff complement, necessitated the engagement with client departments with the Annual People Management Planner that both departments and the Branch can use for more effective planning. During the last quarter of the financial year there were additional demands placed on the Branch due to the impact of the COVID-19 Pandemic this was particularly felt in the increased demand for Employee Health and Wellness services as well as the provision for clear policy guidelines to WCG departments.

Programme 4 in its transversal role continued to drive the digital transformation agenda. Underpinned by the Broadband initiative it ensured for improved connectivity for more efficient service delivery and greater cost benefit. For the 2017/18 financial year 1 875 provincial buildings were provided with broadband connectivity during the phase 1 and in phase 2, which involved the upgrade of the connectivity to minimum speeds of 100 megabits per second for 1 912 sites, included sites that were placed on hold during phase 1. For the financial year under review an additional 405 sites had been upgraded to the faster phase 2 connectivity speeds, bringing the total number of sites upgraded to 1089.

Accelerated service delivery was experienced in the Public Wi-Fi Hotspot project. During the financial year under review, 452 hotspots were installed which offered faster speed and greater free data allowance

than the initial 178 hotspots. The project activated 630 WI-FI hotspots across the province by the end of the financial year under review. This resulted in 120 000 citizens accessing the internet through these WI-FI hotspots every month.

Programme 5 delivers most of its services based on approved delivery plans. The ability of the Branch to respond to these service demands was, however, impacted on due to budget reductions over the MTEF and the introduction of the COE funding ceilings. The COE is the main cost driver, taking 85% of the budget allocated to the Branch, thus emphasising the ability of the Branch to fund its vacancies.

The main cost driver for this Branch is Compensation of Employees, and with 85% of the budget allocated to this, the Branch's ability to fund its vacancies is a pressure point. Although the majority of services in the Branch are delivered based on approved delivery plans, there are some services that are not predictable. The delivery plans are finalised and agreed at the start of the financial year and there are processes in place to amend these if required. The business units evaluate this on an ongoing basis and request changes to the plans if and when required.

The principles in the Combined Assurance Framework approved by the Provincial Top Management are being applied during the development of internal audit annual operational plans and a better picture of the total assurance gap across all assurance providers is provided to audit committees during the evaluation and approval of internal audit annual operational plans, with feedback on the execution of such planned assurance to the audit committees bi-annually.

The Branch was furthermore instrumental in the development of a Corporate Governance Framework for the WCG and a concomitant Governance Maturity Model. It is imperative that corporate governance within all the departments of the WCG is robust and contribute directly to the achievement of provincial and departmental strategic goals and intent. This framework and maturity model set forth the principles and requirements for corporate governance in the WCG. Internal audit assisted a number of departments in conducting their baseline assessments and will continue to do so for all departments.

4.2. Overview of the financial results of the Department:

4.2.1. Departmental receipts

Departmental receipts	2019/2020			2018/2019		
	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	1 886	1 999	(113)	1 786	1 588	198
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	13	71	(58)	12	2	10
Sale of capital assets	-	92	(92)	-	4	(4)
Financial transactions in assets and liabilities	-	1411	(1411)	-	361	(361)
Total	1 899	3 573	(1 674)	1 798	1 955	(157)

The Department remains a non-revenue-generating organisation, though has through annual revision of its tariffs successfully delivered on its plan to collect departmental revenue. The Department over-collected revenue by R1 674 000. The better than anticipated performance is due to the usage of the venues and facilities at the Provincial Training Institute. It remains a difficult task to budget accurately for these items given that these items are demand driven.

The bad debt was written off in terms of the Provincial Debt Management Policy. During the year under review, one debt valued at R260 507.15 was written off.

4.2.2. Programme expenditure

Programme name	2019/2020			2018/2019		
	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)	108 112	105 659	2 453	117 304	112 196	5 108
Provincial Strategic Management	61 927	57 521	4 406	52 983	51 674	1 309
People Management (CSC)	208 061	201 606	6 455	196 316	190 818	5 498
Centre for e-Innovation (CSC)	1 070 718	1 064 547	6 171	998 338	967 634	30 704
Corporate Assurance (CSC)	133 970	131 698	2 272	131 662	127 682	3 980
Total	1 582 788	1 561 031	21 757	1 496 603	1 450 004	46 599

The Department's total expenditure for the period ending 31 March 2020 was R1.561 billion, representing 98.6% of the allocated funds. The amount of underspending valued at R21.757 million translates into 1.4% and had no impact on the achievement of departmental targets as it, amongst others, includes a saving on COE (R8.363 million), which is due to staff exits. Savings on Goods and Services of R12.888 million is largely due to the compulsory saving with regard to the Enterprise Content Management: Change Management project due to the contract starting later than anticipated and an underspending on the IT Security and Cyber Strategy earmarked allocation due to the contract being finalised later than expected as well as the Enterprise Content Management project, which was delayed due to the finalisation of cross-departmental funding arrangements, which led to a delay in the publishing of the tender.

4.2.3. Virements/roll-overs

Virements were applied between programmes for the following reasons:

- R875 000 was vire from Programme 2: Provincial Strategic Management to Programme 1: Executive Governance and Integration to accommodate the impact of budget cuts applied during the beginning of the year in terms of operating expenditure, the usage of GG vehicles and kilometre allowances, AGSA expenditure and assistance given with the arrangement of the Premiers Brunch.

- R300 000 was vire from Programme 3: People Management to Programme 1: Executive Governance and Integration for the assistance given with the arrangement of the Premier Service Excellence Awards.
- R1.597 million was vire from Programme 3: People Management to Programme 4: Centre for e-Innovation to assist with the impact of the expansion of the WCG Network and the purchase of capital equipment within the Centre for e-Innovation space.
- R62 000 was vire from Programme 5: Corporate Assurance to Programme 1: Executive Governance and Integration for assistance given during certain events involving the Premier.
- Roll-overs were requested with regard to the Enterprise Content Management services rendered on behalf of DCAS by the Centre for e-Innovation.
- Revenue retention was requested to be utilised for IT Refresh within the Department.

4.3. Irregular expenditure

Irregular expenditure: (Annexure D1)

- 13 cases of irregular expenditure were identified during the year.
- Of the 13 cases:
 - 10 cases amounting to R975 536.73 are still under investigation;
 - 1 case amounting to R261.33 is awaiting PT condonation;
 - 1 case amounting to R264.33 was deemed as a valid expense (not recoverable/not condoned) subsequent to year end; and
 - 1 case amounting to R18 080.66 was identified as a recoverable expense (recoverable / not condoned) subsequent to year end.

Fruitless and wasteful expenditure: (Annexure D2)

- 4 cases of possible fruitless and wasteful expenditure were identified during the year.
- Of the 4 cases:
 - 1 case amounting to R1 023.30 was transferred to receivables for recovery;
 - 1 case amounting to R1 384.13 was identified as a recoverable expense (subsequent to year end);
 - 1 case amounting to R7 192.43 was written off (subsequent to year end);
 - 1 case amounting to R188.26 was identified as a valid expense (subsequent to year end).

4.4. Future plans of the Department

The Centre for e-Innovation is in the process of developing a Digital Transformation Plan (DTP) that aligns to the Provincial Strategic Plan and its Vision-Inspired Priorities. Through a process of consultation with stakeholders the Ce-I has identified the key digital initiatives that will contribute to the delivery of the PSP.

Through the DTP Plan the Ce-I aims to transform the WCG from being reactive in its citizen-facing services, to a responsive and ultimately smart government that has empowered its citizens to conveniently access quality public services and information. To achieve this outcome, the WCG has to optimise, transform and integrate its public services by maximising the value of its data assets, digital technologies and people. This level of transformation requires a holistic approach to digital government maturity improvement.

The foundational elements for achieving digital transformation is the availability of high-speed connectivity as well as robust and resilient infrastructure at all WCG facilities. The upgrading of our current Broadband capacity will therefore continue in order to ensure that provincial and local government as well as our citizens can harness the full benefits of robust and world-class infrastructure. It will also continue to support e-learning in education. Following the completion of Phase 1 in the 2017/2018 financial year, where the initial 1 875 WCG sites were connected to Broadband, the project will continue the roll-out of Phase 2. This phase involves the upgrade of connectivity to minimum speeds of 100 megabits per second for 1 912 sites, which includes sites that were placed on hold during Phase 1. During the 2020/2021 financial year, an additional 161 sites will be upgraded to the Phase 2 speeds, bringing the total to 1 250 sites towards the target of 1 912. Most of these sites will be schools, in line with the branch's continued support of e-learning in education.

The roll-out of limited free public Wi-Fi hotspots will continue in the 2020/2021 financial year and will see the installation of an additional 400 sites for the benefit of our citizens, culminating in a total of 978 hotspots by the end of the financial year. The ultimate goal is to offer public Wi-Fi hotspots at 1 600 WCG buildings.

Digital transformation is a key enabler of the new normal as the COVID-19 pandemic has forced upon everybody the use of technology for working remotely. The Digital Government programmes and projects that the Ce-I embarks on will therefore include, amongst other, servicing the WCG ICT user base and the schools labs, performing systems integration, developing and maintaining transversal applications, embedding a provincial mobile applications platform, refreshing ICT Infrastructure, VOIP roll-out, strengthening cyber security capacity, cloud services consolidation, frontline service digitalisation, enhancing digital communications platforms and maintaining the Cape Access Programme.

Provincial Strategic Management has coordinated the development and adoption of the 2019–2024 Provincial Strategic Plan (PSP), which sets out the vision and provincial priorities of the WCG vision of “a safe Western Cape where everyone prospers” is expressed in the five strategic priorities identified for 2019–2024, the Vision-inspired Priorities: Safe and Cohesive Communities; Growth and Jobs; Empowering People; Mobility and Spatial Transformation, and Innovation and Culture.

During the development of the PSP, it was widely recognised and accepted that its implementation would be a dynamic process taking into account significant shifts and changes in the external environment. In the light of the impact of the coronavirus pandemic on the resources and service delivery obligations of the WCG, the Department will coordinate a review of the PSP to respond to and accommodate these changes and the implications of the pandemic.

The strategic agenda of Province-wide Data Governance (PWDG) has been reaffirmed to strengthen the policy and data decision-making chain. This is in line with Government's focus on service delivery; assessing performance or results that are underpinned by data governance; which in turn, are key to drive the collective management of the availability, quality, sharing and integrity of data, and treating data as a strategic asset.

The Province-Wide Data Governance objective and outcome for the policy context is geared towards using quality data and evidence for improved service delivery; and better societal outcomes, initially for the five (5) Vision-Inspired Priorities (VIPs). As at March 2020, this focus has been converged to address data and evidence requirements in supporting decision making on the COVID-19 pandemic response plan.

Based on lessons learnt, the PWDG implementation approach has been repositioned from delivering data governance outputs to leveraging data and evidence as a strategic asset. Key to this is improved business performance; and policy, data and technology integration across departments and within the WCG. The strategic intent, as well as the implementation approach, is documented in Volume 5, which forms part of a series of volumes.

Focus areas towards improving service delivery results and outcomes include consolidating the approach to coordinating the institutionalisation of strategic programmes towards delivery on government's strategic priorities. These programmes include the strategic approach to International Relations in support of developing strategic partnerships to advance strategic priorities, particularly with regard to economic growth, trade, investment, tourism, safety and skills development. Priority programmes also include citizen- and frontline-focused initiatives such as partnering for the coordination of the human rights-based programmes, the Frontline monitoring and support programme and Event strategy implementation together with key provincial departments and other stakeholders.

The Branch: People Management, as part of the broader WCG, will contribute to the strategic Priorities identified by the Premier, it will align with the Vision-inspired Priority 5 of innovation and culture change for embedding a Citizen-centric culture throughout the WCG. The Branch has therefore also based its strategic outcomes on those of the Department viz Outcome 1: Improved employee engagement; Outcome 2: Improved quality, efficiency and effectiveness of organisational performance; and Outcome 3: Citizen-centric culture inculcated in the WCG.

The Branch has identified as one of strategic outcomes an Enabled Citizen-centric Culture. This outcome has its foundation in the Culture Transformation Plan 2015-2019 of the Branch and will thus be a continuation of the culture journey. The initiatives from the previous five years will be continued, such as the values assessment surveys (Barrett) that ensure that departments could be provided with a clear sense of the value gaps in the organisations, and to allow for the development of culture journeys with interventions tailored to the situations in the departments. The values-based leadership philosophy on which the leadership programme is based will ensure that there is continuity, but with the emphasis now moving to implementation. One of the values of the WCG is Innovation, and while all these values are equally important and they must be driven holistically, innovation has been highlighted as one of the main priorities, especially in response to the current demand for better, quicker services within in an austere environment.

The second strategic Outcome for the Branch is the development and implementation of a future-fit People Management ("PM") Strategy. The WCG adopted a people management strategy in 2015 that has been implemented to provide a clear understanding of the current people management context and the desired people state in line with the (then) Provincial Strategic Plan (PSP). The PM strategy defines a distinctive people philosophy, value proposition, ideal people profile, strategic initiatives; people score card as well as the implementation of governance architecture that will facilitate an improved citizen experience through people efficiencies. It is also imperative that the values and principles in the Constitution of SA must be lived and upheld, specifically that of dignity and equality, and further espoused in section 195, in the way we work and in our policies and practices. One also needs to take into account that the future is going to look vastly different: both in terms of the world at large, and more specifically the world of work. In particular, the worker, leadership and organisation of the future, regardless of sector, whether public or private, are and will continue to undergo fundamental and radical change.

People Management is not immune to this changing environment and technology advances. In order to meet this challenge, the Branch has embarked on a journey to develop a Future-fit Guide for People Professionals aimed at transforming the Branch and its People Professionals to become future-fit pro-actively, and travel well capacitated for and into the future. Last but not least, the Branch is aware that the WCG as employer does not operate in a vacuum and that the socio-economic situation of the province impacts equally on staff as citizens as well. And hence, it is imperative that strategy take this into account. With this in mind, a revised PM strategy is called for.

The spectre of the COVID 19 pandemic and its traumatic impact on the country and its people, including the workplace, coupled with the economic recession, will however mean that the future plans must be re-examined in the next financial year.

4.5. Public-private Partnerships

No public-private partnerships were entered into.

4.6. Discontinued activities/activities to be discontinued

No activities were discontinued.

4.7. New or proposed activities

- Review of the Provincial Strategic Plan 2019–2024;
- Development of a WCG Capability Model; and
- Consolidating the approach to mainstream and monitor the implementation of the Human Rights framework in relation to Priority Groups and Gender responsiveness in the Western Cape Government.

4.8. Supply chain management

There were no unsolicited bid proposals for the year under review.

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

Name of organisation	Nature of gift, donation or sponsorship	2019/2020	2018/2019
		R'000	R'000
Received in kind			
Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)	Donation to cover travel and accommodation cost 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 cost for one official who attended the 12 th International Labour and Employment Relations Association (ILERA) European Congress held in Dusseldorf, Germany for the period 5 to 7 September 2019.	121	
Huawei Technologies	Sponsorship to cover travel and accommodation costs for three officials who attended the Huawei Connect Conference from 6 until 14 October 2018 in the People's Republic of China.		180-
Microsoft	Sponsorship to cover accommodation cost for one official who attended the Microsoft's Smart City Expo World Congress from 11 to 16 November 2018 in Barcelona.		40
Friedrich Naumann Foundation	Sponsorship to cover travel and accommodation cost for one official to co-facilitate a seminar on translating values into policy, programmes and delivery in Government from 25 November 2018 until 7 December 2018 in Germany.		16
TOTAL		178	236

4.10. Exemptions and deviations received from the national Treasury

Deviations:

Project	Reason
Department (Vote 1) deviated from the National Budget Programme Structure.	Organisational redesign process as part of the modernisation programme is relatively large-scale and the aim is to: <ul style="list-style-type: none">• Improve functional, organisational and budget alignment;• improve management and control; and• improve resource provisioning, relevant efficiencies as well as monitoring and evaluation.
	Renaming Programme 1 from Executive Support (Administration) to Executive Governance and Integration (Administration).

4.11. Events after the reporting date

DOTP played a major role in the WCG COVID-19 response and ultimately became more responsive as a Department during this period.

The strategic focus of the Department and WCG is to develop an Economic Recovery Plan, in conjunction with a review of the Provincial Strategic Plan and the Budget. The third element of the "triple helix" is a fresh look at the "Way We Work". The COVID-19 pandemic has brought with it challenges and opportunities, and some aspects of the "new normal" are here to stay.

As part of the PSP review, the role of "VIP 5", the strategic objective led by DOTP will be re-examined. Currently, webinars are taking place with experts giving guidance on transforming government in a disrupted world. These insights and those gleaned from Cabinet Bosberaads will inform the Recovery Plan and a "re-imagined" WCG.

DOTP is also playing a significant role in monitoring the COVID-19 "hotspots" in the Province. DOTP's data collection is synthesised into a weekly report for Cabinet.

DOTP leads the Strategy Cluster, providing advice to the Budget Policy Committee, which is chaired by the Premier.

DOTP's Internal Audit is investigating lapses in the control environment and will be providing assurance on the effectiveness, efficiency and economy of COVID-19 related Supply Chain Management (SCM) transactions. Internal Audit is an advisory member to the Central Advisory Committee on SCM.

Legal Services has published "Frequently Asked Questions (FAQs)" as guidance for government and the public and advised on the interpretation of the Disaster Management Act Regulations and Directions. The branch has advised the Provincial Executive on many areas, including opposing Directions that would have banned school feeding and prepared food (soup kitchens, etc.).

A large-scale public communication programme was rolled out to educate the public on what COVID is and how to avoid transmission of the virus through behaviour change interventions.

The Department of the Premier played a major role in enabling the rest of the Province to become operational at the start and during the outbreak of the COVID-19 pandemic. To achieve this, it had to:

- equip our Provincial Executive with video-conferencing capacity in the Joint Operations Centre at 4 Dorp Str, capacitate the Disaster Management Centre with video-conferencing facilities and install access points in various facilities to create wireless local area networks;
- equip staff to work from home by rolling out MS Teams to 10 000+ staff members;
- procure bulk data and Wi-Fi routers for 500 key staff members and distribute these to the various departments;
- manage VPNRA activations for staff who required access to applications hosted on the corporate network; and
- ensure that all departmental critical systems and applications to which staff required access while working from home were accessible via VPNRA.

Cel also installed the Information Technology at the WCG field hospitals, including the "Hospital of Hope" at the Cape Town International Convention Centre, which was opened by the President on 5 June 2020. Behind the scenes, Cel has developed solutions for the Humanitarian Cluster on food distribution and economic forecasting for the Economic Cluster.

People Management ensured that our salaries were paid, and has developed a number of policies and guidelines in response to the pandemic. A decision has been taken that only critical vacancies will be filled in the coming months, and routine OD work has been suspended as the OD team will be focusing on a reimagined WCG.

The Strategic Management team is compiling information that will form the basis for a report on our COVID-19 response to national government. Four rapid assessments are being conducted with a focus on innovation. The Frontline Monitoring and Support team will focus on support to the Hotspots Strategy. Priority Programmes has been liaising with national government departments regarding vulnerable groups and has been assisting with conflict resolution and mediation.

International Relations played a strong role in repatriating our citizens as well as foreign nationals in South Africa to their home countries.

Ms Christina Nomdo has been appointed Children's Commissioner and commenced duty on 1 June 2020. The Priority Programmes team is assisting with work on Gender-based Violence in support of the Department of Social Development and Safety Plan initiatives of VIP 1.

Secretariat Services and Protocol supported 30 Cabinet meetings and ensured a successful visit by the President. The team has been working with Faith-based Organisations to develop protocols on bereavements and funerals.

Departmental Strategy, responsible for Organisational Health and Safety (OHS), procured masks for staff, thermometers for the various buildings occupied by DotP staff 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 have been set up and are being equipped.

Corporate Communication has implemented two campaigns, "Stop the Spread" and "Stay Safe and Save Lives" using a variety of media including:

- television adverts;
- radio adverts;
- billboard adverts;
- loud hailing services;

- flyers and press adverts;
- pamphlets;
- taxi decals;
- “Share the Love” presentation to NGOs;
- GIFs 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.

4.12. Other

To the best of my knowledge there are no other material facts or circumstances that may have an effect on 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 improvement in service delivery and steady increase in the value-add that this Department brings to the Western Cape Government.

I hereby approve the 2019/2020 Annual Report of the Department of the Premier.



MR HARRY MALILA
DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER
DATE: 31 JULY 2020

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 2020.

Yours faithfully



MR HARRY MALILA
DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER
DATE: 31 JULY 2020

6. STRATEGIC OVERVIEW

6.1. Vision

The vision of the Department of the Premier is to be a leading department enabling the Western Cape Government to improve the quality of life of all its people.

6.2. Mission

The mission of the Department of the Premier is to embed good governance and to enable integrated service delivery in the Western Cape through partnerships, innovation and people excellence.

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 task in terms of the constitutional, legislative and electoral mandates and we work together to achieve this.

ACCOUNTABILITY (We take responsibility)

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

INTEGRITY (To be honest and do the right thing)

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

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

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

- We take each other and the citizens seriously, being accessible, listening and hearing their voices.
- We respond with timeous action and within agreed timeframes.
- We collaborate with each other, 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

The Department complies with its constitutional and legislative mandates. Additional capacity has been created in the Department to ensure compliance with all prescripts in the execution of the Department's 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)
- Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993)
- Consumer Protection Act, 2008 (Act 68 of 2008)
- 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 Professions 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)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Labour Relations Act, 1995 (Act 66 of 1995)
- 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)
- Pensions Fund 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 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)
- Western Cape Commissioner for Children Act, 2019 (Act 2 of 2019)

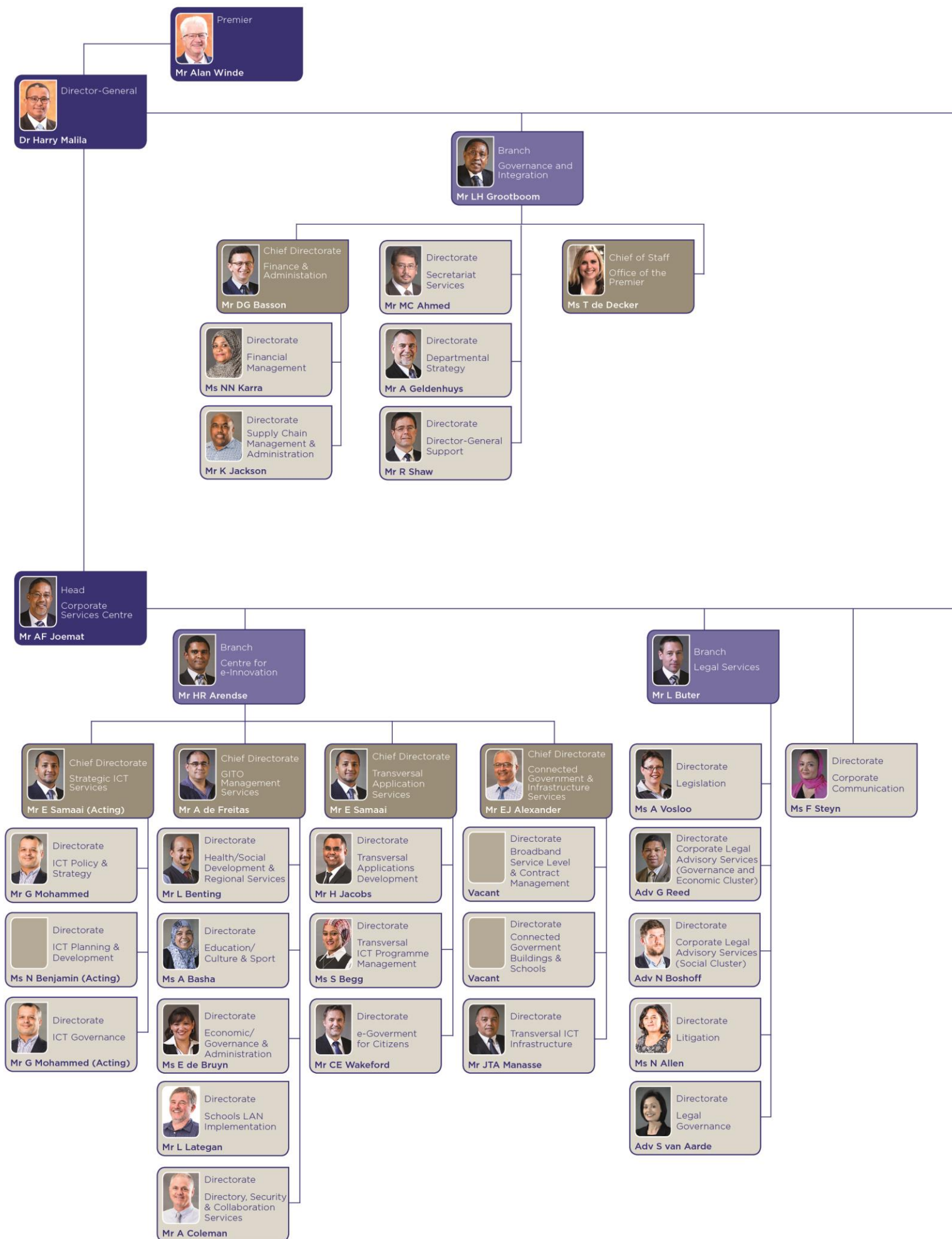
In addition, the Department, as an entity and in fulfilling its role within the provincial government, takes into account national policy mandates, in particular the following:

- Green Paper on National Performance Management (2009)
- Revised Framework for Strategic Plans and Annual Performance Plans 2019
- Medium-term Strategic Framework – 2019–2024

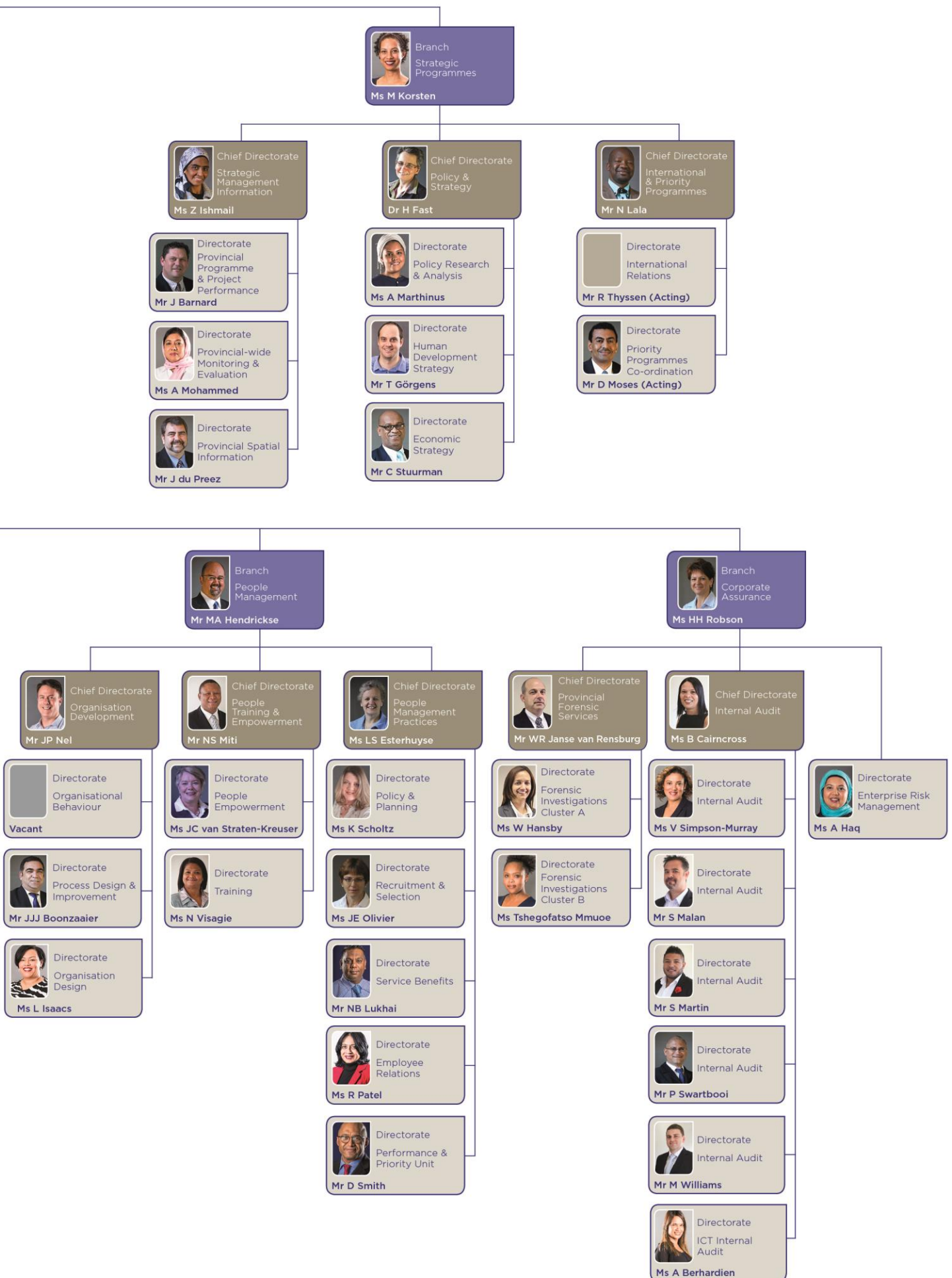
- National Development Plan (2012)
- National e-Strategy (2017)
- National Evaluation Policy Framework (2011)
- National Integrated ICT Policy White Paper (2016)
- National Measurable Outcomes
- National Monitoring and Evaluation Framework – White Paper, October 2009
- National Skills Development Strategy (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
- 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)
- Disaster Management Act 57 of 2002
- Disaster Management Act (57/2002): Electronic Communications, Postal and Broadcasting Directions Issued under Regulation 10 (8) of the Act (2020)

8. ORGANISATIONAL STRUCTURE

The following chart depicts the top management structure of the Department as at January 2020. The Department's senior management structure is depicted in Annexure A of the report.



Organisational Structure of the Department of the Premier as at January 2020.



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 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 being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements of the auditor's report.

Refer to page 171 (Report of the Auditor-General), published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. Service Delivery Environment

During the year under review, the Department achieved 88% of its performance targets, as specified in the 2019/2020 Annual Performance Plan. Detailed performance on each of the indicators is given in the tables on performance indicators under point 5 in this section (section B of the Annual Report).

The Department continued to function in an austere fiscal environment, which made it difficult to fully realise its intention to continuously add more value to the services that it renders to the Western Cape Government. Austerity meant that the filling of vacancies was tightly managed, which made it difficult to expand its service offerings without being able to increase the number of people required to add more value.

The Branch Executive Governance and Integration has ensured that Cabinet, Provincial Top Management and DoTP EXCO processes were conducted seamlessly and that effective decisions were taken, which determined the strategic direction of the Western Cape Government. The Premier's external forums with the Mayors in the province were all provided with high-level logistical and secretariat support. The finances of the Department of the Premier were commendably managed, despite a very tight budget, and legislative frameworks, National Treasury Regulations and Supply Chain Policies and prescripts were complied with. This resulted in yet another clean audit outcome for the Department. All strategic interactions with the provincial Mayors and Municipal Managers were seamlessly managed by the Branch, and last-minute changes were managed strategically without any negative financial or reputational repercussions to the Western Cape Government.

The Director-General of the Western Cape was excellently supported by all Directorates in the Branch and it was ensured that intergovernmental relations remain healthy and beneficial to the Western Cape. Progress with performance indicators was assessed and reported on quarterly. The Finance management component ensured that there are tight controls on the COE budget and much was achieved with less. In addition, the turnaround times for the payment of uncontested invoices continued to improve. Continued supply chain training, and revised policies, and circulars ensured that there was compliance with the regulatory and legislative frameworks.

The strategic messages of the Western Cape Government were successfully channelled to the key stakeholders through the various strategic communications platforms in collaboration with other provincial departments. This minimised negative reputational impacts to the Western Cape Government.

Programme 2 Provincial Strategic Management and its three chief directorates: Policy and Strategy, Strategic Management Information and International and Priority Programmes, have coordinated a range

of transversal programmes within the WCG over the 2019/2020 financial year. These include developing the 2019–2024 Provincial Strategic Plan and its implementation framework, the coordination of provincial strategic planning, management of data and information as a strategic asset and stakeholder engagements focusing on creating value from international relations and within the human rights and frontline arena.

Key to note is that the Chief Directorate: Strategic Management Information has reviewed all the outdated core processes in relation to the current business needs. This is due to an increased demand for data and technical support. This role has emerged into a virtual Provincial Data Office that is central to support the WCG in becoming a data-driven organisation. Six (6) data and evidence services are offered that cover an indicator universe; evaluation and research services; data quality standards; data and evidence landscape; data analytics; and data ethics. The Provincial Data Office has been responsive to the demands to shape this emerging role of an integrated data and evidence service within and across the WCG.

The role in supporting delivery on provincial strategic priorities is expected to increase further given the renewed focus on delivering a PSP that is data-driven and regularly reviewed based on an informed, evidence-based decision-making approach that improves service delivery results, outcomes and impact. A citizen-centric focus has been embedded in projects that support Human Rights Mainstreaming, building on the pilot project to build the soft skills of Western Cape employees using the UNDP-authored Community Capacity Enhancement training, which is now a key part of the Provincial Training Institute's training programme and the Frontline monitoring and support programme. Supporting the events sector continued through partnership with the public and private sectors.

One of the key responsibilities of the Branch People Management is to provide integrated and innovative people solutions that contribute to improved organisational performance and good governance for service delivery. By its nature there is a co-dependency between the people manager and the people professional in fulfilling this mandate. There is a continuing increase in the level of people management services required from client departments, which is juxtaposed against budget cuts and a less-than-full staff compliment. This has necessitated, in line with the broader CSC demand planning process, the engagement with client departments with the Annual PM Planner, which both Departments and the Branch People Management can use for more effective planning. Closer alignment of the Chief Directorates within the Branch: People Management with regard to demand planning is continuing and set the foundation for greater synergies with regard to integrated management. The ICT Plan of the Branch also seeks, within budgetary constraints, to use innovative ways and technology to improve the provision of people practices. The emerging risk and impact of the COVID 19 pandemic in the last quarter of the financial year placed additional demands on the Branch, especially in the Employee Health and Wellness services being offered, and the provision of clear policy and guidelines to WCG departments in response to the consequences of the pandemic on the workplace and safety of staff.

The Centre for e-Innovation has contributed significantly to the success of the provincial game changers (with a particular focus on the e-Learning and After School game changers). Through the Broadband game changer, 1 875 provincial buildings such as schools, clinics, and hospitals were provided with Broadband connectivity, of which 684 have been upgraded to Phase 2 Broadband connectivity speeds as at the end of the 2018/2019 financial year.

The Ce-I's service delivery environment is both diverse and specialised in many respects. It is involved in almost every aspect of government's service delivery value chain. As such it enables digital services to citizens, improves and optimises operational processes, ensures sound ICT governance, specifically in the fields of information security and business continuity, and equips employees with the relevant tools and services.

The Broadband Initiative continues to underpin the WCG's digital transformation agenda by ensuring improved connectivity for more efficient service delivery and greater cost benefits. During Phase 1 of the initiative, which was completed during the 2017/2018 financial year, 1 875 provincial buildings were provided with Broadband connectivity. Phase 2 involves the upgrade of connectivity to minimum speeds of 100 megabits per second for 1 912 sites, which includes sites that were placed on hold during Phase 1. By the end of the 2019/2020 financial year, an additional 405 sites had been upgraded to the faster Phase 2 connectivity speeds, bringing the total number of sites upgraded to 1 089.

The Public Wi-Fi hotspot project has also experienced accelerated delivery in order to provide limited free internet access at WCG buildings for citizens. A further 452 hotspots were installed during the year, offering faster speeds and a greater free data allowance than the initial 178 hotspots. Accordingly, there were 630 Wi-Fi hotspots across the province by the end of the 2019/2020 financial year, and on average over 120 000 citizens accessed the internet through these Wi-Fi hotspots every month.

The Centre for e-Innovation's user base has remained at 28 600 Western Cape Government ICT users and 24 500 workstations, which had a direct influence on its major expenditure items, which included software licences, ICT support, security and infrastructure. There has been a dramatic increase in the optimisation and innovative use of the existing technology investments, particularly in the area of the uptake of collaboration and video conferencing tools. This will become an integral part of the "new normal" where employees will continue to work remotely and citizens will engage government through channels other than physical ones.

One of the key projects undertaken by Ce-I during the year under review was the migration on on-premises workloads to the Azure cloud. This was successfully completed in January 2020 and was followed by a decommissioning process of the on-prem environment. Hosting workloads in the cloud provides us with three key benefits, namely high availability, enhanced security and remote accessibility.

A review of the application portfolio is in progress, coupled with the drafting of a Digital Platform Roadmap. It is a key step in the Digital Transformation Planning process.

The importance of data has never been more pronounced as in the present. Ce-I has put in place various building blocks and tools that enable the rapid analysis and presentation of data in various formats. To this end, the work done in geospatial mapping and the logical data warehouse has contributed significantly to our Department's responsiveness in providing our political and administrative principals with dashboards and spatial maps during the outbreak of the COVID-19 pandemic.

The Cape Access Programme plays a major role in digitally empowering our citizens by providing free access to ICTs, the internet and digital literacy training. Three new e-centres were established in Sionskynvallei, Rietpoort and Klappmuts, which brings our total number of e-centres to 73. The completion of Brandwacht and Melkhoutsfontein e-centres, scheduled for the last two weeks of March 2020, had to be put on hold due to the outbreak of the COVID-19 pandemic. This will be completed as soon as practically possible.

The current economic climate, resultant budget reductions over the MTEF period and introduction of Compensation of Employees funding ceilings are having an impact on the ability of the Branch Corporate Assurance to respond to the demand for its services. The main cost driver for this Branch is Compensation of Employees, and with 85% of the budget allocated to this, the Branch's ability to fund its vacancies is a pressure point. Although the majority of services in the Branch are delivered based on approved delivery plans, there are some services that are not predictable. The delivery plans are finalised and agreed at the start of the financial year and there are processes in place to amend these if required. The business units evaluate this on an ongoing basis and request changes to the plans if and when required.

The principles in the Combined Assurance Framework approved by the Provincial Top Management are being applied during the development of internal audit annual operational plans and a better picture of

the total assurance gap across all assurance providers is provided to audit committees during the evaluation and approval of internal audit annual operational plans, with feedback on the execution of such planned assurance to the audit committees bi-annually.

The Branch was furthermore instrumental in the development of a Corporate Governance Framework for the WCG and a concomitant Governance Maturity Model. It is imperative that corporate governance within all the departments of the WCG is robust and contributes directly to the achievement of provincial and departmental strategic goals and intent. This framework and maturity model set forth the principles and requirements for corporate governance in the WCG. Internal audit assisted a number of departments in conducting their baseline assessments and will continue to do so for all departments.

The demand for forensic investigation services is at a level where the current capacity is insufficient to attend to the cases within reasonable timeframes. Cases are attended to in accordance with priority and available capacity. Proactive forensic services are rendered to all departments according to their needs and legislative requirements in line with the approved Fraud and Corruption Prevention Plans agreed with departments.

Although the demand for legal services remained high during the financial year, Legal Services continued to adhere to client requests by the stipulated or agreed deadlines.

The demand for services in the Directorate: Corporate Communication are mainly demand driven and cannot be predicted with certainty. This had an impact on service delivery in this unit, although it was managed through reprioritisation, absorption within available capacity and efficiency gains.

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.

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) 5 897 Cape Access e-Skills training opportunities provided (accredited) 868 Cape Access e-Skills training opportunities provided (non-accredited) b) 678 201 Cape Access User Sessions	a) 2 000 Cape Access e-Skills training opportunities provided b) 400 000 Cape Access User Sessions	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)
Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement

e-Government Channels	Citizens within the Western Cape	<p>a) 39 207 931 (Internet Portal only). 99 952 932 (including Social Media and WCG Contact Centre) Contact tickets across channels (excluding WCG Intranet)</p> <p>b) 99.53% Presidential Hotline Resolution Rate</p> <p>c) 1 User and Client Experience Survey conducted</p> <p>d) 1 User and Client Experience Report released</p>	<p>a) 20 000 000 Contact tickets across channels (excluding WCG Intranet) [Nr WCG Portal Contact tickets; Nr WCG Contact Centre tickets; Nr WCG Social Media Impressions; 13 e-Government access channels managed through which citizens actively engage Government (excluding Intranet)]</p> <p>b) 95% Presidential Hotline Resolution Rate</p> <p>c) 1 User and Client Experience Surveys conducted</p> <p>d) 1 User and Client Experience Report released</p>	<p>a) 42 547 968 (Internet Portal only). 108 942 009 (including Social Media and WCG Contact Centre) Contact tickets across channels, excluding WCG Intranet)</p> <p>b) 99.02% Presidential Hotline Resolution Rate</p> <p>c) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre</p> <p>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</p>
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Batho Pele arrangements with beneficiaries (Consultation, access, etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
<p>Cape Access e-Centre Operations</p> <p>Consultation:</p> <p>Clients are consulted through:</p> <p>a) Annual User and Client Survey conducted</p> <p>b) Annual User and Client Report finalised</p> <p>c) e-Centre managers on site during working hours</p>	<p>Consultation:</p> <p>Clients are consulted through:</p> <p>a) Annual User and Client Survey conducted to consult clients on their e.g. input; experience; improvement suggested; training required</p> <p>b) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted</p> <p>c) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required</p>	<p>Consultation:</p> <p>Clients are consulted through:</p> <p>a) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre</p> <p>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</p> <p>c) Centre Managers are always on site as required</p>

<p>Access:</p> <p>Access created through:</p> <ul style="list-style-type: none"> a) 70 e-Centres (contact details can be provided per e-Centre on request) Note: #One e-Centre (Conville) is temporary closed for renovations – it is envisaged to be opened in the near future b) The accessibility of services is also improved through: <ul style="list-style-type: none"> i) Wheelchair accessibility at all e-Centres ii) Appropriate Branding at 100% e-Centres iii) e-Centre managers on site and accessible to citizens at 100% e-Centres iv) 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> <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 c) Annual User and Client Report finalised d) e-Centre managers on site during working hours to engage with <p>Openness and Transparency:</p> <p>Openness and transparency achieved through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published 	<p>Access:</p> <p>Access created through e-Centres:</p> <ul style="list-style-type: none"> a) 70 e-Centres (contact details can be provided per e-Centre on request) Note: #One e-Centre (Conville) is temporary closed for renovations – it is envisaged to be opened in the near future b) The accessibility of services is also improved through: <ul style="list-style-type: none"> i) Wheelchair accessibility at 100% physical locations (e-Centres) ii) Appropriate Branding at 100% e-Centres iii) e-Centres managers on site and accessible to citizens at 100% e-Centres iv) 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> <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>Openness and Transparency:</p> <p>Openness and transparency achieved through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published during March annually 	<p>Access:</p> <p>Access created through:</p> <ul style="list-style-type: none"> a) 73 e-Centres (contact details can be provided per e-Centre on request). The 3 additional centres opened during 2019/2020 are Klapmuts (April 2019), Sonskynvallei (November 2019), Rietpoort (December 2019). Conville e-Centre has been re-opened. The opening of 2 additional Centres (Brandwacht and Melkhoutfontein) was delayed due to the COVID-19 Cape Access Centre closure, 19 March 2020 b) The accessibility of services is also improved through: <ul style="list-style-type: none"> i) Wheelchair accessibility at all e-Centres ii) Appropriate Branding at 100% e-Centres iii) e-Centre managers on site and accessible to citizens at 100% e-Centres iv) 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 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) e-Centre managers on site during working hours to engage with <p>Openness and Transparency:</p> <p>Openness and transparency achieved through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published
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<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) Annual User and Client Survey conducted</p> <p>g) Annual User and Client Report finalised.</p> <p>Value for Money:</p> <p>a) ICTs used to facilitate more efficient and effective communication and service delivery</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>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>e-Government Channels</p> <p>Clients are consulted through:</p> <p>Consultation:</p> <p>a) Annual User and Client Survey conducted</p> <p>b) Annual User and Client Report finalised</p>	<p>Clients are consulted through:</p> <p>Consultation:</p> <p>a) Annual User and Client Survey conducted to consult clients on their e.g. input, experience; improvements suggested; training required</p> <p>b) Annual User and Client Report indicating findings and recommendations on Annual User and Client Survey conducted</p> <p>c) WCG Contact Centre: Citizens can provide inputs or raise matter, monthly analysis done</p>	<p>Clients were consulted through:</p> <p>Consultation:</p> <p>a) Citizen engagements (enquiries, compliments and complaints) are gathered daily through the Western Cape Government Contact Centre</p> <p>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</p> <p>c) Inputs were provided by Citizens which formed part of monthly analysis</p>

<p>Access:</p> <p>Access created through the 14 Government channels (including Intranet):</p> <p>a) WCG Digital platform: Internet Portal: http://www.westerncape.gov.za/ Intranet Portal: http://intrawp.pgwc.gov.za/</p> <p>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</p> <p>c) WCG Contact Centre: Call Centre: 0860 142142 Fax: 021 483 7216 SMS: 31022 – Help Please Call me: 079 769 1207 Walk-in-Centre: 9 Wale Street, Cape Town Snail Mail: 9 Wale Street, Cape Town E-mail Centre: service@westerncape.gov.za Presidential Hotline: 17737</p> <p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incident 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</p> <p>c) Annual User and Client Report finalised</p> <p>d) Annual Contact Centre training conducted</p>	<p>Access:</p> <p>Access created through the 14 Government channels (including Intranet):</p> <p>a) WCG Digital platform: Internet Portal: http://www.westerncape.gov.za/ Intranet Portal: http://intrawp.pgwc.gov.za/</p> <p>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</p> <p>c) WCG Contact Centre: Call Centre: 0860 142142 Fax: 021 483 7216 SMS: 31022 – Help Please Call me: 079 769 1207 Walk-in-Centre: 9 Wale Street, Cape Town Snail Mail: 9 Wale Street, Cape Town E-mail Centre: service@westerncape.gov.za Presidential Hotline: 17737</p> <p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incident 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>d) Annual Contact Centre training, e.g. how to answer telephone; how to engage with citizens etc.</p>	<p>Access:</p> <p>Access created through the 14 Government channels (including Intranet):</p> <p>a) WCG Digital platform: Internet Portal: http://www.westerncape.gov.za/ Intranet Portal: http://intrawp.pgwc.gov.za/</p> <p>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</p> <p>c) WCG Contact Centre: Call Centre: 0860 142142 Fax: 021 483 7216 SMS: 31022 – Help Please Call me: 079 769 1207 Walk-in-Centre: 9 Wale Street, Cape Town Snail Mail: 9 Wale Street, Cape Town E-mail Centre: service@westerncape.gov.za Presidential Hotline: 17737</p> <p><u>Additional mechanism utilised:</u></p> <p>d) First Thursdays</p> <p>Courtesy:</p> <p>Courtesy is reported and measured through:</p> <p>a) WCG Contact Centre: monthly statistics of incident 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>d) Ongoing Contact Centre training conducted</p>
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<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 13 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 g) Annual User and Client Report finalised <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 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
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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> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published. b) Cape Access website 100% available: www.westerncape.gov.za/capeaccess c) 70 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>Information is communicated through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published during March annually. b) 100% available Cape Access website: www.westerncape.gov.za/capeaccess 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>Information is communicated through:</p> <ul style="list-style-type: none"> a) 1 Departmental Annual Performance Plan published b) Cape Access website 100% available: www.westerncape.gov.za/capeaccess 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

d) Training is conducted as scheduled e) e-Centre managers on site at all e-Centres provided information to citizens f) 24/7 access to website at www.westerncape.gov.za and social media accounts	d) Training and capacity building interventions provide opportunities for information sharing (training as scheduled) e) e-Centre managers on site at all e-Centres to provide information to citizens f) 24/7 access to website at www.westerncape.gov.za and social media accounts	d) Training is conducted as scheduled e) e-Centre managers on site at all e-Centres provided information to citizens f) 24/7 access to website at www.westerncape.gov.za and social media accounts
e-Government Channels Information was communicated through: a) 1 Departmental Annual Performance Plan published b) 1 Departmental Annual Performance Report tabled c) 100% available Departmental website: www.westerncape.gov.za d) 13 available government channels with Contact Centre employees providing information	Information is communicated through: a) 1 Departmental Annual Performance Plan published during March annually b) 1 Departmental Annual Performance Report tabled annually c) 100% available Departmental website: www.westerncape.gov.za d) 13 available government channels with Contact Centre employees providing information	Information was communicated through: a) 1 Departmental Annual Performance Plan published b) 1 Departmental Annual Performance Report tabled c) 100% available Departmental website: www.westerncape.gov.za d) 13 available government channels with Contact Centre employees providing information <u>Additional mechanism utilised:</u> e) First Thursdays

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Cape Access e-Centre Operations Complaints/Suggestions/Compliments/Queries were registered and monitored through: 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 c) Annual User and Client Report finalised d) e-Centre managers on site during working hours to engage with citizens throughout access sessions to obtain their input, when required	Complaints/Suggestions/Compliments/Queries are registered and monitored through: 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	Complaints/Suggestions/Compliments/Queries were registered and monitored through: 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>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) Annual User and Client Survey conducted c) Annual User and Client Report finalised 	<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 e.g. their 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 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 <p><u>Additional mechanism utilised:</u></p> <ul style="list-style-type: none"> d) First Thursdays
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2.3. Organisational environment

2.3.1. Branch: Executive Governance and Integration

The level of interaction of officials in the Cabinet Secretariat and Protocol is at a very high stakeholder relation level, and this remains a structural anomaly. Similarly, the very lean human resources of the departmental strategy component has a risk that the quality of products and services could be negatively impacted in the long run, specifically with regard to verification and monitoring of performance measures in the Department of the Premier.

The configuration of the Director-General Support component is also not optimised as this component deals with a variety of complex documents and issues ranging from external stakeholder relations, provincial parliament as well as high-level national government role players and oversight bodies. Capacity in this component has been a serious challenge, despite the innovative efforts of the employees affected. This too is not sustainable. Failure to resolve these configurational challenges has the potential to impact the work of the Accounting Officer negatively, including negatively impacting the career paths of some senior employees in the Branch. Going forward, a proper and optimal capacitation of the information and knowledge management component is both critical and urgent in order to safeguard mission-critical information and institutional knowledge.

The Branch has managed to perform successfully despite its sub-optimal organisational structure and the unavoidable austerity regiment, which also affected the rate of filling of critical vacancies.

2.3.2. Branch: Strategic Programmes

Programme 2 Provincial Strategic Management (Branch: Strategic Programmes) has experienced staff constraints due to critical staff vacancies, expanding institutional mandates and outdated structures. While undergoing an organisational optimisation review and realignment to confirm the requisite capability to

deliver on its mandate, the Branch has adopted more flexible and integrated ways of working across to deliver on its mandates and strengthen capacity through partnerships.

This includes the role of a Provincial Data Office, which now leads and coordinates data and evidence as a strategic asset across departments; and within the WCG using two (2) key approaches, namely Results-based M&E and Province-wide Data Governance. A key success factor is the resource utilisation across data and evidence services, which is geared towards building internal and transversal capacity. Capacity, particularly in the Policy and Strategy unit and the International Relations unit, however, remains constrained given demand and potential impact.

2.3.3. Branch: People Management

Within the Branch: People Management the organisational environment was relatively stable and the focus was more on improving business processes, greater efficiencies and ensuring integration between business units, as well as responding to new challenges and initiatives. The continued austerity with concomitant budget limitations places a strain on staff to manage increasing workload as vacant posts become unfunded. Any organisational structure requests will be in line with strategic developments within the Department and the Branch. One area that has been identified for further consideration is to create an Innovation hub at the Kromme Rhee Campus of the PTI, which will act as a facilitation and unlocking space for innovative ideas and proposals.

2.3.4. Branch: Centre for e-innovation

The structure of Ce-I provides for four Chief Directorates that focus on different domains of the WCG's ICT ecosystem. These domains are Connected Government and Infrastructure Services, Transversal Applications, Strategic ICT Services and GITO Management Services.

Depending on the type of services to be rendered, these chief directorates make use of either insourced, co-sourced or outsourced business models. The use of externally sourced resources (Professional Services) is predominantly as a result of the difficulty experienced by government with attracting, developing and retaining staff in roles such as application developers, technologists, business analysts, ICT architects, ICT governance and information security specialists.

The Ce-I has a few vacancies at SMS level, which places huge strain on those acting in the senior management positions while having to perform their daily tasks. These pressures are compounded by the general reduction of the Compensation of Employees budgets, which limits the branch's ability to fill technical posts. This puts at risk the service levels as required by our client departments.

2.3.5. Branch: Corporate Assurance

The organisational structure of the Branch: Corporate Assurance is, as indicated in the APP, not ideal. It does, however, respond reasonably to the demand for services in the Branch. Although delivery is planned for at the start of a financial year, there are certain areas where service requirements cannot be predicted. In the context of the weak economic outlook, additional funding is not foreseen in the medium term, and in line with departmental planning processes certain posts are not funded. The funded posts in this branch have been filled and where vacancies arise, they are addressed expeditiously if approved for filling. We no longer have budget flexibility to augment capacity, but where required and within the available budget, capacity is augmented by insourcing capacity, especially in the Chief Directorate: Internal Audit. There are some areas where it is not viable to create permanent posts in the approved structures due to the specific expertise required; these skills will be insourced as and when required.

Legal Services maintained its levels and standards of service that it renders to a large client base, which comprises the Provincial Executive, provincial departments and a number of provincial public entities. Due to significant growth in the demand for services over time, a review of Legal Services' structure and delivery model was completed during the 2019/2020 financial year, the implementation of which is subject to the availability of funding.

2.4. Key policy developments and legislative changes

The promulgation of the Public Service Regulations, 2016, with concomitant directives issued by the Minister of Public Service and Administration (MPSA) has had an indelible impact on the people management policy environment. As a consequence, new prescripts and procedures were directed, resulting in the Corporate Services Centre having to align provincial people management policies and practices to the new regulations. The alignment process has been concluded and a policy renewal programme is currently underway and will continue into the next financial year. The implementation of the new regulations is still hampered by vague contents of directives by the MPSA or by the failure to issue directives.

The Department of the Premier has been instrumental in developing the policy and resultant legislation to appoint the first Commissioner for Children in the Province and South Africa. The Western Cape Commissioner for Children Act, 2019 (Act 2 of 2019) was assented to and signed by the Premier on 29 March 2019. The purpose of the Children's Commissioner is to assist the WCG in promoting and protecting the rights and interests of children. The Children's Commissioner's powers and duties are to monitor, investigate, research, educate, lobby and advise on matters pertaining to children in the areas of health services, education, welfare services, recreation and amenities, and sport. The Western Cape Provincial Parliament concluded the shortlisting and recommendation process of candidates for the Western Cape Commissioner for Children in accordance with the Western Cape Commissioner for Children's Act, 2019. The Children's Commissioner has been appointed and commenced 1 June 2020.

3. STRATEGIC OUTCOME-ORIENTED GOALS

The Department crafted three strategic goals to guide the institution as it gives effect to the mandate of Government. These three goals are captured in the Department's strategic plan as:

1. improved good governance in the Western Cape Government;
2. enabled strategic decision making and stakeholder engagement; and
3. enabled service excellence to the people of the Western Cape with people, technology and processes.

The National Development Plan 2030 and the supporting Medium-term Strategic Framework (MTSF) (2014–2019) respond strategically to the main challenges facing South Africa: poverty, inequality and unemployment. The National Development Plan put forward a number of national key priorities for the country to be achieved over the next 15 years in response to the main strategic challenges. The MTSF constitutes the first five-year delivery plan against the National Development Plan. The alignment of the Department's strategic plan with the national strategic imperatives can be found in the following outcomes:

- Outcome 3: All people in South Africa are and feel safe as it relates to the work of the Chief Directorate: Provincial Forensic Services.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network as it relates to strategic initiatives to improve Broadband connectivity.
- Outcome 12: An efficient, effective and development-oriented public service as it relates, predominantly, to the work of the Corporate Services Centre.

Provincial Strategic Goal 5 as contained in the Provincial Strategic Plan (2014–2019) allows for synergy with all three outcomes listed above, but in particular as it relates to the notion of a capable and developmental state.

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

Significant progress has been made with the pursuit of the departmental strategic goals, as illustrated by progress made with the realisation of indicator targets.

The first outcome indicator is of a composite nature and consists of five governance areas measured on a five-point scale: people management maturity, WCG governance maturity, results-based monitoring and evaluation maturity, ICT governance maturity and stakeholder engagement. It is recognised that parts of the measuring instrument are still in development.

With regard to the WCG governance maturity model, it can be reported that the approved WCG Corporate Governance Framework paved the way for determining a provincial baseline for corporate governance for the 2018/2019 financial year. This baseline indicated that a target of a level 4 for all components of the WCG Governance Framework was achievable. The collated self-assessment results of departments where the self-assessment was completed at the end of the 2019/2020 financial year, indicated an achievement of Level 5 for the Western Cape Governance. It must be noted that this was a facilitated self-assessment, without evaluating evidence towards a specific level.

The RBM&E maturity testing has sustained its focus on key areas of Monitoring and Evaluation (M&E); identified as critical for the effective and coherent implementation of an RBM&E system over the previous five-year planning cycle (2015/2016–2019/2020). For this assessment, the level of maturity was calculated for RBM&E in the WCG as an average of all the individual WCG departments' assessments. The maturity testing was completed during the 4th quarter of 2019/2020. The result reflects that an overall score of 3.33 for 2019/2020. This score represents a consistent incremental increase on the 2018/2019 (3.25), 2017/2018 (3.21) and 2016/2017 (3.15) respective scores. The final score confirms that RBM&E has been sustained following the adoption of the approach in WCG, and that some departments are maturing in some areas faster than others.

An ICT governance maturity rating of 1 was once again achieved against the COBIT 5 assessment tool. It must be noted that COBIT 5 has far more stringent assessment criteria than COBIT4 and that most agents in the industry would score a level 1 against COBIT5.

No performance was recorded against the MPAT tool as the MPAT assessment terminated prior to the end of the five-year electoral term. The management practice, however, continued for the year under review. In respect of contribution to the National Development Plan and Medium-term Strategic Framework the work of Provincial Forensic Services contributed to Outcome 3: All people in South Africa are and feel safe, particularly as it pertains to fighting corruption. The unit rendered a range of preventative and reactive services in this regard to all departments in the WCG. In addition to investigations, some of the interventions implemented included fraud risk assessments, fraud preventative data analytics, training employees on the various manifestations of fraud, corruption, conflict of interest and how to identify it and all aspects of whistle-blowing. Electronic newsletters and other awareness interventions were also conducted.

The Centre for e-Innovation contributed directly to Outcome 6: An efficient, competitive and responsive economic infrastructure network as it relates to the Unit's strategic initiatives to improve Broadband connectivity. Following the initial 1 875 government sites that were connected to Broadband as part of Phase 1 of the initiative, some of the sites that had been on hold during Phase 1 will be available for Broadband connectivity during Phase 2. Accordingly, Phase 2 now involves the upgrading of the connectivity speeds to a minimum of 100 megabits per second at 1 912 WCG sites, including schools, libraries, administrative buildings, clinics, and hospitals. By the end of the 2019/2020 financial year, a total of 1 089 of these Phase 2 speed upgrades had been completed, which is an increase of 405 sites during the reporting period. Broadband connectivity has also been provided to the main administration offices of 21 municipalities, enabling the requisite connectivity for local governments to meet their business requirements.

The Department is committed to leveraging government infrastructure for the benefit of citizens, and to this end has continued to install limited free public Wi-Fi hotspots at WCG buildings. Broadband infrastructure is an important economic enabler for residents wishing to further their careers, grow their businesses, to communicate or to learn, and the roll-out of an additional 452 hotspots during the financial year means there are 630 Wi-Fi hotspots across the province for them to connect to by the end of 2019/2020. On average, over 120 000 citizens access the internet using limited free data through the Wi-Fi hotspots every month.

The bulk of the work of the Corporate Services Centre also contributed to Outcome 12: An efficient, effective and development-oriented public service. In this regard, good progress was registered with the development of people management maturity and governance maturity models, in addition to the existing ICT governance maturity model. These models will embed good governance in the WCG as the foundation of a capable state.

In rendering relevant and timeous executive governance support services to the Executive and the Director-General, the Department provided a support service to the Premier and the Director-General. Executive engagements were supported, which enabled the Executive to govern the Province.

A critical indicator of the quality of governance support rendered to the executive authority and accounting officer of the Department is the financial conformance and performance. In this respect, the Department again managed to achieve a clean audit. The Department managed to achieve a 98.6% spend of its budget allocation for the year under review.

Governance support and stakeholder engagement in respect of international relations and the transversal coordination and execution of this function has promoted effective relations with relevant stakeholders active within the International Relations space. In supporting and facilitating a number of strategic engagements with the international community and partners, these have contributed to strategic economic and development outcomes of the Province. In moving towards an inclusive society, the Human Rights Mainstreaming approach saw a continued shift from an events orientation approach to a more strategic approach to integrate human rights issues with the fabric of provincial government. The Community Engagement Forum (PSG5 Work Group) broadened its pilot of a training methodology to drive citizen-centred engagement and the Community Capacity Enhancement training is now part of the Provincial Training Institute's curriculum. A range of events with economic, social and environmental objectives have been supported programmes as well in partnership with the Provincial Events Forum (such as the annual conference, three master classes, and the Events Incubation Programme) continued to provide information sharing and learning opportunities for event organisers to increase the impact of the sector.

The progress made in supporting the Premier and Cabinet in respect of provincial strategic management is evidenced by the policy and strategy support in the development and implementation of strategies and policies for the Western Cape. Key deliverables include the development of the new PSP for the 2019–2024 term of office informed by a comprehensive End-of-term Review of the PSP 2014–2019. At the end of March 2019, a total of 21 policy and strategy papers were developed, which included strategic foresight papers, policy commentaries and strategic frameworks and discussion documents to inform strategic decision making. The Department, through the provision of strategic management information, has also published a number of documents, including: an annual publication on key indicator trends on development outcomes; one provincial publication and provincial spatial monitoring assessment; an annual publication of the institutionalisation of evaluations relating to the Provincial Evaluation Plan; and quarterly reviews on project performance data and quarterly briefs on the non-financial performance data. These data and evidence products have been timeously communicated to key stakeholders in various formats for improved evidence use to inform better decision making.

The People Management Branch pursues the strategic objective that seeks to provide a highly capable workforce, create an enabling workplace and develop leadership that promotes employee engagement and optimal service delivery. The Branch is placed within the Corporate Services Centre of the Department and provides transversal services across Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different transversal initiatives, programmes, interventions and projects. The Branch is not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. It ensures that people management contributes to the achievement of the strategic goals aligned with the National Development Plan, specifically the achievement of a Capable State and Provincial Strategic Goal 5. The PSG 5 project that contributes specifically to the sub-output Service Excellence with People is the development and implementation of a people management maturity model based on the principles of self-assessment and panel moderation (much like the current MPAT process). It consists of a maturity growth path of levels 1-5 (with 1 being “fragmented” and 5 being “continuously improved”). The assessment tool was tested within the Branch and demonstrated value in prioritising developmental focus of People Management practices. The People Management Branch delivers its core function of people management through organisational development, people management practices and people training

and empowerment. The constrained budget allocation, an increase in demand for services, lack of joint planning and ad hoc requests from departments is however placing the ability of the Branch to perform its functions under serious strain. The streamlined service level agreements with departments are improved and regular engagement with senior officers of departments ensures that there is a clearer understanding of respective roles and responsibilities, more planned and agreed interventions, and improved service delivery. The overall emphasis of the CSC on demand planning processes and service delivery (via the introduction of WCG Dashboard) will also assist in improving the performance of the Branch. The Values-based Leadership Development (VBLD) initiative, envisaged to be piloted in 2019, will also play a pivotal role in increasing the required leadership capability that is so vital in the challenging, austere environment the WCG finds itself. It is foreseen that the VBLD initiative will play an instrumental role in facilitating the desired cultural transformation within the WCG to support the delivery of the PSP.

In this regard, the Chief Directorate Organisation Development of the Branch accepted 88 projects of which 60 were completed in the financial year. The remainder of the projects are multi-year projects and will be finalised in the 2020 financial year. These projects were aimed at bolstering the service delivery capability of the Western Cape Government through solutions like process improvements, design solutions to facilitate the delivery of strategy implementation and organisation culture solutions aimed at developing and reinforcing the appropriate practices to support service delivery improvement. The foundation was laid through a Strategic Alignment Workshop with the senior leadership of the Province, to assess and develop the change capability required to support the delivery of the PSP and to contribute to the overall resilience of the WCG. Similarly, the delivery of transversal and management training by the Provincial Training Institute contributed to establishing the provincial government as a professional institution with excellent people. In addition, certain process reengineering and system implementation in the people practices environment resulted in reduced turnaround times within the transactional environment, for example within service conditions, leave administration and recruitment. These gains contribute to greater efficiencies in government while ensuring that a conducive workplace is attained. One of the success stories of the Department has been the Premier's Advancement of Youth Project (PAY) that seeks to give matriculants work experience and learning opportunism for a period of one year. Since its inception in 2012, just under 5 000 matriculants have been PAY interns in departments of the Western Cape Government.

The Centre for e-Innovation is continually working towards improving the ICT governance maturity of the WCG through various interventions, with specific focus on Information Security, Business Continuity Planning/Disaster Recovery Planning, ICT Planning, IT Service Management and refreshing of the WCG Technology landscape. Ce-I has once again managed to maintain a systems and network uptime and availability in excess of 98%. Good progress has also been made with the implementation of the Biz Systems applications and infrastructure (which includes the BizBrain, BizPerformance and other bespoke applications). A significant number of our users' mailboxes were successfully migrated to the Cloud as well as migrating users to Office 365. Similarly, we have successfully migrated all Oracle-based systems to SITA's Oracle Cloud Services as well as migrating the Microsoft-based systems to the Microsoft Azure cloud services.

In the corporate assurance environment, the achievement of PSG5 was supported by deliverables such as the roll-out of the Combined Assurance Framework as well as the finalisation of a single Corporate Governance Framework for the WCG and an associated maturity model. The WCG Corporate Governance Framework formalised the principles and requirements to which corporate governance for the WCG is benchmarked. Conducting of the baseline assessments for departments is included on the Internal Audit Coverage Plans for departments in a staggered approach.

Although the demand for legal services remained high during the financial year, Legal Services continued to respond to client requests by the stipulated and agreed deadlines.

The progress registered above indicated how deliverables in support of the departmental strategic goals also contributed to the realisation of the Provincial Strategic Plan and in particular Provincial Strategic Goal 5. Programme 2: Provincial Strategic Management supported the Executive in the development and implementation of the Provincial Strategic Plan 2014–2019, resulting in a synergistic relationship with the National Development Plan as it relates to “build a professional public service and a capable state” and national outcome 12: “an efficient, effective and development-oriented public service”. All the 2018/2019 deliverables supported the realisation of these national imperatives, specifically as it relates to the deliverables of Programme 3, People Management (including organisational development, people training and empowerment and human resource management), Programme 4, Centre for e-Innovation and Programme 5, Corporate Assurance (enterprise risk management, internal audit, provincial forensic services and legal services and corporate communication). Deliverables by these programmes contributed directly to the national outputs relating to improved access and quality of services, human resource management and development, business processes, systems, decision rights and accountability, citizen participation and reducing corruption.

One of the aims of the National Development Plan is to foster improved governance by, amongst others, professionalising the public service, upgrading skills, improving coordination within government and tackling fraud and corruption. These delivery mechanisms form the basis of the Department's core functions and the achievements registered during 2018/2019 continued to address these aims.

The focus of Corporate Communication drastically changed during the latter part of quarter 4 due to the outbreak of COVID-19. Certain communication elements (for the 2020/2021 financial year were already implemented during March 2020. In addition, the WCG communications response was being developed/started to take shape for further implementation during 2020/2021.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1. Programme 1: Executive Governance and Integration

4.1.1. 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 communications, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS). The departmental Deputy Information Officer function is also provided for in this programme.

The programme contributes to Provincial Strategic Goal 5 aimed at enhancing good governance in the Western Cape Government through efforts to improve corporate governance maturity, people management maturity and e-governance maturity and connectivity. There is also a linkage with the 2014/2019 Medium-term Strategic Framework as it relates to obtaining a positive audit outcome, payment of unopposed invoices within 30 days, maintenance of financial delegations and a procurement system that delivers value for money, which are all critical landmarks of good governance. The supply chain management policy and delegations are reviewed annually to incorporate changes in the policy environment and introduce improved practices to officials in the Department.

4.1.2. Sub-programmes

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

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

Sub-programme 1.2: Office of the Premier: to provide operational support to the Premier. 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 sub-programme are filled on a contractual basis as it is 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: to manage 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: to provide 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: to provide 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: to manage financial and supply chain management services. The sub-programme ensures effective budget management, accounting 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 manages the provisioning of assets and the monitoring of the asset register. The 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: to coordinate 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.

4.1.3. Strategic objectives, performance indicators, planned targets and actual achievements

4.1.3.1 Strategic Objectives

Programme 1: Executive Governance and Integration								
Strategic objectives	Strategic Objective Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic Management MPAT level obtained	4	3	4	3	N/A	N/A	MPAT cycle ended before the end of the five-year electoral term and as such no assessment was done by DPME against this SO Indicator. The Department did, however continue with the management practice.
To enable proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year	Audit opinion obtained in respect of the previous financial year	Clean audit	Clean audit	Clean audit	Unqualified audit	Clean	N/A	N/A

To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment	12	12	12	12	12	N/A	N/A
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The Sub-programme Departmental Strategy was not assessed against its Strategic Objective Indicator as the MPAT cycle ended before the end of the five-year electoral term and as such no assessment was done by DPME for the Key Performance Area Strategic Management in the Management of Performance Assessment Tool for the 2019/2020 financial year. The Department did, however, continue with the management practice, which contributed to the establishment and maintenance of good governance practices in the Department and therefore contributes indirectly to the national outcome to “build a professional public service and a capable state” and national outcome 12: “an efficient, effective and development-oriented public service”. It thus also contributed to the PSG5 outcome relating to “efficient, effective and responsive provincial governance”.

The Department also succeeded in achieving a clean audit for the financial year, which is indicative of the Department's ability to maintain good governance standards. As such, this deliverable also contributed directly to building a professional public service and a capable state and national outcome 12: “an efficient, effective and development-oriented public service”, as well as the PSG5 outcome relating to “efficient, effective and responsive provincial governance”.

The Sub-programme Strategic Communication assessed the communication environment in the Western Cape and continued to report to Cabinet in this regard through the submission of 12 reports. Assessing and responding appropriately to citizens on the programmes of government are important aspects of good governance. The deliverable therefore supported the building of a professional public service and a capable state and national outcome 12: “an efficient, effective and development-oriented public service”. It thus also contributed to the PSG5 outcome relating to “efficient, effective and responsive provincial governance”.

4.1.3.2 Performance indicators

Programme 1: Executive Support							
Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
Sub-programme 1.4: Departmental Strategy							
1.4.1 Number of statutory reports submitted to Provincial Treasury	6	6	6	7	7	N/A	N/A

Sub-programme 1.6: Financial Management							
1.6.1 Percentage spend achieved on the budget of the Department in respect of the preceding financial year	94.4% Numerator: R1 200 773 Denominator: R272 608	98.4% Numerator: R1 342 944 Denominator: R1 364 850	97.15% Numerator: R1 358 285 Denominator: R1 398 124	98%	96.9% Numerator: R1 450 004 Denominator: R1 496 603	1.1	N/A
1.6.2 Supply Chain Management MPAT level obtained	4	4	4	3+	N/A	N/A	DPME cancelled the Performance Tool, however department maintained the standard for 2019/2020
1.6.3 Departmental SCM Policy and Delegations reviewed	1	1	1	1	1	N/A	N/A
1.6.4 Number of SCM capacity-building interventions	2	2	2	3	3	N/A	N/A
Sub-programme 1.7: Strategic Communications							
1.7.1 Number of monthly communication tracking reports produced	11	11	11	11	11	N/A	N/A

The Sub-programme Departmental Strategy submitted all its seven statutory required documents on time and in the correct format to the respective oversight bodies. The documents comprised the 2018/2019 Annual Report, the 2020/2021 Annual Performance Plan, the 2021–2025 Strategic Plan and four Quarterly Performance Reports in respect of the 2018/2019 financial year.

The Sub-programme Financial Management did not achieve all of its targets for the year under review. The target in respect of the indicator reflecting on the percentage of budget spent was partially achieved and missed the target with a deviation of 1.1%. The partial achievement was due to departmental underspending on Compensation of Employees, goods and services, departmental agencies and accounts as well capital assets.

The Sub-programme Strategic Communications achieved all its performance measures for the period under review.

The performance of this programme contributed directly to the establishment and maintenance of good corporate governance in the Department of the Premier as strategic management, financial management and proper communications to citizens are deemed cornerstones of good governance.

4.1.4. Strategy to overcome areas of under performance

Indicators for this programme relate to overall departmental performance and is not necessarily an indication of under-performance in this specific programme. The programme will continue to monitor spending of the Department as part of its normal operations and will report regularly to the departmental Executive, management and various oversight bodies.

4.1.5. Changes to planned targets

There were no changes made to targets in this programme.

4.1.6. Linking performance with budgets

	2019/2020			2018/2019		
Sub-programme Name	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	2 757	2 720	37	2 569	2 466	103
Office of the Premier	18 379	17 716	663	15 789	15 275	514
Executive Council Support	13 292	13 048	244	11 616	11 466	150
Departmental Strategy	4 978	4 845	133	5 384	5 303	81
Office of the Director-General	19 670	19 123	547	31 514	28 695	2 819
Financial Management	44 396	44 189	207	44 085	43 053	1 032
Strategic Communication	4 640	4 018	622	6 347	5 938	409
Total	108 112	105 659	2 453	117 304	112 196	5 108

The Programme underspent by 2.3% or R2.453 million of the allocated funds. The underspending is mainly due to staff exits.

4.2. Programme 2: Provincial Strategic Management

4.2.1. 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.

The Programme plays a pivotal role in providing strategic leadership and coordination in provincial policy formulation and review, supporting and overseeing service delivery planning and implementation in support of provincial priorities and plans. Provincial Strategic Management focuses its work towards improving service delivery results and outcomes through providing policy and strategy support, driving data-driven and evidence-based decision making and coordinating strategic priority programmes to support planning and implementation of government's priorities. It therefore brings together the policy imperatives, data and evidence, and strategic programmes to support delivery. The key areas of strategic support are in relation to transversal policy and strategy development and analysis; policy planning and implementation; Results-based Monitoring and Evaluation and Data Governance; and Strategic programme coordination. This Programme plays a key role in the development and implementation of the 2019-2024 Provincial Strategic Plan.

The Programme coordinated a range of transversal programmes and engagements of strategic importance to the WCG. Policy and Strategy development and support include coordination of provincial planning, and policy research and analysis that aims to improve evidence-based policy, planning and implementation. The Programme contributes towards ensuring that the strategic priorities are aligned to the policies and high-level strategies of government including the 2019–2024 Provincial Strategic Plan and the Vision-inspired Priorities, the Medium-term Strategic Framework (MTSF) and NDP, as well as the global Sustainable Development Goals (SDGs). Strategic Programmes coordination is towards implementation on the strategic priorities that contribute to a more responsive and people-centred approach. These include strategic international and local stakeholder engagements, frontline monitoring and support, as well as human rights-based interventions and event sector support.

Strategic Management Information has evolved into a Provincial Data Office that supports the WCG in becoming a data- and evidence-driven organisation, operating strategically with key stakeholders to work in a collaborative and integrated manner, contributing towards the coherence in production and use of data evidence across departments. This is done through integrating two key lenses: Results-based Monitoring and Evaluation (RBM&E) and Province-wide Data Governance (PWDG).

Critical stakeholders of this Branch are the Premier and Cabinet, the Director-General and Heads of Departments, members of the diplomatic and consular corps, academic institutions including CHEC, non-governmental organisations, national and local spheres of government, international partners and event organisers.

4.2.2. Sub-programmes

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

Sub-programme 2.1: Programme Support: to provide administrative support to the management of this programme.

Sub-programme 2.2: Policy and Strategy: to support 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.

Sub-programme 2.3: Strategic Management Information: to lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System. This role has evolved into a virtual Provincial Data Office that leads and coordinates data and evidence as a strategic asset across the WCG, through Results-based M&E and Province-wide Data Governance.

Sub-programme 2.4: Strategic Programmes: to promote 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.

4.2.3. Strategic objectives, performance indicators, planned targets and actual achievements

4.2.3.1 Strategic objectives

Programme 2: Provincial Strategic Management								
Strategic objectives	Strategic Objective Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
To support the Executive strategically in the development and implementation of high-level provincial policies and strategies.	Number of action minutes reflecting decisions taken by Cabinet having considered PSP implementation reviews.	2	2	2	1	1	N/A	N/A
To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the province-wide Monitoring and Evaluation System.	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government	3.15	3.21	3.25	3	3.33	0.33	The overachievement is marginal and the level in line with the trend over the last 4 years

To promote the strategic goals of the Western Cape through key partnerships and engagements.	Number of consolidated reports submitted on key partnerships and engagements.	8	8	8	8	8	N/A	N/A
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The Chief Directorate Policy and Strategy led the development of the Provincial Strategic Plan 2014–2019 at the beginning of the five-year cycle as well as the Provincial Transversal Management System (PTMS) that supported its implementation. Support to the Executive continued over the five years in the implementation of the Provincial Strategic Plan. Key support included the reviews of progress implementing the PSP and the comprehensive End-of-term Review of the Provincial Strategic Plan 2014–2019, which included the Implementation Evaluation of the Provincial Transversal Management System. The unit also coordinated, in conjunction with the Chief Directorate: Strategic Management Information, the development of the new Provincial Strategic Plan 2019–2024. The reviews were key informants to developing a diagnostic of the Western Cape at the end of the five-year term of office and also laid the foundation for the development of the new Provincial Strategic Plan.

The Chief Directorate: Strategic Management Information is the custodian of Province-wide M&E; and has taken the institutional lead on Government-wide Monitoring and Evaluation (GWM&E) at a provincial level. This includes institutionalising the National Evaluation System since 2011; and the Government Performance Information since 2015, across and within the WCG.

This sub-programme has led the development of Results-based M&E (RB&E) for the provisioning of relevant and accurate data and information within the Province-wide M&E System (PWMES). In this regard, there is assurance that government focuses on measuring desired results or outcomes, rather than merely focusing on outputs. This was the essence of the RBM&E approach adopted by the WCG for evidence-based development.

Over the next five-year planning cycle, RBM&E and Data Governance are key to deliver on data and evidence products, a system of indicators and integrated data services. It is to be noted that the focus for the next five (5) years is shifting to leveraging data and evidence as a strategic asset for the WCG. A new tool will be developed to assess the maturity of data governance in the WCG by the Provincial Data Office.

For this assessment, the level of maturity was calculated for RBM&E in the WCG as an average of all the individual WCG departments' assessments. The maturity testing was completed during the 4th quarter of 2019/2020. The result reflects that an overall score of **3.33 for 2019/2020** was achieved as compared to **3.25 in 2018/2019**.

This score of 3.33 in 2019/2020 represents a consistent incremental increase on the 2018/2019 (3.25), 2017/2018 (3.21) and 2016/2017 (3.15) respective scores. The final score confirms that RBM&E has been sustained following the adoption of the approach within the WCG, and that some departments are maturing in some areas faster than others.

The Chief Directorate: International and Priority Programmes continued to promote the strategic goals of the WCG through coordinating key strategic engagements and developing partnerships in a number of priority programmes. These programmes include:

- Maintaining sound relationships with both the public sector and Non-Governmental Organisations in human rights-related matters remained a key focus in line with the Human Rights Implementation Framework.

- Training of officials on the United Nations Development Program (UNDP-authored) Community Capacity Enhancement methodology as a means to facilitate the shift towards a citizen-centric service delivery paradigm within the WCG.
- Giving effect to the Integrated Events Strategy in striving to grow the event sector through events support and capacity development within the events sector.
- Community engagement on issues where strong social outcomes are sought, e.g. the monitoring and coordination of the Hangberg Peace Accord and Court Order through community engagement, in relation to social cohesion between foreign nationals and local communities, facilitating in situations fuelled by service delivery issues.
- Coordination of International Relations included managing both outgoing and incoming international visits, facilitating key events with International stakeholders such as the Africa Day Programme, the annual Diplomatic Brunch, as well as topical briefing sessions for members of the Diplomatic Consular Corps and the International Relations Forum (e.g. briefing on Brexit, Electricity crisis, Safety during 2019/2020). The value of these remained focused on building stronger partnerships with Consuls-general and other strategic partners on the objectives of the IR strategy, namely: promoting trade, tourism and investments; developing skills and sharing best practices through knowledge and information sharing in all sectors; and improving resilience.

4.2.3.2 Performance indicators

Programme 2: Provincial Strategic Management							
Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
Sub-programme 2.2: Policy and Strategy							
2.2.1 Number of assessment reports submitted on the alignment and non-alignment of departments' APPs to the Provincial Strategic Plan	13	13	13	13	13	N/A	N/A
2.2.2 Number of policy and strategy papers in response to national and provincial strategic imperatives	20	19	17	14	21	7	This is a partly demand-driven indicator, policies and legislation requiring policy commentary is variable and more policy and strategy papers were produced than originally anticipated.

2.2.3 Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan	2	2	2	1	1	N/A	N/A
Sub-programme 2.3: Strategic Management Information							
2.3.1 Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas.	1	1	1	1	1	N/A	N/A
2.3.2 Number of projects performance reviews produced of strategic projects managed through the BizProjects System.	4	4	4	4	4	N/A	N/A
2.3.3 Number of annual reviews produced on implementation of WC Provincial Evaluation Plan.	1	1	1	1	1	N/A	N/A
Sub-programme 2.4: Strategic Projects							
2.4.1 Number of reports submitted on strategic international engagements.	4	4	4	4	4	N/A	N/A
2.4.2 Number of reports submitted on strategic priority projects.	4	4	4	4	4	N/A	N/A

The integrated planning process during the 2019/2020 financial year followed an iterative approach to strategic planning between provincial, departmental and intergovernmental engagements. The review and evaluation of the progress made with the previous Provincial Strategic Plan was a key informant for the development of the new Provincial Strategic Plan. This End of Term Review reflected on implementation of the Western Cape Government's Provincial Strategic Plan (PSP): 2014–2019, made in achieving the outcomes and targets and the effectiveness of the Provincial Transversal Management System (PTMS) in the development, implementation and review of the PSP.

While the Western Cape Government was in the process of developing the 2019–2024 Provincial Strategic Plan, Departments and Entities at the same time were drafting their five-year Strategic plans and Annual Performance Plans. To support departments, the Chief Directorate Policy and Strategy conducted policy

alignment assessments on the draft Strategic and Annual Performance Plans to strengthen alignment to the priorities outlined in Provincial Strategic Plan (PSP 2019 – 2024) and Medium-Term Strategic Framework (MTSF). These were done in conjunction with technical indicators assessments of the Chief Directorate Strategic Management Information.

The unit supported the development and implementation of strategies and policies towards the advancement and realisation of the Western Cape Government's strategic priorities. The key focus was developing the Provincial Strategic Plan 2019 – 2024 and the Vision-inspired priorities of safe and cohesive communities, growth and jobs, empowering people, spatial transformation and mobility and innovation and culture. Reviews and research were undertaken related to key transversal priorities, such as Economic Procurement, the YearBeyond programme and, Alcohol-related Harm Reduction Policy and Strategy papers compiled, including a number of policy commentaries, several key national draft policies and legislation, which include the areas of resilience, youth, economy, the MTSF. The unit also applied innovative policy and research methodologies aligned to key priorities. This included a number of Strategic Foresight policy papers as well as behavioural change initiatives (e.g. Growth Mindset intervention among learners and learner safety initiative in partnership with the Western Cape Education Department and Department of the Community Safety). Policy support towards the appointment of the Children's Commissioner continued. Coordinating the research collaboration through the Cape Higher Education Consortium (CHEC) also continued during the period under review.

Strategic Management Information has over the five-year cycle produced relevant and accurate data that are supported by sound methodologies to inform the policy, data and evidence agenda. The sub-programme produced two (2) annual publications on key indicator trends in relation to development outcomes and service delivery. The sub-programme also produced five (5) quarterly briefs on non-financial performance and four (4) quarterly reviews on project performance information. In addition to the annual review on implementation of the WC Provincial Evaluation Plan, a five-year review of the Provincial Evaluation System was done to inform the strategic direction for evaluations for the next five (5) years.

The publication "Measuring results using key outcome indicators", year-on-year, provides a coherent set of outcome indicators with data trends to support evidence-based development. This annual release is inclusive of baselines that relate to 27 outcome indicators for the PSP.

The publication "Measuring results using key direct service delivery indicators", covers a six-year trend for the financial years 2013/2014 to 2018/2019 respectively; providing a consolidated departmental view of all WCG key direct service delivery indicators. This publication measures the departmental performance targets and plots the annual trends on those key performance indicators that are geared towards and tracks direct service delivery.

The quarterly releases on the "Performance of non-financial performance data for the WCG", provided quarter-on-quarter performance of the Western Cape Government (WCG) for the 2019/2020 financial year.

In line with the PWDG programme, the sub-programme emerged as a Provincial Data Office and lead the Provincial Data Office Steercom (PDOS) as an integrator for strategic implementation. This approach strengthened partnerships with provincial and national departments; and external entities such as the City of Cape Town.

This role became key to respond to a number of requests in relation to data analytics and production of briefs on data and statistics for Ministerial and Executive requests. The data and evidence products were timeously disseminated to key stakeholders in various formats for further use as evidence to inform better decision making.

Key data capabilities and practices were delivered across four (4) streams. This delivery included data quality management, data analytics and modernised Business Intelligence (BI) capabilities; as well as the delivery of data governance practices; and concluded with a proposed modernised advocacy approach.

The Provincial Data Office started to provide data services to departments in utilising the data capabilities delivered. These services were provided to a number of departments. The services also included the provision of an indicator universe for the Provincial Strategic Plan and Annual Performance Plans. Six (6) evidence briefs were developed to communicate evidence findings of key evaluations conducted in relation to the previous Provincial Strategic Plan.

The progress to date is documented within an Annual Update. The ongoing maturity of the Provincial Data Office's role as an integrator will significantly influence integrated ways of working and cross-cutting delivery of value.

International Relations and Priority Programmes provided support for strategic events and engagements. Strategic platforms continued to be leveraged, including engagements with the Diplomatic and Consular Corps to ensure that decision makers are abreast of the latest global trends and developments for the WCG to share strategic developments with the international partners. Following the pilot, the training of WCG officials on the United Nations Development Program (UNDP-authored) Community Capacity Enhancement (CCE) methodology intensified with its roll-out at the Provincial Training Institute. Advances were made in using the Cabinet-approved Human Rights Framework to steer the embedding of human rights mainstreaming throughout the WCG.

The sub-programme continued to play a strategic role in the Provincial Events Forum together with the Department of Cultural Affairs and Sport (DCAS), Department of Economic Development and Tourism (DEDAT) and WESGRO to support events and the capacity building of event organisers.

4.2.4. Strategy to overcome areas of underperformance

There were no areas of underperformance in the programme. Management will continue to monitor delivery against targets on a regular basis.

4.2.5. Changes to planned targets

There were no changes to planned targets.

4.2.6. Linking performance with budgets

	2019/2020			2018/2019		
Sub-programme Name	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	2 883	2 805	78	2 592	2 535	57
Policy and Strategy	14 004	13 096	908	16 274	15 973	301
Strategic Management Information	29 997	29 014	983	19 294	18 675	619
Strategic Programmes	15 043	12 606	2 437	14 823	14 491	332
Total	61 927	57 521	4 406	52 983	51 674	1 309

The Programme underspent by 7.1% or R4.406 million due to staff exits and certain projects and events not materialising as planned.

4.3. Programme 3: People Management

4.3.1. The purpose of the programme

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

The Branch: People Management seeks to enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement. For this reason, the vision of the Branch: People Management is: "Highly competent people contributing to the Capable State." The Branch falls within the Corporate Services Centre of the Department and provides transversal services across WCG departments, which range from the high-volume transactional to expert advice and consultancy services. As such, it encompasses day-to-day operational activities as well as an array of different initiatives, programmes, interventions and projects. The mission of the Branch is to be "a trusted partner providing integrated and innovative people solutions to the WCG departments through clear strategy, talent management expertise and professional engagement that contributes to good governance and improved organisational performance."

The Branch is, however, not limited to operational activities, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. The People Management Strategy of the Western Cape Government has been implemented to provide a clear understanding of the current people management context and the desired people state in line with the Provincial Strategic Plan (PSP). The strategy defines a distinctive people philosophy, value proposition, ideal people profile, strategic initiatives; people score card as well as the implementation of governance architecture that will facilitate an improved citizen experience through people efficiencies.

The future is going to look vastly different: both in terms of the world at large, and more specifically the world of work. In particular, the worker, leadership and organisation of the future, regardless of sector, whether public or private, are and will continue to undergo fundamental and radical change.

People Management is not immune to these changing environment and technology advances. In order to meet this challenge, the Branch has embarked on a journey to develop a Future-fit Guide for People Professionals aimed at transforming the Branch and its People Professionals to become future-fit pro-actively, and travel well capacitated for and into the future. At the outset, it was important to identify the trends that are impacting on people management and our response thereto, and then to co-create an implementation plan.

In the vein of the Provincial Strategic Plan 2020–2025, while the Branch as part of the broader WCG will contribute to the strategic priorities identified by the Premier, it will align with the Vision-inspired Priority 5 of innovation and culture change for embedding a Citizen-centric culture throughout the WCG. The Branch has therefore also based its strategic outcomes for the next five years on those of the Departmental Strategic Plan viz Outcome 1: Improved employee engagement; Outcome 2: Improved quality, efficiency and effectiveness of organisational performance; and Outcome 3: Citizen-centric culture inculcated in the WCG. Given the COVID-19 Pandemic that was declared by the World Health Organisation during the last quarter of the current financial year, and its anticipated profound impact socio-economically on not only the province, but the country as a whole, the plans over the next Medium-term may need to be reviewed and revised.

4.3.2. Sub-programmes

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

- 3.1 Programme Support;
- 3.2 Organisation Development;
- 3.3 People Training and Empowerment; and
- 3.4 People Management Practices.

Sub-programme 3.1: Programme support: to provide administrative support to the management of this programme.

The Chief Directorate Organisation Development 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.

Through our integrated effort, we endeavour to enable solutions that make it possible for the Western Cape Government to serve the people of the Western Cape as effectively, efficiently and economically as possible with the available resources and within the organisation's strategic framework. The Chief Directorate therefore strives to support the enabling of continuous organisational capability improvement.

The role of the Chief Directorate: Organisation Development is to enable improvements in organisational effectiveness through planned interventions with departments and thereby contributing to improving the service delivery capability of the Western Cape Government. This cycle saw the initiation of work to define and validate the desired WCG Capabilities – this will continue during the 2019/2020 cycle and will be integrated with the Provincial planning process. The vision of the Chief Directorate is to become a strategic business partner to our clients and through that relationship, contribute through co-created solutions to enhancing the service delivery capability of the Western Cape Government. The Chief Directorate embarked on a realignment process with the aim of ensuring that its design (process, structure, culture) is aligned to deliver the stated vision. Focus is being applied in building the required functional (processes, practices, structure), talent (competency development) and cultural capacities within the Chief Directorate. Substantial work was done in this regard and it is foreseen that this will be finalised by the end of the 2019/2020 financial year. The Chief Directorate Organisation Development is built on three foundations: Organisation Design, Process Design and Improvement and Organisational Behaviour. Organisation design interventions of varying focus and scope are conducted as part of a continuous process of assessing and adapting departments to evolving internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements.

From the Directorate Organisation Design's perspective, work organisation represents a key executive responsibility that profoundly impacts on the Western Cape Government's ability to successfully execute its constitutional, legislative, electoral and core strategic mandates. As such, organisation design represents the beginning of the people management value chain. Public institutions with their people need to deliver diverse services, and they do so by applying a vast array of specialised skills. To deliver all these services in a coordinated and controlled manner that gives the best value for money, people's work must be structured and grouped together in a manner that, first, optimises their efforts into meaningful service delivery outcomes; and that, second, contributes to good governance by allocating horizontal and vertical responsibility and accountability for service delivery in the institution. In addition, people's work also needs to be designed in a manner that creates a work environment that is conducive to optimal performance. To ensure that such services can be rendered effectively and efficiently, organisation design aligns organisational structures, post establishments, jobs, job grading, processes and systems with the

strategy of the Western Cape Government, as well as with human factors that determine individual engagement. The Directorate Organisation Design therefore enables purposeful and meaningful work. The Job Design Project plays a vital role in this regard and a meaningful collaboration has been established with DPSA to facilitate greater understanding and clarity regarding accountabilities across the various levels in the WCG.

Infinite societal needs and finite resources require the Western Cape Government to work smarter, i.e. to do more with less. In essence, this is what the Directorate Process Design and Improvement focuses on. The Directorate supports individuals, teams, departments and the Western Cape Government as a whole to perform optimally by optimising work processes and creating systems to manage and continuously improve the way people do their work and deliver services. Government is highly regulated and thus by nature tends towards bureaucracy. Bureaucratic systems can become painfully inefficient. Inefficient bureaucracies lead to wastage of time and money, as well as to wide-ranging frustration of our people (employees and citizens). It therefore has a negative psychological impact on people in general, and especially on the motivation and productivity of employees. Process design and improvement, therefore, has an extremely important role to fulfil in supporting people to work smarter and make government more efficient. The Directorate Process Design and Improvement therefore enables people to work smarter and deliver services more efficiently.

The Directorate Organisational Behaviour aims to foster a productive work environment in the Western Cape Government by applying the principles of positive psychology that enable employees to flourish and perform optimally in the workplace. The Directorate plays a leading role in ensuring that the work-related behaviours of employees and leaders of Western Cape Government fit, change and adapt in accordance with the strategic requirements of the organisation. The achievement of organisational goals is supported by focussing on an integrated approach to organisational culture and values, specifically related to leadership behaviour, team effectiveness, person-job/organisational fit, engagement (productivity, morale, quality of work life, motivation), resilience, wellbeing as well as to respond to and navigate change. The work done on the Values-based Leadership Development Programme (VBLDP) and the Change Capability project has been instrumental in defining and supporting the development of the desired WORK culture within the WCG. The Directorate Organisation Behaviour therefore enables productive service delivery behaviours and the wellbeing of the Western Cape Government's employees.

Organisation Development services are demand driven and the delivery of services are responsive to the organisation's needs.

The Chief Directorate: People Training and Empowerment (PTE) ensures people development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. The PTE also plays a broader strategic role in the governance and management of transversal people development and training in the province, taking into account the strategic objectives and plans of provincial departments. An exciting approach to design and training delivery has been embarked upon, leading to new approaches in the way training is delivered in the Province, e.g. eLearning, utilisation of subject matter experts, the revision of internal processes and interactive learning, to name a few. Significant strides have been made towards integrating these innovations into the operational strategies of the Provincial Training Institute (PTI).

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 administers the Premier's Advancement of Youth (PAY) project. The PAY project is one of the attempts by the WCG to address the growing youth unemployment and skills challenge in South Africa. It does this by providing a number of matriculants from the previous year with experiential learning within the 13 government departments. During the one-year internship, the young people are exposed to

skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable. Candidates are recruited from secondary schools throughout the Western Cape. Much focus is placed on advocacy in community newspapers, community structures and government platforms like the Cape Access and Thusong Centres, to ensure that as many matriculants as possible are reached.

The PAY Project will be streamlined and become an integral part of the Chief Directorate rather than a separate "project". This will ensure that sufficient time and resources are allocated to this important youth development initiative. As such, this is one of the indicators that will be reported on annually.

The purpose of the Chief Directorate: People Management Practices is talent attraction and retention.

The Chief Directorate has five Directorates. The Directorate Performance and Priority Unit provides an all-encompassing service with regard to the recruitment of all Heads of Department, SMS members within 11 departments (excluding Health and Education), performance consulting and performance administration. People managers (line managers) are supported with the management of poor performance and incapacity.

Apart from the coordination and integration role, the Directorate: Policy and Planning provides critical policy interpretations, policy updates, employment equity planning, reporting, workforce plans and monthly management information. People metrics and intelligence contribute and inform timeous and appropriate decision making by heads of departments and people managers (line managers). Within the Directorate: Policy and Planning, a capability has been established within the Provincial Biz Suite to gather and store a plethora of people management-related data sets, which will enable the automation of a number of data-reliant products in the ensuing year. Progress has also been made with the establishment of case management capabilities in most functional areas in the branch. Client departments are already served with much improved analyses reports, situational reports and profile reports to assist them with their people management-related strategic planning.

The Directorate: Recruitment and Selection plays a critical role in talent acquisition and management of the 11 departments (excluding Health and Education) and has embarked on research on values-based recruitment practices to further enhance the principle of person/job fit – the selection of persons with the right skill sets, competencies *and* attitude to ensure recruitment and retention of people who are citizen-centred, approachable, determined to overcome challenges, professional and competent at what they do, and passionate in their desire to serve.

The Directorate: Employee Relations manage and coordinate Collective Bargaining – as well as Individual matters, which include misconduct cases, disputes and grievances. A dedicated panel of presiding officers assist in improving timelines for dealing with disciplinary cases while training interventions improve the capacity of people managers (line managers) to deal with labour issues proactively.

The Directorate: Service Benefits manages all service conditions inclusive of Injury on Duty, Terminations, Employee Benefits as well as all Leave matters. The Internal Control Unit, in collaboration with the various Directorates and client departments, seeks to ensure clean audits for people management practices.

4.3.3. Strategic objectives, performance indicator planned targets and actual achievements

4.3.3.1 Strategic objective

Programme 3: Human Capital								
Strategic objectives	Strategic Objective Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
To enable service excellence with people through the provision of highly capable people, a performance conducive workplace and leadership that drives employee engagement	Level of people management maturity attained	Development of People Maturity Model finalised	Development of the Assessment Tool for the Maturity Model	Self-Assessment Report on Maturity Model Pilot implementation in Programme 3 submitted	Level 3	Not Achieved	Pilot completed	As set in the Departmental Strategic Plan 2015 - 2020, the target of the strategic objective was achieving a level 3 People Management Maturity in 2020. In order to measure this maturity level, it was required that a People Management Maturity Model be developed and implemented – this was done in-house, as there was not suitable maturity model for public sector available. The model has been developed to ensure objective measurable levels of people management maturity in the provincial government. In the latter part of the previous financial year, the assessment tool was tested within the Branch with a view to setting a baseline and an assessment report was submitted to the SG in the 2018/2019 year. It was evident during the implementation of the pilot, and captured in the report, that the model and assessment tool

								<p>needed further refinement given the valuable insights and lessons learnt, which refinement was then undertaken in the current year (2019/2020.) As part of this process various workshops were held with stakeholders and the refinement finalised.</p> <p>It is for this reason, it was foreseen that a level 3 maturity will not be achieved in 2019/2020, as no measurement could take place. It should be noted that given that the level 3 target was set in the Departmental Strategic Plan, the programme was not allowed to amend the APP 2019/2020, as this would lead to a misalignment with the departmental strategic plan target as the latter could not be changed.</p>
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The strategic objective of the Branch is aligned with the National Development Plan, specifically the achievement of a capable state and the Provincial Strategic Objective of building the best-run regional government, specifically the outcome themes for People Management and for Citizen-centric service delivery. The objective is also linked to the MTSF and specifically Outcome 12, which seeks to achieve an efficient, effective and development-oriented public service. There is thus an acknowledgement of the centrality that people management plays in achieving these strategic goals. In line with the Departmental Strategic Plan 2015–2020, the strategic objective also falls within the ambit of Outcome 1 (Enhanced Governance) of the PSG 5. As such, improved people management maturity is a sub-output of the Output 1 of this Outcome, which is efficient, effective and responsive provincial governance.

As set out in the Departmental Strategic Plan 2015–2020, the target of the strategic objective was achieving a level 3 People Management Maturity in 2020. In order to measure this maturity level, it was required that a People Management Maturity Model be developed and implemented – this was done in-house, as there was no suitable maturity model for the public sector available. The model has been developed to ensure objective measurable levels of people management maturity in the provincial government. The model is based on the principles of self-assessment and panel moderation and consists of a maturity growth path of levels 1-5 (Fragmented and Reactive; Compliance driven; Standardised; Optimised and Continuously improved a). It has maturity level descriptors (*the definition of the functions at each level*), practice standards (*Operational/Strategic requirements at each level*) and evidence will provide the people practitioner with the state of practices per level and the required improvements to advance to the next level.

In the latter part of the previous financial year, the assessment tool was tested within the Branch with a view to setting a baseline and an assessment report was submitted to the SG in the 2018/2019 year. It was evident during the implementation of the pilot, and captured in the report, that the model and assessment tool needed further refinement given the valuable insights and lessons learnt, which refinement was then undertaken in the current year (2019/2020.) As part of this process, various workshops were held with stakeholders and the refinement finalised.

It is for this reason that it was foreseen that a level 3 maturity would not be achieved in 2019/2020, as no measurement could take place. It should be noted that given that the level 3 target was set in the Departmental Strategic Plan, the programme was not allowed to amend the APP 2019/2020, as this would lead to a misalignment with the departmental strategic plan target as the latter could not be changed.

The Departmental Strategic Plan 2020–2025 has retained the people management Maturity as a strategic objective, with maturity only measured biennially (one year to do the assessment, the next year to implement improvements).

4.3.3.2 Performance indicators

Programme 3: People Management							
Performance Indicator	Actual Achievement † 2016/2017	Actual Achievement † 2017/2018	Actual Achievement † 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
Sub-programme 3.2: Organisation Development							
3.2.1 Number of departmental organisational behaviour reports submitted	13	13	13	13	13	N/A	N/A
3.2.2 Number of departmental business process reports submitted	New indicator	13	13	13	13	N/A	N/A
3.2.3 Number of transversal service delivery intervention reports submitted bi-annually	2	2	2	2	2	N/A	N/A
3.2.4 Number of departmental organisation design reports submitted	13	13	13	13	13	N/A	N/A

Sub-programme 3.3: People Training and Empowerment							
3.3.1 Number of learning programmes offered.	51	57	50	50	60	10	The annual target of 50 has been exceeded by 10, due to the offering of additional learning programmes on special request from client departments and municipalities.
3.3.2 Number of learning programmes assessed for training impact.	8	8	9	8	8	N/A	N/A
3.3.3 Number of Projects for Youth Empowerment offered	1	1	1	1	1	N/A	N/A
Sub-programme 3.4: People Management Practices							
3.4.1 Percentage of planned strategic business partnership initiatives completed.	95.24% Numerator: 40 Denominator : 42	92.55% Numerator: 87 Denominator : 94	99% Numerator: 106 Denominator : 107	90%	84.% Numerator: 83 Denominator: 99	6%	Some Workforce Plans, People Planners and EE plans could not be signed off by 31 March 2020 due to the HOD's and their management teams' involvement in the COVID-19 pandemic.
3.4.2 Percentage planned innovative people practices initiatives completed.	88.89% Numerator: 8 Denominator : 9	90% Numerator: 9 Denominator : 10	94% Numerator: 16 Denominator : 17	85%	100% Numerator: 7 Denominator: 7	15%	Focus on Business plan implementation as it reflects in performance agreements
3.4.3 Percentage planned transactional excellence initiatives completed.	91.66% Numerator: 22 Denominator : 24	83.87% Numerator: 26 Denominator : 31	84% Numerator: 42 Denominator : 50	85%	92% Numerator: 158 Denominator: 172	7%	Focus on Business plan implementation as it reflects in performance agreements

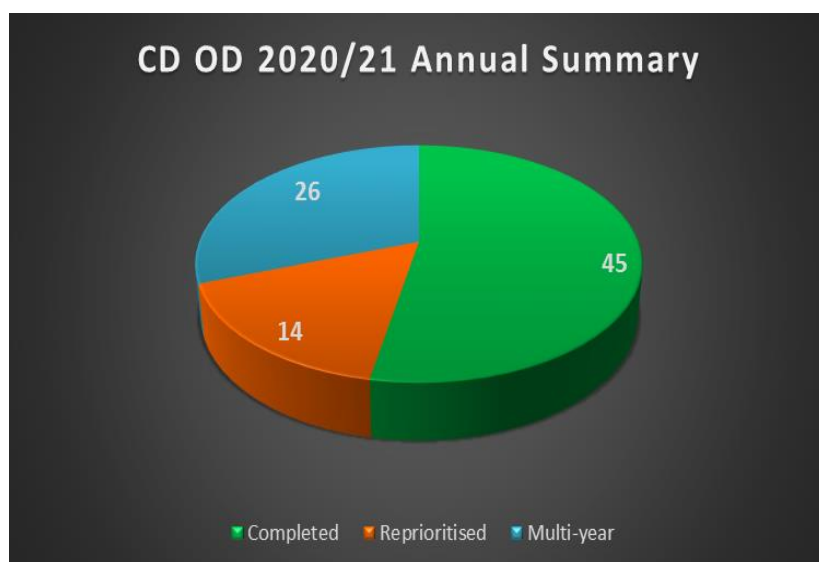
3.4.4 Percentage planned people manager and professional empowerment initiatives completed.	83% Numerator: 10 Denominator :12	91.66% Numerator: 11 Denominator :12	95% Numerator: 18 Denominator : 19	85%	94% Numerator: 15 Denominator: 16	9%	Focus on Business plan implementation as it reflects in performance agreements
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The Branch: People Management has met its performance indicators bar one. A number of reports are submitted throughout the year, and by the very nature of some of these, they are annual in nature and can only be compiled in the last quarter and submitted to HoDs for their consideration and concurrence. As indicated in the schedule above, some plans could not be signed off by 31 March 2020 due to the HOD's and their management teams' involvement in the COVID-19 pandemic. The overall performance of the Branch, however, remains positive.

Further detail with regard to the performance of the Branch are set out below:

ORGANISATION DEVELOPMENT

The Chief Directorate: Organisation Development has achieved its agreed APP commitments as depicted at Sub-Programme 3.2 in the Performance Indicator Table 4.3.3.2 above. In this regard, the Chief Directorate Organisation Development took on 85 projects, of which 45 were completed and a further 26 projects are multi-year projects and will be completed in the 2020/2021 cycle. These projects were aimed at bolstering the service delivery capability of the Western Cape Government through solutions like process workflows, organisation design solutions to facilitate the delivery of strategy implementation and organisation culture solutions aimed at developing and reinforcing the appropriate practices to support service delivery improvement. Fourteen projects were reprioritised due to projects being cancelled or placed on hold upon departmental request (e.g. new strategic direction crafted (PSP) and public service austerity, etc.).



A key transversal project that should have a real impact in the 2020/2021 cycle, the Capability Framework and Mapping Project, was initiated in collaboration with the Enterprise Architecture function within Cel and a proposed WCG Capability model was created. This project aims to define the level of capability that the WCG requires to support the delivery of the Vision-inspired Priorities (VIPs) and the legislated Departmental mandates.

Organisation design interventions of varying focus and scope are conducted as part of a continuous process of assessing and adapting departments to evolving to internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements. The Work Organisation policy, which embeds the principles of affordability and proven need, is pivotal in this regard and was reviewed and updated during this cycle. Focus was applied to improving stakeholder relationships that have a direct bearing on the turnaround times of Organisation Design solutions, and the service level

agreements and memorandums of understanding entered into with DPSA and the Coordinating Chamber of the PSCBC of the Western Cape Government (CCPWCP) have proven useful. The Job Evaluation policy was reviewed and updated, which will enable faster turnaround times related to job evaluations. The organisation design methodology was reviewed and this enabled more standardised and higher quality solutions. The Management Efficiency Alignment Project (MEAP) initiative in the Department of Health environment continued to provide the context to experiment with a new consultative and co-creation based OD approach. The institutional implications report for implementation of the WCG Job Design project was finalised and the recommendations will be shared with PTM.

Business Process Optimisation interventions continued by deploying own resources focusing on selected priority departmental core processes. Significant focus is also being applied in aligning the business process activities of various stakeholders within the Province to ensure maximum impact. The functional area also dealt with Service Delivery and Batho Pele initiatives as prescribed amongst others in the Public Service Regulation, 2016. The Annual Service Excellence Awards initiative was successfully implemented and hosted to entrench the professionalisation of the Public Service, recognise and reward excellence in the Public Service, acknowledge and encourage it and in exceptional cases, ensure it matures to greater heights of delivery. The coordination of Service Delivery and Batho Pele interventions within the Western Cape align our Provincial Departments with the Operational Management Framework that is applied as a National standard.

Competency assessments for senior and middle management across various occupational categories continue to be coordinated or conducted to determine person-job fit and development areas. An increased demand for line manager feedbacks were requested and delivered. The feedbacks provide concrete, practical guidelines that assist in the creation of development action plans for appointees and employees. The Barrett Values Survey was successfully completed for the WCED and DOH. The Directorate Organisational Behaviour, however, actively assisted Departments in creating understanding of the previous Barrett Values survey results and defined and supported specific journeys and actions to progress even more towards the desired organisational culture. Leadership development interventions form part of building a strong, positive, values-driven culture, and the Values-based Leadership Pilot is envisioned to be rolled out during the 20/21 cycle. The Directorate Organisational Behaviour will also be very instrumental in the transversal culture change priorities of the Province. A new EHW transversal contract commenced during the cycle to render employee health and wellness services to the Western Cape Government employees.

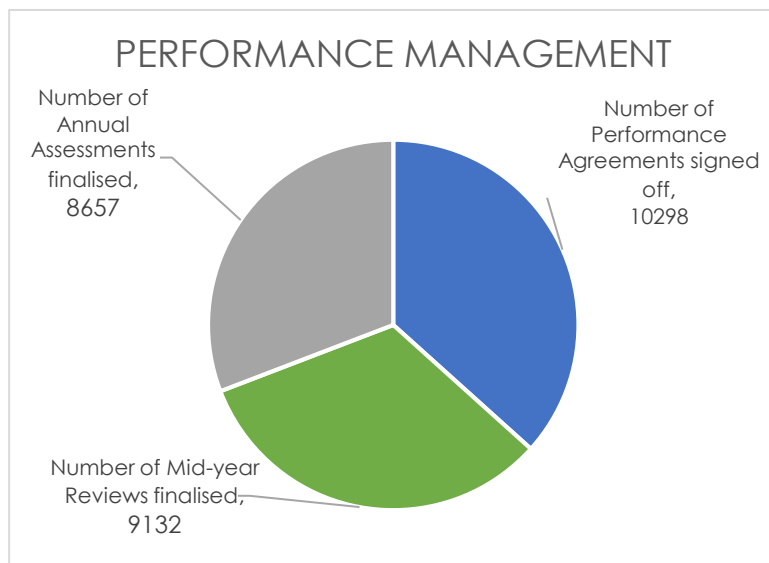
CD OD also assisted the WCG with a variety of psycho-social interventions to support both employees and the broader Western Cape community (by focusing on specific hotspots) during the COVID-19 pandemic.

PEOPLE MANAGEMENT PRACTICES

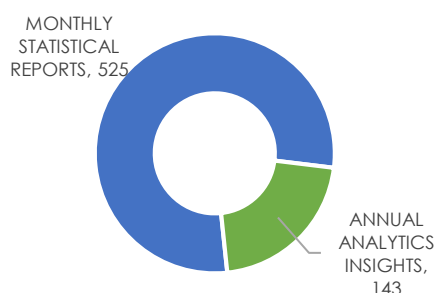
During the year under review, 100% of RFIs and COMAFs were responded to within the timeframe provided within the audit protocol and a clean audit for all 11 our client departments, in respect of people practices, was once again achieved for the previous year.

Under the auspices of the Directorate: Performance and Priority, PERMIS (Performance Management Information System) version 4, was successfully implemented and enhancements were made to the system whereby Performance Management and Development was aligned in accordance to the Determinations and Directives on the Performance Management and Development System, issued by the DPSA (implemented on 1 April 2018). Awareness of these changes was raised throughout the year through presentations, roadshows, and articles. The WCG remains the only province that uses a standardised online platform for the capturing and management of performance management information. Several National and Provincial governments paid visits to benchmark this good practice.

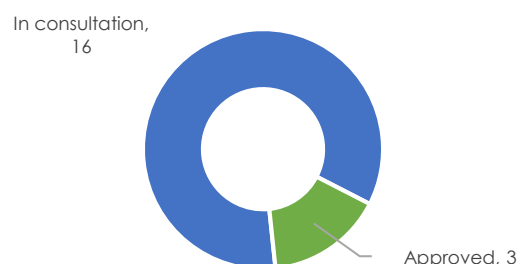
Within the Directorate: Policy and Planning, a capability has been established within the Provincial Biz Suite to gather and store a plethora of people management-related data sets, which will enable the automation of a number of data-reliant products in the ensuing year. Progress has also been made with the establishment of case management capabilities in most functional areas in the Branch. Client departments are already served with much improved analyses reports, situational reports and profile reports to assist them with their people management-related strategic planning. This capability is supported by the annual people planner initiative, which went through a successful final pilot phase. This planner will also feed into the Corporate Services Centre Demand Planning initiative. Through the establishment of the annual people planner, the Directorate enhanced the functional integration within the Branch, now enabling the Branch to approach client departments from an integrated and coordinated platform, thereby responding to demands from departments in this regard. The Directorate Policy and Planning was responsible for people analytics and intelligence reporting, which includes monthly statistical reports (Barometer Fact File, HOD Report, etc.) and annual analytical insights, enabling people managers to make informed decisions regarding people-related matters. The use of business intelligence technology as a key driver to enhance analytics and data-related insights has improved efficiency and transactional excellence, which resulted in the development of many integrated People Management case managements systems and processes. Information gathered in this manner further assisted the policy team who actively advised and directed the development and updating of sixteen (16) policy instruments. Three of these policies, having gone through an extensive consultation process, have been implemented. The remaining 13 policies are currently at various stages of consultation.



PEOPLE METRICS AND INTELLIGENCE REPORTS

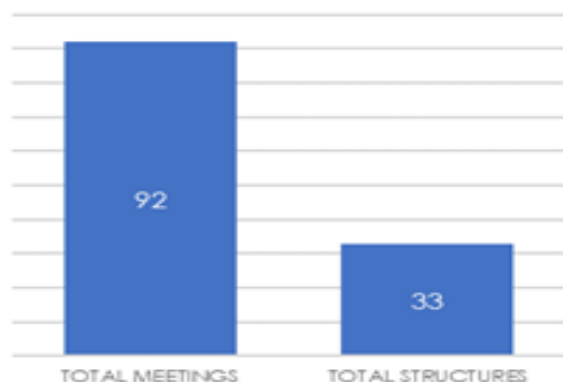


PEOPLE MANAGEMENT POLICY DEVELOPMENT



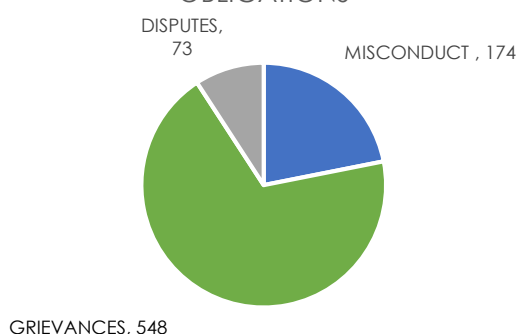
The Directorate: Employee Relations successfully managed the collective bargaining process within the Coordinating Chamber of the PSCBC of the Western Cape Government (CCPWCP) and the Western Cape Chamber of the General Public Service Sectoral Bargaining Council (GPSSBC). Furthermore, 100% of Institutional Management and Labour Committees (IMLCs) are active, which allows parties in all 11 CSC departments to deal with workplace issues in a constructive and meaningful manner.

IMLC COMMITTEES AND MEETINGS



The Directorate Employee Relations (DER) is mandated to manage all grievances, misconduct and dispute matters lodged by staff within 11 of the Departments (excluding DoH and WCED) of the Western Cape Government (WCG). Of the 548 grievances received, 509 grievances were finalised, 370 being unsubstantiated and the rest being either fully substantiated or partially substantiated. Of the 174 misconduct matters received, 109 have been finalised and the rest are pending. A total of 73 disputes were received and 58 finalised. National and provincial bargaining fora were attended and/or arranged to discuss matters of mutual interest. Six training programmes, comprising 106 training sessions, were facilitated during the 2019/2020 financial year.

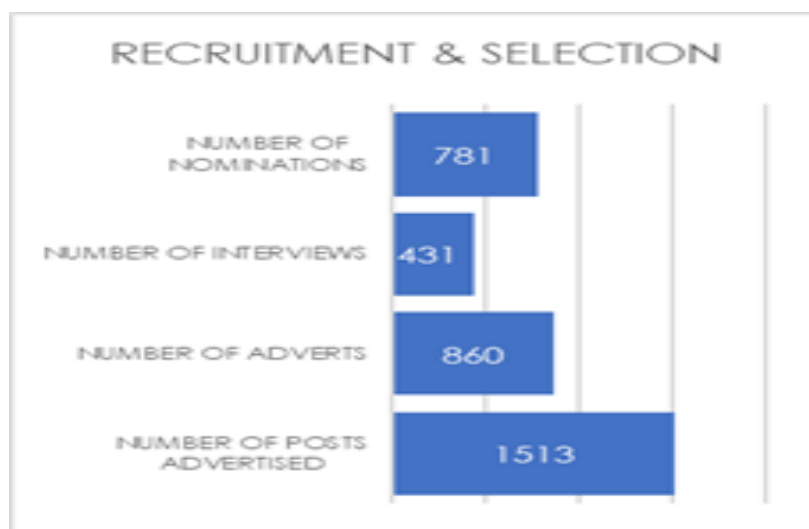
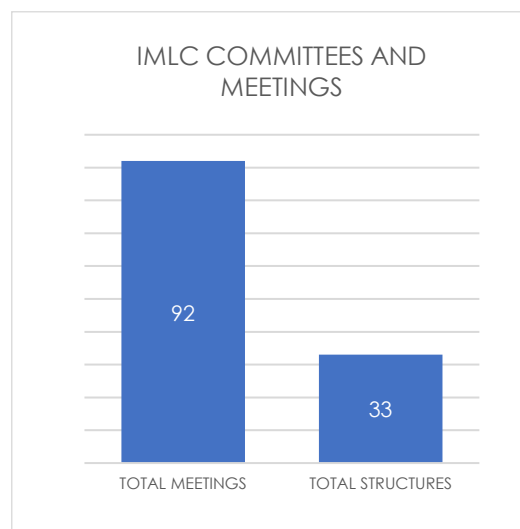
CONSTITUTIONAL RIGHTS & OBLIGATIONS



The suite of training opportunities has been expanded to include sexual harassment training. In terms of our transversal role, training is rolled out to both the departments of Health and Education. The aim of the training in general is to capacitate people managers (line managers) as well as all other employees in enabling optimal working relationships.

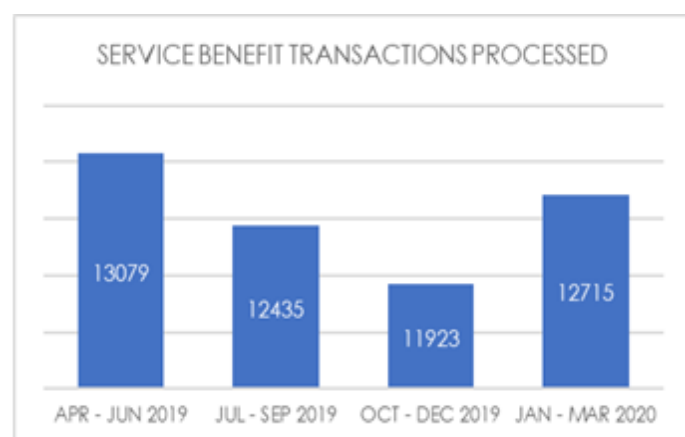
The Directorate Recruitment and Selection continued to facilitate talent sourcing services on behalf of our client departments. Despite shrinking personnel budgets, client departments remain reliant on recruitment interventions to source or

replace critical skills. While the majority of recruitment cases related to one advertisement per post, it was possible to fill more vacancies through the “pooling principle”, as provided in Public Service Regulations 65(8). This Regulation allows the filling of similar posts where such posts became vacant within six months after the initial advertisement, without the need to re-advertise. We have also assisted in filling of multiple vacancies on a project basis, such as the filling of more than 300 vacancies at the Horizon and Clanwilliam Places of Safety, previously administered by BOSASSA.



By grouping similar posts, and combining selection processes, both advertising costs and the recruitment period could be significantly reduced.

The Directorate Service Benefits is responsible for capturing all leave transactions, including the administration of the PILIR process as well as all other service conditions such as overtime, Injury On Duty (IOD) and pension. Capturing of service benefits transactions is influenced by PERSAL closures and cyclical events such as time employees take leave or work overtime.



In the area of procurement planning, various transversal contracts continue to be managed. Within this period and where required, transversal or major services may need to be procured in line with the regulatory framework and policies of supply chain management. These include the Personnel Suitability Checks contract, the Recruitment Advertising and Response Handling contract as well as the Online Recruitment contract.

The People Management Practices (PMP) Contact Centre provides a single point of contact for all people management enquiries received from employees of the eleven (11) CSC client departments (excluding



Health and Education). Clients can access the Contact Centre telephonically, via emails and Walk-in enquiries. All enquiries logged are responded to within 24 hours as a "First Call Resolution". Enquiries referred by the Contact Centre agent to the transactional office are resolved within 10 days. For the financial year 2019/2020 a total number of 26 637 enquiries were received and resolved by the Contact Centre.

Provincial Training and Empowerment. The Chief Directorate: People Training and Empowerment (PTE) is responsible for the Skills Development Facilitation function, Internal Bursaries and Internships, including graduate interns, student interns and the Premier's Advancement of Youth (PAY) project, as well as skills training and development at the Provincial Training Institute (PTI) – Kromme Rhee, Stellenbosch.

During the period under review, the PTI continued its formal relationship with the National School of Government (NSG) guided by a Memorandum of Agreement (MOA).

Keeping abreast with international standards in the world of work and changing landscape in the people development space, the PTI's business processes were subjected to formal audits by the South African Bureau of Standards (SABS), thereby ensuring full ISO 9001: 2015 certification as from 2019.

While it has long been utilising technology to augment learning interventions, the PTI has expanded and enhanced its online learning offering during this report-giving period, thereby continuously positioning itself for an ever-increasing need to exploit technology-based learning solutions in the new world of work.

In collaboration with Higher Education Institutes, eighty-seven (87) student interns were placed in the CSC departments (of which thirty-one (31) were in DotP) for Work-integrated Learning (WIL). A total number of one hundred and thirty-eight (138) graduate interns were placed in CSC departments (of which nine (9) were in DotP).

The total number of applications for the PAY project was 3 123, of which 837 were placed in the 13 WCG Departments. The urban-rural placement ratio was 567 (67.7%) and 270 (32.3%), respectively. The Directorate: People Empowerment, which is responsible for managing the project, continued to focus on the exit strategy of the project. Time and effort went into seeking partnerships that would give the interns more opportunities for gainful employment after the internship. As a result, a number of important partnerships were forged, which has the potential of providing opportunities for employment after the year.

- Harambee: All metro interns still in the system at the beginning of 2017 could register for the Work Seeker Support Programme to better prepare them for exit. Those who qualified were invited to assessment tests and the results of the tests were used to match the interns with a particular sector.
- The Mossel Bay Municipality implemented a Mayor's Advancement of Youth (MAY) project based on the principles of PAY. PAY applicants from the Mossel Bay area who could not be placed within provincial WCG offices were accommodated in the process. Twelve (12) MAY interns were placed by the Municipality in June 2019.

For the 2019 academic year, thirty-four (34) new bursaries were allocated, and nineteen (19) new bursaries were allocated to DotP staff to improve their qualifications or acquire new ones for the 2020 academic year.

4.3.4. Strategy to overcome areas of underperformance

The need to curb CoE expenditure compounded by an increase in demand for services is placing the ability of the Branch to perform its functions under serious strain. This is further compounded by a lack of joint planning with departments, as well as an increased number of ad hoc requests for services. In response hereto, and as part of the broader CSC demand planning initiative, an Annual People Planner tool was developed and in conjunction with departments, will aid in better planning. As previously stated, the (new) Public Service Regulations (2016), together with MPSA Directives, contain new as well as amended provisions that have a wide-ranging impact, and areas of concern, difficulty of implementation in an austere environment and vagueness especially in the detail have been highlighted and brought to the attention of the DPSA – these together with the relative slow response in providing guidance and direction from them will impact on the workload as well as current people management processes. It may also be necessary to review the Branch organisation structure to ensure alignment of functions with the new requirements. The lack of clarity on the role out of the IFMS and non-availability of a final provincial implementation strategy continues to seriously impact on the ability of the Branch to plan and to access technology.

4.3.5. Changes to planned targets

No changes were made to planned targets during the financial year under review.

4.3.6. Linking performance with budgets

	2019/2020			2018/2019		
Sub-programme Name	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	3 036	2 926	110	2 744	2 687	57
Organisation Development	63 213	58 466	4 747	54 098	52 032	2 066
People Training and Empowerment	37 638	37 020	618	38 328	37 424	904
People Management Practices	104 174	103 194	980	101 146	98 675	2 471
Total	208 061	201 606	6 455	196 316	190 818	5 498

The Programme underspent by 3.1% or R6.455 million, which is due to staff exits and the compulsory saving with regard to the Enterprise Content Management: Change Management project due to the contract starting later than anticipated.

4.4. Programme 4: Centre for e-Innovation

4.4.1. The purpose of the programme

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

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

The programme contributes to Provincial Strategic Goal 5, which is aimed at enhancing good governance and specifically improving e-Governance Maturity and Connectivity. The Centre for e-Innovation is also responsible for Streams 1 and 3 of the Broadband initiative. Stream 1 focuses on connectivity and Stream 3 on transversal applications for improved governance and efficiency.

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

4.4.2. Sub-programmes

The programme provides for the following functions to be delivered:

Sub-programme 4.1: Programme support: to provide administrative support to the management of this programme.

Sub-programme 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.

Sub-programme 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.

Sub-programme 4.4: Connected Government and Infrastructure Services: which 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.

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

Consistent with the Unit's transversal role in respect of ICTs, the Centre for e-Innovation is responsible for a number of ICT-related contracts. Amongst other, the Branch is responsible for the management of the following contracts and service level agreements:

- numerous ICT-related services with the State Information Technology Agency (SITA);
- the Broadband Contract with SITA;
- the Public Wi-Fi Hotspot Agreement;
- the IT Service Desk;
- Business Analysis Services;

- IT Enterprise Architecture Services;
- Microsoft Enterprise Level Agreement;
- Microsoft Application Development Services;
- Oracle CRM Cloud Services;
- Oracle Applications Development Services;
- WCG Web Development Services; and
- Operational support across all departments.

4.4.3. Strategic objectives, performance indicators, planned targets and actual achievements

4.4.3.1 Strategic objectives

For the period under review, the programme subscribed to the following strategic objectives:

Programme 4: Centre for e-Innovation								
Strategic objective	Strategic Objective indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
To improve ICT governance maturity of the Western Cape Government	ICT governance maturity rating (COBIT 5)	1 (COBIT5)	1	1	1	1	N/A	N/A
To enable and improve access to Western Cape e-Government services	Number of prioritised WCG citizen-facing services automated	1	2	2	4	4	N/A	N/A
To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services	Percentage of Ce-I service standards met in a given year	98.01%	99.11%	94.52%	90%	91%	1%	N/A

The Cel has adopted the COBIT5 Framework as a means to guide and measure its progress towards improving its ICT maturity level. While the last four assessments of the WCG ICT maturity level yielded a result of a level 1 (out of 5), it does not imply a stagnation of the ICT governance environment. Various interventions are continually embarked upon to ensure that the WCG ICT environment adheres to sound and modern ICT governance principles and processes. During the year under review, the focus continued

to be on IT service management, business continuity planning/disaster recovery planning, information security, IT risk management and strengthening of the ICT planning and demand management processes.

ICTs are key enablers of improving citizens' access to and the efficiency of the WCG services. It is therefore important that specific focus is placed on improving the citizen's experience when they engage government to access service information. Four services were automated during the year under review.

The Ce-I, as a corporate service provider to the departments, has to deliver services according to a set of agreed upon metrics and services levels. These service metrics cover all services, such as applications development, desktop support, infrastructure refresh and maintenance, ICT governance services, ICT user management, ICT planning and e-government services. During the year under review, the Ce-I managed to achieve the overall service standards as required by CSC services schedules.

4.4.3.2 Performance indicators

Programme 4: Centre for e-Innovation							
Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
Sub-programme 4.2: Strategic ICT Services							
4.2.1 Number of departmental ICT plans reviewed	13	13	13	13	13	N/A	N/A
4.2.2 Presidential Hotline resolution rate	99.3%	99.40% Numerator: 2148 Denominator: 2161	99.53% Numerator: 2329 Denominator: 2340	95%	99.02% Numerator: 2418 Denominator: 2442	4.02%	PHL is treated as a priority.
4.2.3 Total number of new Cape Access centres established	10	2	0	5	3	2	Equipping the e-centres is dependent on the availability of the sites as provided by the municipalities. The planned e-centres of Melkhoutfontein and Brandwacht were developed in collaboration with Hessequa and Mosselbay municipalities who were responsible for providing the infrastructure and security features within the centres. Both these sites were only due for handover to the Cape Access team by mid-March 2020, following which the Cape

							Access team had 2 weeks to complete equipping the centres. Unfortunately, due to the outbreak of the virus the team could not travel to complete equipping the centres as they would have put themselves at risk.
4.2.4 Number of e-government access channels managed through which citizens actively engage government.	9	10	14	11	14	3	Added additional channels during the year.
4.2.5 Number of prioritised citizen-facing services automated.	1	1	1	6	6	N/A	N/A
Sub-programme 4.3: GITO Management Services							
4.3.1 Average percentage systems uptime and availability maintained.	99.92% Numerator: 8 752.82 Denominator: 8 760	99.84% Numerator: 8 745.98 Denominator: 8 760	99.90% 8 751.24 / 8 760 hours = 0.999 x 100 = 99.90%	98%	99.95% 8 779.97 / 8 784 hours = 0.9995 x 100 = 99.95%	1.95%	Over performance, Continued close management and pro-active interventions.
4.3.2 Average percentage network uptime and availability maintained.	98.72% Numerator: 8 647.87 Denominator: 8 760	98.85% Numerator: 8 659 Denominator: 8 760	98.44% 8 623.34 / 8 760 hours = 0.9844 x 100 = 98.44%	98%	98.62% 8 663.42 / 8 784 hours = 0.9862 x 100 = 98.62%	0.62%	Over performance, Continued close management and pro-active interventions.
4.3.3 Average turnaround time in days for finalising IT Service Desk requests.	5.70	4.95	4.99 Days 212,831 days / 42,841 calls = 4.99 days per call	6	4.99 304,094 Days / 59,336 Calls = 4.99 Days per call	1.01 Days	Over performance, Continued close management and pro-active interventions. "
Sub-programme 4.4: Connected Government and Infrastructure Services							
4.4.1 Number of WCG sites upgraded to the phase 2 broadband	1610	1875	1875	957	1089	132	The annual target was achieved in Q3 and not in Q2 as originally planned. The delay was caused due to the service provider not being able to use high-speed wireless technology at 200 sites.

4.4.2 Number of WCG sites provided with Free Public Wi-Fi Hotspots	New indicator	New indicator	New indicator	400	445	45	The service provider, although getting off to a slow start, was able to accelerate delivery towards the end of the financial year and was able to exceed the target
Sub-programme 4.5: Transversal Applications Services							
4.5.1 Percentage of transversal business application solutions implemented.	85% Numerator: 11 Denominator: 13	93% Numerator: 14 Denominator: 15	91% Numerator: 21 Denominator: 23	80%	93% Numerator: 14 Denominator: 15	13%	Indicator is demand driven and target is the minimum achievement for the indicator.

Ce-I achieved most of its service delivery targets despite an acute shortage of ICT skills and expertise. Ce-I services enabled the delivery of IT solutions in support of the service delivery mandates of departments.

The Broadband initiative enables improved service delivery for the Western Cape Government. A key spin-off of the Broadband roll-out is the ability of the WCG to migrate from the traditional telephony technology platforms to Voice over Internet Protocol (VOIP), which yields considerable savings for the sites that migrate. For the year under review, additional Health sites were migrated to the new platform resulting in significant savings for these institutions.

Ce-I supported the WCG installed base of over 400 Computer Systems, over 950 Computer Servers, 4 000 Network and other Infrastructure Devices, 24 500 workstations and 28 600 users being monitored and managed. The Ce-I also supported a substantial installed base in more than 1 300 schools.

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

- training was provided to 6 661 employees in IT literacy and IT advanced courses with a focus on educators in the WCED;
- supporting the building capital and maintenance projects of the DTPW with IT infrastructure and services across the Western Cape Province;
- Ce-I managed the technology refresh of 7 489 IT end-user devices across all departments;
- 91 departmental new systems or enhancement to systems were successfully concluded and implemented;
- improved GIS technology services were successfully expanded upon and delivered across the WCG;
- improved Network and Infrastructure Operations Centre management;
- improved IT Security capability. Furthermore, Ce-I has continued with an extensive awareness campaign in collaboration with SITA to create awareness of information/cyber security threats. New technologies have been installed to further enhance the cyber security capabilities of the WCG corporate network;
- the network and applications management capacity was successfully expanded in order to improve online visibility and better proactive responsiveness with 2 243 infrastructure items being replaced in line with technology refresh plans;
- the IT Service-desk received 59 336 tickets and maintained a resolution rate of 4,99 days per call.

- the IT Business Continuity Plan and the IT Disaster Recovery Plan were enhanced;
- an average network and system uptime and availability of over 98 per cent was maintained;
- the review of departmental ICT strategic and operational plans as well as the completion of implementation plans;
- improving the operations and roles of the Technology Review Board, Software Review Board and the Enterprise Architecture Review Board to improve IT governance;
- development, enhancement and implementation of additional transversal application solutions, including BI (BizBrain) deployments, as well as other implementations on the platform including the I-CAN Learn or Operations Management Solution (OMS) system for the Department of Economic Development and Tourism (DEDAT), NPO for the Department of Health (DOH) and Procurement Tool for Provincial Treasury; and also enhancements to the NPO system for Department of Social Development (DSD) and WCG Dashboard for the CSC;
- the standardisation of software configurations on end-user equipment across the WCG (including software tools for remote management, support and software updates of end user equipment) have also improved the level of ICT maturity in the organisation;
- the monitoring of service levels in respect of IT services provided to departments;
- monthly and quarterly Quality of Service Meetings held between Ce-I and the State Information Technology Agency (SITA); and
- good progress was made to Cloud Services with the finalisation of various migrations.

4.4.4. Strategy to overcome areas of underperformance

The ICT Planning process will be reviewed in consultation with departments, to ensure that all ICT Plans are completed.

The outstanding Cape Access Centres to be completed in the 2020/2021 financial year. In order to ensure that targets are achieved, the branch plans to have all new centres completed by the end of the third quarter of a financial year.

4.4.5. Changes to planned targets

No targets were changed during the year under review.

4.4.6. Linking performance with budgets

	2019/2020			2018/2019		
Sub-programme Name	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	9 450	9 298	152	8 495	8 114	381
Strategic ICT Services	112 104	111 582	522	102 154	99 501	2 653
GITO Management Services	443 512	439 698	3 814	512 710	490 087	22 623
Connected Government Infrastructure Services	430 795	430 767	28	311 746	306 713	5 033
Transversal Applications Services	74 857	73 202	1 655	63 233	63 219	14
Total	1 070 718	1 064 547	6 171	998 338	967 634	30 704

The Programme underspent by 0.6% or R6.171 million, which is due to staff exits. The Programme underspent by 0.6% or R6.171 million, which is mainly due to staff exits, the cancelled bid process in respect of IT Security and Cyber Strategy services and delays with the ECM project due to the finalisation of cross departmental funding arrangements which led to a delay in the publishing of the tender.

4.5. Programme 5: Corporate Assurance

4.5.1. 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.

This Branch falls within the Corporate Services Centre of the Department and, through the services it offers, contributes to the improvement of governance in the WCG. 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. Provincial Strategic Goal 5 (and more specifically the output "efficient, effective and responsive provincial governance") in this context focuses on improving the maturity level for corporate governance in the WCG.

The Branch has defined its strategy to be a catalyst for corporate governance in the WCG and this was in line with the Department's approach of enabling corporate governance for improved service delivery. The "governance for service delivery" holistic strategic approach was pursued in collaboration with a number of stakeholders utilising the following strategic thrusts:

- **Integrated and quality services** – This entailed the identification of touch points across three business units that drive an integrated approach to service delivery.

- **Strategic partnering** – The foundation of our strategic partnering approach is in the Corporate Governance Framework. We took the lead in developing this framework (and will further do so in the roll-out of the framework in the WCG) and through partnerships and collaboration drove the governance agenda in the Province. We continued to deliver our services to the provincial departments by partnering with them to determine work scope and improving the overall system of internal control.
- **Innovation** – We encouraged innovation, and focused on the technological aspects and creating a new set of skills (i.e. data analytics) that would benefit the units in the Branch collectively.
- **People Centric** – None of our achievements would be possible without having a resilient and professional workforce. Developing and growing our staff at all levels is a strategic thrust that will receive ongoing attention.

4.5.2. Sub-programmes

Programme 5's contribution to governance was by means of the services delivered by its five sub-programmes, namely:

- 5.1 Programme Support;
- 5.2 Enterprise Risk Management;
- 5.3 Internal Audit;
- 5.4 Provincial Forensic Services;
- 5.5 Legal Services; and
- 5.6 Corporate Communication.

Sub-programme 5.1: Programme support: to provide administrative support to the management of this programmes.

The Directorate: Enterprise Risk Management renders risk management services to departments of the WCG and ultimately executes the responsibilities of departmental Chief Risk Officers. Progress was made in embedding risk management in the day-to-day activities of departments. The unit initiated the Control Self-assessment (CSA) process through which the adequacy and effectiveness of controls are self-assessed by management to determine its appropriateness to mitigate the risk to an appropriate level. This evaluation of controls assists risk owners in deriving a more probable risk rating. There is ongoing focus on categorising contributing factors to draw attention to those causes of risk that are more important and the analysis of contributing factors and impacts of particular risks improved the understanding of line managers about the risks that could prevent a department, programme, sub-programme or project from achieving its objectives. It also enabled developing relevant responses and plans to manage these risks.

Provincial Top Management pioneered the compilation of a provincial risk profile that describes the WCG's key risks that could impact on the achievement of the provincial strategic goals. A provincial risk profile enhances the WCG's analysis and decision making related to priority setting and resource allocation (especially in the current challenging economic climate). It provides a clear snapshot of the WCG's key risks and once sufficiently matured, can help to identify areas of efficiency and potential opportunity. This Provincial risk profile formed the basis for the development of a Transversal Internal Audit Plan for 2019/2020, which was accepted by PTM and subsequently approved by the Governance and Administration Audit Committee that deals with transversal matters.

The Chief Directorate: Internal Audit independently evaluates the adequacy and effectiveness of risk treatments for areas included in the Internal Audit Plans for all departments in the WCG. Internal Audit has selected the following strategic imperatives over the five-year period to contribute to the Branch's overall strategic intent:

- a) Delivering an integrated, quality internal audit service, compliant with the International Standards for the Professional Practice of Internal Auditing. This ultimately entails developing internal audit plans aligned to departmental strategies and issuing reports that contain value-add recommendations.
- b) Implementation of Continuous Auditing and Data Analytics is a long-term objective to provide organisational value in terms of innovative auditing practices and responding to the coverage dilemma. There was increased integration of data analytics in internal audit activities which forms the foundation for continuous auditing. Furthermore, information and communication technology audits have been integrated with operational internal audits, resulting in the upskilling of operational internal auditors in this technical area.
- c) Strategic partnering with departments resulted in a better implementation rate of Internal Audit Recommendations and played a pivotal role in provincial strategic projects (such as the development of the Governance Framework and other key initiatives). Strategic engagements with client departments focused on finding better ways and audit approaches to significantly address contentious issues that are impacting on the control/governance environment, with the ultimate intent to improve or contribute to its maturity.
- d) Collaborated with key stakeholders such as Organisational Development and Internal Control Units, to ensure synergy in methodologies to expedite the growth and improvement of the governance environment.
- e) Actively played a strategic and leadership role in facilitating the implementation of the Combined Assurance Framework. This entailed engaging with key stakeholders to enable them to augment their processes and embed the principles of the framework, ultimately realising the benefits in the long term.

The Chief Directorate: Provincial Forensic Services (PFS) rendered reactive and proactive forensic services to all departments in the WCG. It aimed to create a zero-tolerant environment towards fraud, theft and corruption by means of its proactive programmes agreed upon with each department annually, which include fraud risk assessments, fraud and corruption training sessions and issuing electronic newsletters and other anti-fraud communications.

The PFS contributed to creating and inculcating a culture of responsible whistle-blowing and in its strive to combat economic crime, played a pivotal role in ensuring that allegations of fraud, theft and corruption were investigated and reported on to the relevant Accounting Officer and appropriate remedial action was taken in this regard. It also facilitated training to employees on how to blow the whistle and those who receive reports on how to handle a disclosure in terms of the Whistle-blowing Policy.

Legal Services promoted efficient and effective governance by rendering legal advice in support of executive and administrative decision making. Both proactive and reactive advice was furnished, aimed at ensuring legally sound decisions by the Provincial Cabinet, members of the Provincial Cabinet (when exercising and performing the powers and functions associated with their respective executive portfolios), provincial departments and a number of provincial public entities.

The objective of all legal advice is to safeguard decisions from irregularities and/or legal challenges, and to avoid irregular and/or fruitless expenditure that is incurred if actions and decisions are non-compliant with the Constitution and legislation. In this regard Legal Services exceeded its target by receiving and attending to 2 315 requests for legal advice during the year under review, which was attended to by its

reactive disciplines (litigation, legislation and legal advisory services) and by its proactive delivery mechanism, the Directorate: Legal Governance. The latter provided 49 legal training opportunities and maintained its role of aligning the delegations of provincial departments with new and amended legislation. Awareness raising in respect of compliance with the Protection of Personal Information Act (POPIA), 2013, continued and a comprehensive POPIA guide and resources were prepared to enable compliance with the Act when it comes into operation.

The Directorate: Legislation supported the Branch: Policy and Strategy regarding the Western Cape Commissioner for Children Act, 2019 (Act 2 of 2019) (the Act) which was enacted on 8 April 2019. This Act is the first of its kind nationally. It supplements the provisions in section 78 of the Constitution of the Western Cape, 1997, which establishes the Office of a provincial Commissioner for Children. Amongst other things, the Act sets out the powers and duties of the Commissioner for Children so as to further assist the Western Cape Government to protect and promote the interests of children in the Province.

The Directorate Corporate Communication's main objective is to ensure the consistent application of the Western Cape Government's corporate identity, messaging and brand through rendering professional corporate communication services. The main focus is the transversal implementation of the corporate identity and the Better Together philosophy. The Directorate strives to achieve its objective with various and continual engagements with communication teams of all Western Cape Government departments and its partners, through briefing sessions, brand assessment reports and daily feedback on brand implementation. Corporate Communication delivers an oversight role and provides support on how to deliver the Western Cape Government brand strategy to all 13 departments.

The focus of Corporate Communication drastically changed during the latter part of the quarter 4 due to the outbreak of COVID-19. Certain communication elements were already implemented during March 2020 and WCG response communication that was being developed started to take shape for further implementation during 2020/2021.

4.5.3. Strategic objectives, performance indicators planned targets and actual achievements

4.5.3.1 Strategic objectives

Programme 5: Corporate Assurance								
Strategic objectives	Strategic Objective Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption.	Level of WCG governance maturity	Ongoing development resulted in final draft framework and maturity model issued for comments in November 2016	Single governance framework for WCG was finalised.	A single governance framework for WCG and an associated maturity model finalised.	To achieve the targeted provincial governance maturity level as determined in 2018/2019	Level 5	The target determined in 2018/2019 was a Level 4. The results is based on a facilitated self-assessment where no evidence was submitted.	Approach to be amended once all departments' self-assessments have been performed.

							Furthermore, in some departments the participation rate was very low, which impacted the results.	
To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice	Number of legal services' service standards achieved	14	15	14	11	11	N/A	N/A
To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape	Number of communication campaign reports issued	Nil	2	2	2	2	N/A	N/A

The strategic objective of the Branch 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. Provincial Strategic Goal 5 (and more specifically the output "efficient, effective and responsive provincial governance") in this context focuses on improving the maturity level for corporate governance in the WCG.

4.5.3.2 Performance indicators

Programme 5: Corporate Assurance							
Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
Sub-programme 5.2: Enterprise Risk Management							
5.2.1 Number of enterprise risk management implementation plans approved by Accounting Officers.	12	12	12	12	12	N/A	N/A

5.2.2 Percentage completion of activities in approved enterprise risk management implementation plans allocated to D:ERM	91.97% Numerator: 523 Denominator : 481	95% Numerator: 481 Denominator : 504	99% Numerator: 510 Denominator : 514	87%	99% Numerator: 502 Denominator : 505	12%	Quarterly follow-up of deliverables ensured that target was consistently met. In addition, more awareness sessions were conducted than initially planned for a number of departments.
Sub-programme 5.3: Internal Audit							
5.3.1 Percentage of internal audit areas completed as per approved internal audit coverage plans.	100% Numerator: 133 Denominator :133	100% Numerator: 98 Denominator : 98	100% Numerator: 93 Denominator : 93	100%	95% Numerator: 75 Denominator : 79	5%	The 4 reports not issued all relate to reports that were to be issued in Q4. These are 3 reports for DLG and 1 for Dept of Health. Both these departments were at the forefront of dealing with the pandemic (LG from a Disaster Management perspective and Health from a Communicable disease perspective) and resulted in staff not being available to finalise the audits.
5.3.2 Percentage internal audit recommendations incorporated into agreed action plans.	99% Numerator: 781 Denominator : 789	98.5% Numerator: 679 Denominator : 689	99% Numerator: 481 Denominator : 486	98%	97% Numerator: 501 Denominator : 515	1%	This indicator is dependent on management accepting recommendations made by IA. The underachievement of 1% is mainly as a result of 2 projects where not all recommendations were incorporated into action plans
5.3.3 Percentage of action plans expired by the end of the third quarter followed up.	99% Numerator: 856 Denominator : 867	100% Numerator: 779 Denominator : 779	101% Numerator: 616 Denominator : 610	98%	97% Numerator: 435 Denominator : 450	1%	Teams were unable to complete the Q4 follow ups as planned due to the following:

							<ul style="list-style-type: none"> - Staff took unplanned extended sick leave in Q4. - Unavailability of clients due to COVID 19.
Sub-programme 5.4: Provincial Forensic Services (PFS)							
5.4.1 Number of fraud and corruption training sessions facilitated.	N/A	120	115	100	114	14	Additional services rendered as a fraud and corruption preventative measure.
5.4.2 Percentage of fraud prevention activities allocated to the PFS implemented	N/A	101.6% Numerator: 127 Denominator : 125	98.6% Numerator: 149 Denominator :151	85%	100% Numerator: 136 Denominator : 136	15%	Additional services rendered as a fraud and corruption preventative measure.
5.4.3 Number of forensic investigations finalised	N/A	33	32	30	36	6	This is a demand driven indicator and more referrals for forensic investigations were received than initially planned for.
5.4.4 Percentage of PFS recommendations followed up.	91% Numerator: 253 Denominator : 279	89.8% Numerator: 211 Denominator : 235	93% Numerator: 273 Denominator : 293	85%	97% Numerator: 210 Denominator : 217	12	Close monitoring of the implementation of recommendations has resulted in this over-achievement
Sub-programme 5.5: Legal Services							
5.5.1 Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted.	2	2	2	2	2	N/A	N/A

5.5.2 Number of legal training opportunities provided to employees of the Western Cape. Government, provincial public entities and municipalities	58	44	43	40	49	9	Due to requests for additional training by the Department of Health the annual target was exceeded.
5.5.3 Number of requests assigned and attended to by legal advisers.	2 627	2 222	2 188	2 260	2 314	54	Based on the trends of previous years it was estimated that approximately 2 260 requests for legal advice would be received. However, 2 314 requests were received and referred to legal advisers.
5.5.4 Number of reports containing an overview of the provincial legislative drafting programme	1	1	1	1	1	N/A	N/A
Sub-programme 5.6: Corporate Communications							
5.6.1 Number of on-brand creative execution assessment reports issued.	4	4	4	4	4	N/A	N/A
5.6.2 Number of Better Together magazines published to communicate the vision, values and brand to Western Cape Government employees.	4	4	4	4	4	N/A	N/A
5.6.3 Number of reports issued on completed client-generated products and services.	2	2	2	2	2	N/A	N/A

The CD: Internal Audit unit performance reflects partial achievement of all three targets. This is due to work that was planned for quarter 4 being impacted by the national lockdown and resultant unavailability of client departments.

4.5.4. Strategy to overcome areas of underperformance

The Chief Directorate: Internal Audit will reconsider its quarterly project plan to reduce the number of areas for finalisation in the last quarter. We will also engage with client departments on alternative solutions in instances of unavailability and escalate interventions to the relevant Head of Department as soon as possible.

4.5.5. Changes to planned targets

No targets were changed during the year under review.

4.5.6. Linking performance with budgets

	2019/2020			2018/2019		
Sub-programme Name	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	2 939	2 926	13	2 965	2 756	209
Enterprise Risk Management	9 127	8 786	386	7 754	7 734	20
Internal Audit	43 542	42 625	917	42 851	41 346	1 505
Provincial Forensic Services	14 817	14 098	719	15 844	15 039	805
Legal Services	46 640	46 495	145	44 702	44 300	402
Corporate Communication	16 860	16 768	92	17 546	16 507	1 039
Total	133 970	131 698	2 272	131 662	127 682	3 980

The Programme underspent by 1.7% or R2.272 million, which is mainly due to staff exits.

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities: N/A

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	Reasons for the funds unspent by the entity
N/A	N/A	N/A	N/A	N/A	N/A	N/A

5.2. Transfer payments to all organisations other than public entities

The table below reflects the transfer payments made for the period 1 April 2019 to 31 March 2020.

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	Reasons for the funds unspent by the entity
Library Business Corners	Non-Profit Institution	Establishing and maintaining Public ICT Access Centres	Yes	21 000	R19 700 000	Cost-saving initiatives implemented
CHEC	Section 21 company	Funding for university research projects related to WCG priorities	Yes	500	The 2019/2020 transfer was made in February 2020. The CHEC JTT allocated R400 000 from the 2019/2020 grant for the successful proposals for the General Research	The theme for the 2020 Innovation Grant was approved in March 2020 after which the Call for Proposals was circulated to the universities in April 2020. To be awarded and disbursed in the 2020/2021 financial year. The Innovation Grant is worth R100 000, which is the balance of the 2019/2020 transfer payment.

LIBRARY BUSINESS CORNERS

Transfers to the Library Business Corners (LBC) are made towards the operational management of the Cape Access Programme.

LBC manages all staff that work in the e-centres, exposes them to training opportunities and ensures that quality services are rendered in the centres. They have also employed more than 50 PAY interns annually, thereby ensuring that further opportunities are created within the rural areas. LBC has reported a high staff

turnover rate, but the WCG is encouraged by this situation as it points to the contract employees securing either permanent or more financially beneficial employment elsewhere in the formal employment sector.

Apart from the operational management LBC also manages and engages selected stakeholders and partners of the programme.

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

CHEC

The Western Cape Government has allocated funds to CHEC to enable the implementation of the 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.

The CHEC/WCG Joint Task Team (JTT), which includes representatives of the WCG as well as representatives of each Higher Education Institution and CHEC, oversees the research partnership, as well as additional activities. During the period under review, the projects that were awarded funding were aligned to the provincial strategic priorities themes and the research agendas of the four universities. Meetings of the JTT were held regularly (eight meetings during 2019/2020) to discuss, plan and monitor projects and research proposals. In the previous financial year, CHEC had undertaken an evaluation of the CHEC-WCG Partnership and this has been used to begin a process of improving the partnership so as to strengthen the work of the Joint Task Team.

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

The table below details the earmarked funding received for the period 1 April 2019 to 31 March 2020.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Connected Governance
Expected outputs of the earmarked funding	<p>Logistical and service delivery to the Premier and Executive. Events as identified by Premier and the Executive.</p> <ul style="list-style-type: none"> • First Thursdays (June 2019 – February 2020) • Cabinet meets Agriculture • Cabinet meets Municipalities • Cabinet Outreach Programme • Cycle Tour (Apex and Safety Priorities) • Cabinet meets Religious Leaders • Cabinet meets Business
Actual outputs received	<p>Logistical and service delivery to the Premier and Executive. Events as identified by Premier and the Executive.</p> <ul style="list-style-type: none"> • First Thursdays (June 2019 – February 2020) • Cabinet meets Agriculture • Cabinet meets Municipalities • Cabinet Outreach Programme • Cycle Tour
Amount as per DORA	Not Applicable
Amount received (R'000)	R750 000
Reasons for the funds unspent by the department	Not Applicable
Reasons for deviations on performance	Not Applicable
Measures taken to improve performance	Not Applicable
Monitoring mechanism by the receiving department.	Occurrence of meetings

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Province-wide Data Governance (SMI)
Expected outputs of the earmarked funding	<p>Number (3) data capabilities developed. This refers to Data Quality Management (DQM), Master Data Management (MDM), Data Sharing via a Logical Data Warehouse (LDW).</p> <p>Number (2) data capabilities utilised. This refers to the utilisation of DQM and MDM data capabilities.</p>
Actual outputs received	<p>DQM capability delivered data standards and data cleansing business rules defined for three (3) elements: Facilities, Addresses and Services.</p> <p>MDM capability delivered a centralised database for health facilities, including cleansing of address data and a single version of truth of health facilities address information. In addition, (1) a single version of truth of address and citizen information of housing demand registrants created; (2) data quality of address data improved for the Central Supplier Database; and (3) master data created for party (Person and Organisations), address, and facility.</p> <p>Data sharing (LDW) testing completed to demonstrate data anonymisation and data virtualisation.</p> <p>Data Governance Maturity Framework developed utilising the Stanford University Data Governance Maturity Framework.</p> <p>A number of concept notes for implementation defined a Data Analytics Service, a Data Analytics Curriculum and a Data Production Plan.</p>
Amount as per DORA	Not Applicable
Amount received (R'000)	R8 500 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Management of delivery and value by the Provincial Data Office Steercom (PDOS) through (1) bringing together key stakeholders from policy, data and technology (2) Key risks mitigated with resource competencies and data capability (3) quarterly performance reviews and performance improvements and (4) integrated working groups collaborating to deliver business fit capabilities.
Monitoring mechanism by the receiving department.	PDOS monitored delivery through multiple mechanisms. This included demonstration of working solutions, review and sign-off of deliverables. Progress against project plans. Quarterly reviews by PDOS informed the documented quarterly and annual progress reviews.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Recruiting and training of graduate interns
Expected outputs of the earmarked funding	Talent Management and Skills Development
Actual outputs received	<p>Facilitation costs incurred for the presentation of the Work Readiness Training to the Premiers Advancement of Youth Program (PAY) interns in Quarter 1.</p> <p>30 x graduate interns completed two Compulsory Induction Programmes (CIP) each for Post Levels 6-12 (presented by the National School of Government) in quarters 2 and 4.</p> <p>Life Skills training delivered for rural PAY interns as part of the EXIT strategy and Work Seeker Support in Quarter 3.</p>

	Advertisements for intern opportunities in the Western Cape Government for 2020/ 21 were placed in community newspapers in each district in the Western Cape in quarter 3.
Amount as per DORA	Not Applicable
Amount received (R'000)	R453 000
Reasons for the funds unspent by the Department	Due to the declaration of a national lockdown as a result of the COVID-19 pandemic, all the funds could not be optimally spent in quarter 4.
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	<p>Monthly PAY Steering Committee meetings were held to manage the Project with its deliverables and to monitor performance. The Chief Directorate: People Training and Empowerment's Directorate: People Empowerment also held monthly meetings with the Departmental Project Leaders (PAY) on logistical matters to ensure that the outcomes are achieved.</p> <p>The mentors of interns were also enrolled on a mentorship course to ensure that they understood their roles and responsibilities with the upskilling of the interns and the importance that they be allowed to complete training courses as part of their internship.</p>
Monitoring mechanism by the receiving department.	Financial and narrative performance monitoring reports were submitted to the Directorate: Financial Management on a quarterly basis to ensure the outcomes are achieved.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Microsoft Software Licences
Expected outputs of the earmarked funding	Expected third year payment of Microsoft Enterprise Agreement software licences.
Actual outputs received	Received electronic enrolment of Microsoft Enterprise Agreement licences completed for corporate workforce in line with departmental legal software requirements.
Amount as per DORA	Not applicable
Amount received (R'000)	R33 728 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Not applicable
Monitoring mechanism by the receiving department.	Confirm software licencing enrolment on the Microsoft Volume Licensing Portal.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	IT Security and Cyber Strategy
Expected outputs of the earmarked funding	Improving the overall security capability and posture within Security Operations, Business Engagement Services, Governance and IT Security Polices
Actual outputs received	<p>Security Operations Centre team was established for security incident identification, notification and remediation processes.</p> <p>Planning and initiation for the design of the cybersecurity strategy and strategic implementation plan.</p>

	<p>Gap assessment of Information Security Policies.</p> <p>Design and launch of the Information Security Awareness Campaign.</p> <p>IT Business Continuity and Disaster Recovery Plan Services</p> <p>Implement a network security toolset services as it relates to routing and switching in order to gain network insights.</p> <p>Implement a Vulnerability Assessment Service tool to scan the network for known software threats on endpoints.</p>
Amount as per DORA	Not applicable
Amount received (R'000)	R14 000 000
Reasons for the funds unspent by the department	Cancelled bid process in respect of IT Security and Cyber Strategy services.
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Measurement through continual engagement with the Service Provider. This includes providing feedback to the Department by means of monthly progress reports.
Monitoring mechanism by the receiving department.	DSCS monitored delivery through scheduled meetings with the service provider in the form of operational and steerco meetings. Monthly SLA meetings also held to monitor performance.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	System Hosting and Technology Refresh
Expected outputs of the earmarked funding	To address the current Infrastructure refresh backlog. The Infrastructure domain primarily comprises devices, switches, wireless access points and servers, while the system hosting component responds to the rising costs associated with the increase in data generated and the increase in systems being migrated to the cloud.
Actual outputs received	<p>System Hosting - allocation R11mil: The funds were used as part of the Microsoft EA Annual Billing Renewal 2021 (Year 1 of 3) Accelerated Payment of R117 215 872.97 (which includes the Azure Commit (Consumption)). Year 1 payment was finalised in July 2019.</p> <p>Technology Refresh - Allocation R14 mil: Invoices were paid i.r.o network infrastructure and cabling to the value of R13.573 mil.</p>
Amount as per DORA	Not applicable
Amount received (R'000)	R25 000 000
Reasons for the funds unspent by the department	R427 000 not paid due to outstanding equipment still to be delivered by SITA (to be delivered in 2020/2021 fin cycle).
Reasons for deviations on performance	SITA procurement delays.
Measures taken to improve performance	Monthly SITA procurement meetings. Liaison with SITA Snr Management in Western Cape re procurement delays.
Monitoring mechanism by the receiving department.	<p>Monthly SITA procurement meetings, internal monthly budget status feedback.</p> <p>Monthly reports and monthly project meetings.</p>

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Client Relationship Management
Expected outputs of the earmarked funding	<ul style="list-style-type: none"> Department of Social Development: Case Management Solution Department of Economic Development and Tourism: Tourist Guide Permit Application and Renewal Solution Department of the Premier: WCG Contact Centre Case Management Solution Department of Human Settlements: Rental Housing Tribunal Dispute Resolution Solution The Campaign Marketing Solution The Social Relationship Management Solution The Digital Assistant Platform (ChatBot) The Citizen Digital Platform (Web Portal) The WCG mobile app
Actual outputs received	<ul style="list-style-type: none"> Department of Social Development: Case Management Solution Department of Economic Development and Tourism: Tourist Guide Permit Application and Renewal Solution Department of the Premier: WCG Contact Centre Case Management Solution Department of Human Settlements: Rental Housing Tribunal Dispute Resolution Solution The Campaign Marketing Solution The Social Relationship Management Solution The Digital Assistant Platform (ChatBot) The Citizen Digital Platform (Web Portal) The WCG mobile app
Amount as per DORA	Not applicable
Amount received (R'000)	R4 000 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Not applicable
Monitoring mechanism by the receiving department.	Project and Steercom meetings with relevant stakeholders.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Province-wide Data Governance (TAPS)
Expected outputs of the earmarked funding	<p>Implementation of three new capabilities, including Master Data Services, Data Quality Services and Logical Data Warehouse.</p> <p>Reports and Dashboards for DotP, People Management, Provincial Treasury, Department Human Settlements.</p>
Actual outputs received	<p>Proof of Concepts (POC) and Implementation completed for:</p> <p>Master Data Management/Service: MDM capability utilised to build the following</p> <ul style="list-style-type: none"> Party (Person and Organisations using partnership with Home Affairs); Address (Utilising the National Address Database as a source); Facility (Utilising the combination of DoH facilities); and Services (Utilising the services list from eG4C).

	<p>Data Quality Services/ Management: DQS capability utilised to implement three standards</p> <ul style="list-style-type: none"> Address, Facility and Services <p>Data quality service used to improve Housing demand registrants, Central Suppliers and Health facilities</p> <p>Logical Data Warehouse: LDW</p> <ul style="list-style-type: none"> WCG Housing and Demand Mobile App implemented with LDW connection (enabling data anonymisation and data virtualisation) <p>BizBrain Reports and Dashboards implemented for:</p> <p>Provincial Treasury:</p> <ul style="list-style-type: none"> Expenditure and Revenue Management (ERM) Reporting Service KITSO (Replication) <p>People Management:</p> <ul style="list-style-type: none"> Annual Report Recruitment and Selection Self-service cube enhancements PMP Health and Education monthly reports <p>Department of Human Settlements:</p> <ul style="list-style-type: none"> Remuneration Report (Informal Settlements) Data mapping between BizProjects and HSS Project Administration Implementation Plan report Executive Project Dashboard <p>Department of the Premier:</p> <ul style="list-style-type: none"> Safety and Security Dashboard Self Service PowerBI capability implemented and training completed for Cel, DHS and DoCs stakeholders
Amount as per DORA	Not applicable
Amount received (R'000)	R16 375 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Integrated ways of work implemented with all technical teams. Closer working relationship with data stakeholders, ensuring collaboration and delivery of key initiatives.
Monitoring mechanism by the receiving department.	<p>Continuous review of progress and deliverables.</p> <p>Frequent 'Show and Tell' demonstrations with clients enabling agile delivery.</p> <p>Monthly and Quarterly reviews and reports at various forums, including PDOS and Steercoms.</p>

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	TAPS Funding
Expected outputs of the earmarked funding	<ol style="list-style-type: none"> BizProjects support and maintenance ECM development, support and maintenance Azure Lift and Shift (migration) <p>(Full migration (49 workloads) from on premise infrastructure to Azure Cloud)</p>

Actual outputs received	<ul style="list-style-type: none"> • BizProjects: Continued Development, Support and Maintenance • BizProjects successfully migrated to Azure Cloud. • BizProjects enhanced reports implemented at DHS • BizProjects alignment to new FY and VIPs implemented. <p>ECM:</p> <ul style="list-style-type: none"> • Service Benefits implemented in DotP • MyTrack implemented. <p><u>Support and Maintenance of Solutions:</u></p> <ul style="list-style-type: none"> • Ideas Management (incl enhancements) • Service Benefits • SITS • eXpertise • MyTrack • SmartUI <p><u>Support and Maintenance of the Enterprise ECM Consolidation Environment:</u></p> <ul style="list-style-type: none"> • 3rd line support for MyContent, FPS, PFS content server systems – reactive and proactive support • Directory Services support – Enterprise and FPS • 2nd line support assistance to DCAS for Enterprise Connect and Enterprise Scan <p>Azure Lift and Shift:</p> <ul style="list-style-type: none"> • Azure Lift and Shift project 97% complete. • (48 of 49 workloads migrated. One remaining to migrate dependant on collaboration with National Treasury department). • Operational Support in place • On-Premise application servers' shutdown and decommission of redundant servers.
Amount as per DORA	Not applicable
Amount received (R'000)	R17 437 000
Reasons for the funds unspent by the department	<p>Rollover requested (R1 627)</p> <p>ECM is one of the foremost solutions implemented and utilised across the Western Cape by 11 of the provincial departments.</p> <p>The current service providers contract was meant to be concluded by the end of December 2019. Delays in finalising the cross-departmental funding for the service between DCAS/DOH and DotP resulted in an inability to conclude the new service. As a result, planned initiatives (Office 365 Integration/Auto Classification) could not commence with earmarked funding due to the uncertainty of the continued services of an ECM Service Provider.</p> <p>Subsequently, the tender was published and closed in the 18th March 2020. Due to the COVID 19 lockdown, the Bid evaluation was delayed till May 2020. The BID was subsequently cancelled due to non-compliance and will be republished.</p>
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Weekly sessions with Service Provider to ensure client department expectations are known and managed.
Monitoring mechanism by the receiving department.	Steercoms initiated to ensure necessary reporting and tracking of deliveries with all departments.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband Project
Expected outputs of the earmarked funding	1912 WCG sites provided with Broadband connectivity
Actual outputs received	The 100% milestone delivery target for phase 1 (1875 sites) of the Broadband project was achieved in the 2018/2019 FY. Phase 2 of the project, to upgrade the minimum network connectivity speeds at 1912 sites to 100 mbps, commenced on 1 October 2017 and by the end of the 2019/2020 reporting period 1089 sites had been completed.
Amount as per DORA	Not applicable
Amount received (R'000)	R281 350 000
Reasons for the funds unspent by the department	Negligible underspending
Reasons for deviations on performance	The annual target was achieved in Q3 and not in Q2 as originally planned. The delay was caused due to the service provider not being able to use high-speed wireless technology at 200 sites.
Measures taken to improve performance	Contract management will be performed in order to address the non-performance.
Monitoring mechanism by the receiving department.	The Broadband initiative has project governance forums which monitor the progress of the broadband roll-out.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	ICT Infrastructure for transversal needs in votes
Expected outputs of the earmarked funding	To address transversal needs in Votes; particularly Vote10: Transport and Public Works as it relates to modernisation and capital projects, with the aim of advancing modernisation of office accommodation.
Actual outputs received	Network and cabling infrastructure installed and commissioned in new offices in buildings renovated. Invoices were paid i.r.o network infrastructure and cabling to the value of R4 014 894.53.
Amount as per DORA	Not applicable
Amount received (R'000)	R10 000 000
Reasons for the funds unspent by the department	Commitments to the value of R4 930 242.81 was not paid due to outstanding equipment still to be delivered by SITA (to be delivered in 2020/2021 fin cycle). R1 054 862.66 was underspent due to delays in the completion of the renovations and therefore the network infrastructure could not be installed. Request has been put to Treasury to carry over the funds for committed items to the new financial cycle.
Reasons for deviations on performance	SITA procurement delays Delays in the completion of the renovations delayed.
Measures taken to improve performance	Monthly SITA procurement meetings. Liaison with SITA Snr Management in Western Cape re procurement delays. Better management of building projects to be delivered in accordance with the scheduled dates.
Monitoring mechanism by the receiving department.	Monthly SITA procurement meetings, internal monthly budget status feedback. Monthly reports and monthly project meetings.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband municipalities (Roll-out of Public Wi-Fi Hotspots)
Expected outputs of the earmarked funding	To provide limited free public Wi-Fi access at 1 600 Provincial buildings, of which 578 needed to be provisioned by the end of FY 2019/2020.
Actual outputs received	630 public Wi-Fi hotspot sites were provisioned in total by the end of FY 2019/2020.
Amount as per DORA	Not applicable
Amount received (R'000)	R7 448 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	The service provider, although getting off to a slow start, was able to accelerate delivery towards the end of the financial year and was able to exceed the target of new installed sites.
Measures taken to improve performance	A rollout schedule has been agreed with the service provider so as not to exceed the available budget for the FY 2020/2021, in case of outperformance of the annual target again.
Monitoring mechanism by the receiving department.	The Public Wi-Fi Hotspot project has governance forums that monitor the progress of the roll-out of the hotspots.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Water Scarcity Communication Campaign
Expected outputs of the earmarked funding	Various advertising initiatives across various media in in drought-afflicted areas within the Western Cape.
Actual outputs received	Placements of drought related information and messages in print media (newspapers), on radio, billboards (mobile/fixed) and social media.
Amount as per DORA	Not applicable
Amount received (R'000)	R1 400 000
Reasons for the funds unspent by the department	Not applicable
Reasons for deviations on performance	Not applicable
Measures taken to improve performance	Not applicable
Monitoring mechanism by the receiving department.	Media chase list and reports from communication agency.

7. DONOR FUNDS

7.1. Donor funds received

During the period under review the department received no donor funds.

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 that 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 that 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 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 service to the Department. The Department established a Governance Committee (GOVCOM) to assist the Accounting Officer in executing his responsibilities relating to risk management.

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 selected members of the Department's senior management team. As per its Terms of Reference, the GOVCOM met four times (quarterly) during the year under review.

The table below discloses relevant information on GOVCOM members:

Name	Position	Meetings Attended
Mr H Malila	Accounting Officer (Chairperson)	3
Mr A Joemat	SG (Head of Corporate Services)	3
Mr L Grootboom	DDG: Strategy, Planning and Co-ordination	3
Ms M Korsten	DDG: Strategic Programmes	4
Mr M Hendrickse	DDG: People Management	3
Mr H Arendse	DDG: Centre for e-Innovation	3
Ms H Robson	DDG: Corporate Assurance	3
Mr L Buter	DDG: Legal Services	1
Mr D Basson	Chief Financial Officer	4

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

Name	Position	Meetings Attended
Ms Z Ishmail	CD: Strategic Management Information	1
Ms F Steyn	Director: Corporate Communications	3
Mr A Geldenhuys	Director: Departmental Strategy and Risk Champion	4
Mr R Shaw	Director: DG Support	2
Mr R Janse van Rensburg	CD: Provincial Forensic Services	3
Ms B Cairncross	Chief Audit Executive	2
Ms A Haq	Director: Enterprise Risk Management	4
Ms G Solomons	Chief Risk Advisor: ERM (DotP)	3
Mr Y Samodien	Risk Advisor: ERM (DotP)	4
Mr M Williams	Director: Internal Audit	3
Ms A Behardien	Director: Internal Audit	3
Ms T Mmuoe	Director: Provincial Forensic Services	2

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:

- assessed the implementation of the departmental Risk Management Policy, Strategy and Implementation Plan;
- reported to the Accounting Officer any material changes to the risk profile of the Department;
- evaluated the effectiveness and mitigating strategies to address the material strategic, programme, ethics and economic crime risks;
- evaluated the effectiveness of the implementation of the Fraud and Corruption Prevention Implementation Plan;
- assessed the implementation of the departmental Ethics Management Implementation Plan; and
- provided oversight on ethics management in the Department.

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 DotP fulfilling its mandate to enable service delivery departments to effectively deliver services to citizens. This risk remains a key concern given the economic conditions facing the country and the deteriorating national fiscal climate. The Department implemented relevant cost containment measures across the Department and continuously prioritised projects and posts to be filled.
- The inability of WCG stakeholders (e.g. citizen, National, Provincial, and Local SOEs) to access services or related information that are dependent on critical ICT solutions. This risk was raised after other SA organisations experienced cyber-attacks on their ICT systems. In the WCG context, ageing ICT infrastructure, the sustained load shedding, and 3rd-party weaknesses contributed to this risk. The WCG invested heavily in cloud-based ICT solutions, which is in the process of being implemented. This risk will be reassessed after the successful migration to these cloud-based solutions and an evaluation of third-party controls.
- Unauthorised access is obtained to WCG stakeholder information via an external or internal ICT-enabled attack. In this regard the WCG invested in ICT security infrastructure and software to proactively assess the security vulnerabilities in the ICT environment. The Ce-I continues to apply due diligence and build on the necessary security capabilities to strengthen the WCG's security posture.
- The inability of the Ce-I to deliver stable and reliable Broadband services that enable Departmental services that are dependent on network connectivity. The Broadband project was one of the flagship programmes of the Western Cape Government and impacted flagship projects from other Departments (e.g. e-Learning). The key concerns with the Broadband project were the ability to deliver key milestones in line with the project schedule within budget. The risk was managed through oversight by the Broadband Steering Committee, the ICT Steering committee as well as the Audit Committee. Further to this, a dedicated contract management unit was established to manage, monitor and evaluate all aspects pertaining to the Broadband project.

Each programme's risks were deliberated/debated at the quarterly 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 FOLLOWING FINANCIAL YEAR

The emerging risk relating to recovering and continuing the business of the Department and the broader WCG during and after the COVID-19 pandemic needs to be considered in the next financial year. The Department also plays a leading role in coordinating the province's response to the pandemic as well as guidance towards provincial and departmental strategic plans that will have an impact on its service delivery for the current 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 that 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 attempts to do so.

The Department has an approved Fraud and Corruption Prevention Plan and a concomitant Implementation Plan that 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 whom 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:

Cases	Number of cases
Open cases as at 1 April 2019	0
New cases (2019/2020)	0
Closed cases (2019/2020)	0
Open cases as at 31 March 2020	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 Committees (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 that 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 Database as well as National Treasury's central Supplier Database. Registration on the WC Supplier database includes the completion of a declaration of interest by the bidder/prospective bidder. National Treasury's central Supplier Database systematically detects and flags conflicts of interest that exist 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 Database 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.
- Last, 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 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 the 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 measures contributed indirectly to the achievement of the Provincial Strategic Goal 5 (PSG 5) and "embedded good governance and integrated service delivery through partnerships and spatial alignment". The interventions contributed to "ensuring efficient, effective and responsive Provincial Government Governance" and thus PSG5.

Most of the interventions implemented during the course of the year were aimed at increasing minimum levels of compliance to the provisions of Occupational Health and Safety Act, 1993 (Act 85 of 1993) and its Regulations.

In respect of Occupational Health and Safety Administration, the database of emergency team members was continuously updated and maintained as incumbents moved in and out of the Department. The

emergency teams consist of fire marshals, floor marshals, first aiders, emergency controllers and evacuation chair handlers and were maintained for every floor in all the buildings where the Department occupies space. The drafting of a departmental Occupational Health and Safety Policy commenced with guidance from the newly appointed Deputy Director, WCG Occupational Health and Safety at the Department of Community Safety. Four (4) meetings of the Departmental Occupational Health and Safety Committee were held to consider Health, Safety and Environmental matters.

A major milestone was the appointment of two coordinating Occupational Health and Safety Committees; one each for multi-tenanted buildings at 4 Dorp Street between the Departments of the Premier, Health and the Provincial Treasury and one at 7 Wale Street between the Department of the Premier, the Provincial Treasury and the Western Cape Provincial Parliament. These liaison committees are aimed at streamlining health and safety related matters at these buildings and to draft a consolidated contingency plan for each of the buildings.

Fourteen (14) formal and informal OHS-related incidences were reported and attended to during the year under review. These ranged from employees involved in trip and fall incidents; a small fire in a dustbin on the balcony; an employee passing away at the office due to a heart attack; complaints received during extreme heat conditions; an official injuring himself with office equipment; water damages in the office due to burst pipes; and assisting a contractor who fell ill at work and was assisted and supported to hospital.

In respect of contingency planning, the Department conducted evacuations and dry runs in eleven (11) buildings on forty-four (44) floors where employees were accommodated. Employees displayed excellent cooperation during these exercises. 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. A significant improvement has been observed in how staff responded to calls to evacuate the building. Emergency team members were equipped with two-way radios for better communication and were supplied with the necessary personal protective equipment.

Eleven (11) awareness/information sharing interventions on occupational health and safety matters were conducted. This included information sharing i.e. guidance on Injury on duty, how to use an evacuation chair, information on COVID-19 and other OHS related matters to all the business units within the Department.

Six (6) Occupational Health and Safety Representatives received training on the duties and functions of these representatives. Two (2) representatives attended the Hazard Identification and Risk Assessment training, and five (5) representatives attended the Preliminary Incident Investigation training. Occupational Health and Safety Representatives also applied this training by conducting basic Hazard Identification and Risk Assessments in the work areas that they are responsible for.

Ten (10) first aiders, twelve (12) floor marshals and six (6) fire marshals also underwent portfolio-related training.

Five (5) OHS Reps resigned/retired/left service and the democratic election process which was developed in-house was applied to elect and appoint new Health and Safety Representatives.

Workshops continued with the Department of Community Safety on the development of various specific contingency plans.

With the onset of COVID-19, the Department developed, signed off and implemented a Pandemic Business Continuity Plan. It also invoked emergency procurement measures to ensure that essential employees were issued with masks and that alcohol-based hand sanitiser was made available to employees as a first response. Biometric access was disabled, face-to-face meetings and travel were suspended prior to lockdown. In the lead-up to lockdown, essential employees were identified and measures were put in place to enable employees to work from home where possible.

7. PORTFOLIO COMMITTEES

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
31 July 2019	Standing Committee briefing on DotP's organizational structure, the mission, vision and core functions, key programmes and legislation in the pipeline	Standing Committee briefing on DotP's organizational structure, the mission, vision and core functions, key programmes and legislation in the pipeline	Department responded to Committee members' questions in the meeting.	Yes
6 August 2019	Standing Committee (on Social Development) briefing on the implementation of the Western Cape Commissioner for Children's Act, 2019 (Act 2 of 2019)	Standing Committee (on Social Development) briefing on the implementation of the Western Cape Commissioner for Children's Act, 2019 (Act 2 of 2019)	Department responded to Committee members' questions in the meeting.	Yes
10 October 2019	Standing Committee briefing on the Department of the Premier's Annual Report 2017/18	Standing Committee briefing on the Department of the Premier's Annual Report 2017/18	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information	Yes
27 November 2019	Vote 1 Premier: Western Cape Adjustments Appropriation Bill, 2019	Vote 1 Premier: Western Cape Adjustments Appropriation Bill, 2019	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information	Yes
28 November 2019	Standing Committee briefing on the budget breakdown of the Western Cape Safety Plan	Standing Committee on the budget breakdown of the Western Cape Safety Plan	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	
11 March 2020	Standing Committee briefing – consideration of the Western Cape Appropriation Bill, 2020	Standing Committee briefing – consideration of the Western Cape Appropriation Bill, 2020	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes

8. SCOPA RESOLUTIONS

SCOPA engagements with the Department of the Premier during the period under review (1 April 2018 – 31 March 2019):

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
30 August 2019	Briefing SCOPA on the matters that were raised by the Audit Committee under Note 3.5: Internal Control which related to factual errors within the Audit Committee's briefing document to the Public Accounts Committee	Briefing SCOPA on the matters that were raised by the Audit Committee under Note 3.5: Internal Control which related to factual errors within the Audit Committee's briefing document to the Public Accounts Committee	Department responded to Committee members' questions in the meeting.	Yes
10 October 2019	Briefing on the Department of the Premier's Annual Report 2017/18	Standing Committee briefing on the Department of the Premier's Annual Report 2017/18	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information	Yes

VOTE 1: PREMIER

The Committee noted the audit opinion of the AGSA regarding the annual financial statements for the 2018/2019 financial year of the Department, having obtained a clean audit outcome. This audit opinion remains unchanged from the 2017/2018 financial year.

AUDIT OPINION

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

Financial Management

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 (3,1% underspending). The under-expenditure of R46 599 million occurred under the following programmes:

- Programme 1: Executive Support (R5,108 million)
- Programme 2: Provincial Strategic Management (R1 309 million)
- Programme 3: People Management (R5 498 million)
- Programme 4: Centre for e-Innovation (R30 704 million) and
- Programme 5: Corporate Assurance (R3 980 million).

The underspending within the programmes were mainly due to staff exits for programmes 1, 2, 3 and 5 due to a shift from capital expenditure to operating expenditure on the server side to the cloud-based services platform and delays in the delivery of network equipment. Savings on goods and services is due to credits received from the service provider relating to Broadband services as well as delays in Public Wi-Fi roll-out (Programme 4).

In addition, the total estimated departmental revenue budget of R1 798 million was over-collected by R157 000, which resulted in total departmental receipts of R1 955 million. This 2018/2019 collection was less than the departmental receipts that was collected during the 2017/2018 financial year, which reflected a collection amount of R4 080 million.

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

- Sale of the Departmental capital assets (R4 000); and
- Financial transactions in assets and liabilities (R361 000)
- The revenue under-collection occurred under the following line items:
- Sale of goods and services other than capital assets (R198 000); and
- Interest, dividends and rent on land (R10 000).

RESOLUTIONS BACKGROUND/ CONCERNS	RESOLUTIONS	ACTION DATE
<p>Page 91 of the Annual Report of the Department</p> <p>Heading:</p> <p>"3. Fraud and Corruption"</p> <p>Description:</p> <p>The Committee notes that for the year under view, two Provincial Forensic Services (PFS) cases were opened and closed.</p> <p>In one case the investigation was concluded with no adverse findings, but recommendations were made. The other case contained allegations of fraud and/or corruption which were substantiated. The case was reported to the South African Police Services for further investigation.</p>	<p>That the PFS brief the Public Accounts Committee on the two cases when it briefs the Committee on the quarterly forensic investigation statistics for the Western Cape Government.</p> <p>(A report is required by the PAC from the Department on the matters of the two PFS cases prior to the briefing taking place).</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:

A report on the procurement of external legal advice services, as indicated on pages 183 and 184 of the Annual Report.

- A report on the claim against the Department, as indicated on pages 134 and 191 of the Annual Report.
- A copy of the research reports which were undertaken by the Cape Higher Education Consortium, as indicated on page 207 of the Annual Report.

9. 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, two consulting engagements and 14 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:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Francois Barnard *	BProc; BCompt (Hons); CTA; Postgrad Diploma Auditing; MCom; CA (SA) MTP (SA)	External	N/A	01 January 2019 (1st 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 (1st term) 01 January 2019 (2nd 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 (1st term) 01 May 2019 (2nd term)	N/A	5
Mr Jeremy James Fairbairn **	Certificate in General Management and Consultancy; HONS B COM (BUS. MANAGEMENT), B. COM (Hons.), Higher Diploma in Education; B COM (LAW)	External	N/A	01 January 2017 (1st term)	N/A	5
Mr Andrew Davids	BCom; Professional Post-Graduate Qualification: Company Secretarial and Governance Practice, ACG(CS)	External	N/A	01 January 2020 (1st term)	N/A	1

* Chairperson

** First term ended 31 December 2019. Only served one term

10. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2020.

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 National Treasury Regulation 3.1. The Audit Committee also reports that it has adopted appropriate formal Terms of Reference, has regulated its affairs in compliance with these 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, to adapt to changes in the environment it operates in and to promote efficiency and effectiveness of operations, supports 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 of 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 are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy 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 and completed by Internal Audit during the year under review:

ASSURANCE ENGAGEMENTS:

- DPSA Delegations Framework;
- Service Excellence Awards;
- Risk Management;
- Transfer Payments;
- IT Project Management and BIZ Projects Application Controls (ICT Audit Plan); and
- WCG Cloud Computing Implementation and Management (ICT Audit Plan).

CONSULTING ENGAGEMENTS:

- Electronic Records and Information Management; and
- Integrated Provincial Strategic Planning.

The above assignments were completed during the year.

The areas for improvement, as noted by Internal Audit during 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;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements; and
- reviewed adjustments resulting from the audit of the Department.

COMPLIANCE

The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions.

PERFORMANCE INFORMATION

The Audit Committee has reviewed the information on predetermined objectives as reported in the Annual 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.



Mr Francois Barnard

Chairperson of the Governance & Administration Cluster Audit Committee

Western Cape Department of the Premier

12 October 2020

11. BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE) COMPLIANCE PERFORMANCE INFORMATION

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

Has the Department 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)
Determine qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	
Developing and implementing a preferential procurement policy?	YES	<p>1. Cabinet approved the following strategy for WCG:</p> <p>1.1. The development and implementation of an Economic Procurement Policy, 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>1.2. The development and implementation of a broader economic transformation policy that seeks to:</p> <ul style="list-style-type: none"> a. promote private sector procurement towards targeted provincial economic growth areas; and b. further strengthen the partnership with the private sector by enabling access to the WCG supplier database. <p>1.3. Specific commodity focused strategies that target economic transformation e.g. security and catering strategies (PT led initiatives to look at transversal strategies and transversal contracts) will be a key focus to implement strategic procurement initiatives. To date the Provincial Treasury has implemented a transversal security framework agreement in keeping with this for the Province.</p> <p>1.4. Leveraging the economies of scale principle by packaging projects into longer term contracts, longer than 3 years based on criteria such as a corporate social responsibility plan, quality of service, etc.</p>
Determining qualification criteria for the sale of state-owned enterprises?	N/A	
Developing criteria for entering into partnerships with the private sector?	N/A	
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	N/A	





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 interdependent and interrelated, 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 2015–2020, is therefore aligned to the vision and mission of the Department's Strategic Plan, as well as the People Management Strategy.
- The assumptions on which this Workforce Plan was developed are still valid and the Action Plan was reviewed to ensure that strategies (as per the listed priorities) would achieve its outcomes:
 - ✓ an equitable workforce;
 - ✓ competent people in the right numbers at the right place at the right time with the right attitude;
 - ✓ leaders that are exemplars of the behaviours associated with the organisations values, highly engaged people;
 - ✓ a citizen-centric performance culture;

- ✓ increased staff morale; and
- ✓ an upward curve achieved in effectively managed in Employee Health and Wellness issues, which in turn, would assist the Department to achieve its strategic mandate.
- The Workforce Plan has been reviewed in consultation with CSC stakeholders, as well as the Department of the Premier's Executive Committee (EXCO). There were no adjustments made to the Workforce Plan during the period under review. The current Workforce Plan expires on 31 March 2020.

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), which 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 be 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, and 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, which 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, disciplinary cases, vacancy rates, staff movement, employment equity, etc.

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 (Corporate Services Centre)
Programme 4	Centre for e-Innovation (Corporate Services Centre)
Programme 5	Corporate Assurance (Corporate Services Centre)

Table 3.1.1: Personnel expenditure by programme, 2019/2020

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	105 659	82 610	331	18 996	78.19	469	176
Programme 2	57 521	40 905	85	15 985	71.11	493	83
Programme 3	201 606	170 441	2 219	27 699	84.54	425	401
Programme 4	1 064 546	202 155	1 761	809 869	18.99	480	421
Programme 5	131 698	112 597	564	17 385	85.50	640	176
Total	1 561 031	608 708	4 960	889 907	38.99	484	1 257

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns, 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, 2019/2020

Salary bands	Personnel Expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Interns	6 395	1,1	34	189
Lower skilled (Levels 1-2)	2 357	0,4	157	15
Skilled (Levels 3-5)	30 401	5,0	234	130
Highly skilled production (Levels 6-8)	88 335	14,5	387	228
Highly skilled supervision (Levels 9-12)	390 969	64,2	642	609
Senior management (Levels 13-16)	90 394	14,8	1 051	86
Total	608 851	100,0	484	1 257

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns, 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, 2019/2020

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	51 484	8,5	621	0,1	1 300	0,2	2 562	0,4
Programme 2	31 725	5,2	69	0,0	398	0,1	1 081	0,2
Programme 3	124 361	20,4	696	0,1	3 937	0,6	7 789	1,3
Programme 4	148 708	24,4	2 132	0,4	3 021	0,5	6 863	1,1
Programme 5	80 324	13,2	-	-	1 090	0,2	2 206	0,4
Total	436 602	71,7	3 518	0,6	9 745	1,6	20 502	3,4

Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2019/2020

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	6 297	1,0	2	0,0	-	-	-	-
Lower skilled (Levels 1-2)	1 504	0,2	5	0,0	164	0,0	277	0,0
Skilled (Levels 3-5)	20 877	3,4	425	0,1	1 542	0,3	2 441	0,4
Highly skilled production (Levels 6-8)	63 461	10,4	997	0,2	2 772	0,5	6 160	1,0
Highly skilled supervision (Levels 9-12)	287 107	47,2	2 089	0,3	4 843	0,8	10 937	1,8
Senior management (Levels 13-16)	57 356	9,4	-	-	424	0,1	688	0,1
Total	436 602	71,7	3 518	0,6	9 745	1,6	20 502	3,4

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 2020

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	133	133	-
Programme 2	55	53	3,6
Programme 3	328	322	1,8
Programme 4	303	300	1,0
Programme 5	151	149	1,3
Total	970	957	1,3

Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2020

Salary Band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	18	18	-
Skilled (Levels 3-5)	119	117	1,7
Highly skilled production (Levels 6-8)	195	195	-
Highly skilled supervision (Levels 9-12)	572	562	1,7
Senior management (Levels 13-16)	66	65	1,5
Total	970	957	1,3

Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2020

Critical Occupations	Number of active posts	Number of posts filled	Vacancy rate %
Network Technologist	126	123	2,4
Total	126	123	2,4

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 2019 to 31 March 2020

Salary Band	Number of active posts as at 31 March 2020	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)	18	4	0,4	0	0,0	0	0,0
Skilled (Levels 3-5)	119	9	0,9	0	0,0	0	0,0
Highly skilled production (Levels 6-8)	195	6	0,6	0	0,0	0	0,0
Highly skilled supervision (Levels 9-12)	572	13	1,3	0	0,0	0	0,0
Senior Management Service Band A (Level 13)	45	5	0,5	0	0,0	0	0,0
Senior Management Service Band B (Level 14)	12	2	0,2	0	0,0	0	0,0
Senior Management Service Band C (Level 15)	6	0	0,0	0	0,0	0	0,0
Senior Management Service Band D (Level 16)	3	1	0,1	0	0,0	0	0,0
Total	970	40	4,1	0	0,0	0	0,0

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

Posts have been upgraded or downgraded in this financial year as a result of national benchmarking / job evaluation processes which have taken place during previous financial years and implemented during the period under review

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2019 to 31 March 2020

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 2019 to 31 March 2020

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 2019 to 31 March 2020

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 2019 to 31 March 2020

Salary Band	Number of employees as at 31 March 2019	Turnover rate % 2018/2019	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2019/2020
Lower skilled (Levels 1-2)	19	27,8	1	0	1	0	5,3
Skilled (Levels 3-5)	120	18,3	15	0	11	3	11,7
Highly skilled production (Levels 6-8)	202	21,6	19	4	20	8	13,9
Highly skilled supervision (Levels 9-12)	573	10,5	39	2	49	7	9,8
Senior Management Service Band A (Level 13)	46	7,0	4	0	7	0	15,2
Senior Management Service Band B (Level 14)	16	16,7	1	0	5	0	31,3
Senior Management Service Band C (Level 15)	8	0,0	0	0	2	0	25,0
Senior Management Service Band D (Level 16)	3	25,0	1	0	1	0	33,3
Total	987	14,3	80	6	96	18	11,6
			86		114		

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

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2019 to 31 March 2020

Critical Occupation	Number of employees as at 31 March 2019	Turnover rate % 2018/2019	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2019/2020
Network Technologist	125	4,0	1	0	3	0	2,4
Total	125	4,0	1	0	3	0	2,4
			1		3		

Table 3.4.3: Staff leaving the employ of the Department, 1 April 2019 to 31 March 2020

Exit Category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2019
Death	3	2,6	0,3
Resignation *	45	39,5	4,6
Expiry of contract	31	27,2	3,1
Dismissal – operational changes	0	0,0	0,0
Dismissal – misconduct	1	0,9	0,1
Dismissal – inefficiency	1	0,9	0,1
Discharged due to ill-health	1	0,9	0,1
Retirement	6	5,3	0,6
Employee initiated severance package	0	0,0	0,0
Transfers to Statutory Body	0	0,0	0,0
Transfers to other Public Service departments	18	15,8	1,8
Promotion to another WCG Department	8	7,0	0,8
Total	114	100,0	11,6

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 2019 to 31 March 2020

Resignation Reasons	Number	% of total resignations
Better Remuneration	1	2,2
Further Studies	1	2,2
Health Related	4	8,9
Insufficient Progression Possibilities	3	6,7
No Reason Provided	19	42,2
Other Occupation	13	28,9
Personal/Family	3	6,7
Interpersonal relationships at work	1	2,2
Total	45	100,0

Table 3.4.5: Different age groups of staff who resigned, 1 April 2019 to 31 March 2020

Age group	Number	% of total resignations
Ages <19	0	0,0
Ages 20 to 24	1	2,2
Ages 25 to 29	2	4,4
Ages 30 to 34	11	24,4
Ages 35 to 39	16	35,6
Ages 40 to 44	4	8,9
Ages 45 to 49	4	8,9
Ages 50 to 54	5	11,1
Ages 55 to 59	1	2,2
Ages 60 to 64	1	2,2
Ages 65 >	0	0,0
Total	45	100,0

Table 3.4.6: Employee initiated severance packages

Total number of employee initiated severance packages offered in 2019/2020	None
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Table 3.4.7: Promotions by salary band, 1 April 2019 to 31 March 2020

Salary Band	Number of Employees as at 31 March 2019	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)	19	0	0,0	9	47,4
Skilled (Levels 3-5)	120	0	0,0	82	68,3
Highly skilled production (Levels 6-8)	202	7	3,5	140	69,3
Highly skilled supervision (Levels 9-12)	573	17	3,0	343	59,9
Senior management (Levels 13-16)	73	1	1,4	33	45,2
Total	987	25	2,5	607	61,5

NOTE: Promotions reflect the salary level of an employee after he/she was promoted.

Table 3.4.8: Promotions by critical occupation, 1 April 2019 to 31 March 2020

Critical Occupation	Number of Employees as at 31 March 2019	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	125	2	1,6	72	57,6

NOTE: Promotions reflect the salary level of an employee after he/she was promoted.

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 2020

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	1	4	0	2	0	1	0	1	0	0	9
Senior management (Levels 13-14)	3	15	1	14	1	14	3	6	0	0	57
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	37	170	11	71	66	132	4	64	4	1	560
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	20	39	0	8	27	87	2	18	0	0	201
Semi-skilled and discretionary decision making (Levels 3-5)	15	36	0	0	21	38	1	5	0	0	116
Unskilled and defined decision making (Levels 1-2)	2	5	0	0	1	6	0	0	0	0	14
Total	78	269	12	95	116	278	10	94	4	1	957
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	78	269	12	95	116	278	10	94	4	1	957

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 2020

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	3	0	7	2	3	0	3	0	0	18
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	2	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	3	0	9	3	5	0	5	0	0	26
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	1	3	0	9	3	5	0	5	0	0	26

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 2019 to 31 March 2020

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	1	0	0	0	0	0	0	0	0	1
Senior management (Levels 13-14)	0	1	0	1	1	0	0	1	0	1	5
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	2	7	0	4	7	10	0	10	1	0	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	2	5	0	0	4	9	1	2	0	0	23
Semi-skilled and discretionary decision making (Levels 3-5)	2	5	0	0	4	3	1	0	0	0	15
Unskilled and defined decision making (Levels 1-2)	0	1	0	0	0	0	0	0	0	0	1
Total	6	20	0	5	16	22	2	13	1	1	86
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	6	20	0	5	16	22	2	13	1	1	86

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 2019 to 31 March 2020

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	1	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	5	1	2	2	6	0	1	0	0	17
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	0	2	0	1	0	4	0	0	0	0	7
Semi-skilled and discretionary decision making (Levels 3-5)	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	0
Total	0	8	1	3	2	10	0	1	0	0	25
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	0	8	1	3	2	10	0	1	0	0	25

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, as per Table 3.4.7.

Table 3.5.5: Terminations, 1 April 2019 to 31 March 2020

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	1	0	0	0	2	0	0	3
Senior management (Levels 13-14)	1	0	0	4	0	1	0	4	0	2	12
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	10	9	0	10	8	9	1	9	0	0	56
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	5	3	0	1	6	13	0	0	0	0	28
Semi-skilled and discretionary decision making (Levels 3-5)	2	3	0	0	3	5	0	1	0	0	14
Unskilled and defined decision making (Levels 1-2)	1	0	0	0	0	0	0	0	0	0	1
Total	19	15	0	16	17	28	1	16	0	2	114
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	19	15	0	16	17	28	1	16	0	2	114

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 2019 to 31 March 2020

Disciplinary Actions	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Suspension without a Salary	1	0	0	0	0	0	0	0	0	0	1
Final Written Warning and Written Warning	0	0	0	0	1	0	0	0	0	0	1
Dismissal	0	1	0	0	0	0	0	0	0	0	1
Total	1	1	0	0	1	0	0	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	1	1	0	0	1	0	0	0	0	0	3

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 2019 to 31 March 2020

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15-16)	0	1	0	0	0	0	0	1	2
Senior management (Levels 13-14)	2	7	1	6	1	8	1	3	29
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	15	55	6	19	33	68	3	35	234
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	11	21	0	6	19	65	1	15	138
Semi-skilled and discretionary decision making (Levels 3-5)	9	23	0	2	15	30	1	4	84
Unskilled and defined decision making (Levels 1-2)	0	3	0	0	1	1	0	0	5
Total	37	110	7	33	69	172	6	58	492

Temporary employees	0	0	0	0	0	0	0	0	0
Grand total	37	110	7	33	69	172	6	58	492

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 31 May 2019

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	1	1	1	100,0
Salary Level 16, but not DG	2	2	2	100,0
Salary Level 15	7	7	6	85,7
Salary Level 14	14	14	14	100,0
Salary Level 13	49	47	47	100,0
Total	73	71	70	98,6

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.

Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS Members on 31 May 2019

Reasons for not concluding Performance Agreements with all SMS
In the event of National and Provincial elections occurring within the first three (3) months of any financial year, Heads of Department and members of the Senior Management Service must sign and file their performance agreements within three (3) months following the month of the elections as per the directives on the Performance Management and Development for Heads of Department and members of the Senior Management Service. The DPSA had therefore directed that performance agreements for Heads of Department and members of the Senior Management were to be concluded by no later than 31 August 2019. The one (1) SMS member that did not conclude a performance agreement as per Table 3.6.1 on salary level 15 contract expired on 30 June 2020.

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2019

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 2019

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	0	0	1	100,0
Salary Level 16, but not DG	2	2	100,0	0	-
Salary Level 15	6	6	100,0	0	-
Salary Level 14	13	13	100,0	0	-
Salary Level 13	43	42	97,7	1	2,3
Total	65	63	96,9	2	3,1

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 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	1	1	100,0	0	-
Salary Level 16, but not DG	2	2	100,0	0	-
Salary Level 15	6	6	100,0	0	-
Salary Level 14	12	12	100,0	0	-
Salary Level 13	45	44	97,8	1	2,2
Total	66	65	98,5	1	1,5

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 2020

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	1	1	0
Salary Level 16, but not DG	0	0	0
Salary Level 15	0	0	0
Salary Level 14	2	1	0
Salary Level 13	3	4	0
Total	6	6	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 2019 to 31 March 2020

Salary Band	Employees as at 31 March 2019	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	19	9	47,4
Skilled (Levels 3-5)	120	82	68,3
Highly skilled production (Levels 6-8)	202	140	69,3
Highly skilled supervision (Levels 9-12)	573	343	59,9
Senior management (Levels 13-16)	73	33	45,2
Total	987	607	61,5

Table 3.8.2: Notch progressions by critical occupation, 1 April 2019 to 31 March 2020

Critical Occupations	Employees as at 31 March 2019	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Network Technologist	125	72	57,6

To encourage good performance, the Department has granted the following performance rewards to employees for the performance period 2018/19, but paid in the financial year 2019/2020. 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 2019 to 31 March 2020

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2019	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
African	22	207	10,6	332	15 094
Male	10	93	10,8	137	13 720
Female	12	114	10,5	195	16 239
Coloured	135	540	25,0	2 026	15 008
Male	55	262	21,0	879	15 983
Female	80	278	28,8	1 147	14 337
Indian	4	21	19,0	62	15 582
Male	3	12	25,0	52	17 430
Female	1	9	11,1	10	10 037
White	39	191	20,4	666	17 077
Male	15	97	15,5	277	18 464
Female	24	94	25,5	389	16 211
Employees with a disability	4	28	14,3	83	20 632
Total	204	987	20,7	3 169	15 534

Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2019 to 31 March 2020

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2019	% 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)	2	19	10,5	13	6 276	0,0
Skilled (Levels 3-5)	24	120	20,0	260	10 836	0,1
Highly skilled production (Levels 6-8)	42	202	20,8	472	11 231	0,1
Highly skilled supervision (Levels 9-12)	123	573	21,5	2 208	17 950	0,4
Total	191	914	20,9	2 953	15 456	0,6

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 2019 to 31 March 2020

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2019	% 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)	13	46	28,3	217	16 685	0,2
Senior Management Service Band B (Level 14)	0	16	0,0	0	0	0,0
Senior Management Service Band C (Level 15)	0	8	0,0	0	0	0,0
Senior Management Service Band D (Level 16)	0	3	0,0	0	0	0,0
Total	13	73	17,8	217	16 685	0,2

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 2019 to 31 March 2020

Critical Occupation	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2019	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
Network Technologist	24	125	19,2	392	16 333	0,1

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 2019 to 31 March 2020

Salary Band	1 April 2019		31 March 2020		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)	4	80,0	5	100,0	1	25,0
Senior management (Levels 13-16)	1	20,0	0	0,0	-1	100,0
Total	5	100,0	5	100,0	0	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 2019 to 31 March 2020

Major Occupation	1 April 2019		31 March 2020		Change	
	Number	% of total	Number	% of total	Number	% change
Chief Risk Advisor	1	20,0	1	20,0	0	0,0
Deputy Director: ICT AUDIT	1	20,0	1	20,0	0	0,0
Lead: APP Game Changer	1	20,0	0	0,0	-1	-100,0
Legal Advisor	1	20,0	1	20,0	0	0,0
Senior Monitoring and Evaluation Officer	1	20,0	1	20,0	0	0,0
Policy and Strategy Researcher	0	0,0	1	20,0	1	100,0
Total	5	100,0	5	100,0	0	0,0

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 2019 TO 31 DECEMBER 2019

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 2019 to 31 December 2019

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	485	58,8	123	231	53,2	4	109
Lower skilled (Levels 1-2)	89	79,8	13	18	72,2	7	36
Skilled (Levels 3-5)	1 286	79,7	123	129	95,3	10	900
Highly skilled production (Levels 6-8)	2 420	83,2	220	224	98,2	11	2 800
Highly skilled supervision (Levels 9-12)	4 726	77,2	529	604	87,6	9	8 985
Senior management (Levels 13-16)	355	77,7	54	79	68,4	7	1 156
Total	9 361	78,2	1 062	1 285	82,6	9	13 986

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 2019 to 31 December 2019

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	51	100,0	2	231	0,9	26	14
Lower skilled (Levels 1-2)	0	0,0	0	18	0,0	0	0
Skilled (Levels 3-5)	23	100,0	2	129	1,6	12	18
Highly skilled production (Levels 6-8)	419	100,0	6	224	2,7	70	477

Highly skilled supervision (Levels 9-12)	433	100,0	10	604	1,7	43	908
Senior management (Levels 13-16)	0	0,0	0	79	0,0	0	0
Total	926	100,0	20	1 285	1,6	46	1 417

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 2019 to 31 December 2019

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Interns	1 761	202	9
Lower skilled (Levels 1-2)	302	15	20
Skilled (Levels 3-5)	2 620	128	20
Highly skilled production (Levels 6-8)	5 254	231	23
Highly skilled supervision (Levels 9-12)	14 305	601	24
Senior management (Levels 13-16)	1 824	82	22
Total	26 066	1 259	21

Table 3.10.4: Capped leave, 1 January 2019 to 31 December 2019

Salary Band	Total capped leave available as at 31 Dec 2018	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 2019	Total capped leave available as at 31 Dec 2019
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	132	82	1	82	3	50
Highly skilled production (Levels 6-8)	763	11	4	3	33	858
Highly skilled supervision (Levels 9-12)	2 542	69	6	12	80	2 519
Senior management (Levels 13-16)	673	66	1	66	17	593
Total	4 110	228	12	19	133	4 019

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 2019 to 31 March 2020

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs during 2019/2020 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service	461	6	76 823
Current leave pay-outs on termination of service	1 445	127	11 379
Total	1 906	133	14 331

3.11. HEALTH PROMOTION PROGRAMMES, INCLUDING HIV AND AIDS

Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2019 to 31 March 2020

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 and AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.	<p>HIV and AIDS Counselling and Testing (HCT) and Wellness screenings were conducted in general. 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 2019 to 31 March 2020

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 Maria van der Merwe, 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: R2.65 m</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 ICAS until 31 January 2020 and thereafter Metropolitan Health from 1 February 2020. These external service providers rendered an Employee Health and Wellness Service to the eleven (11) departments of the Corporate Services Centre (CSC).</p> <p>The following interventions were conducted: Conflict and Synergy, Trauma management, Conflict and Relationship Management (Quarantine), Bond for your life – Building Optimal Relationships, Team Cohesion, Resilience for Managers, Resilience- A Place to Thrive, Mental Health Awareness and Disability (Managers and Supervisors), Mental Health Awareness, Conflict and Relationship Management, GRIT /Resilience for managers and supervisors, Stress and Burnout, Positive Thinking Empowering Women from Within, Being Reawakened, GRIT for attendees and Relationships Enhancement and Effective Communication., TB Awareness session, Biokineticist Assessment and Weight Management, Employee Information sessions, Eye Screening and sessions on HIV Safer Sex Practices and a Mental Health Survey was conducted.</p> <p>These interventions are based on trends reflected in the quarterly reports and implemented to address employee 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>Information sessions were also provided to inform employees of the EHW service and how to access the Employee Health and Wellness (EHW) Programme. Promotional material such as pamphlets, posters and brochures were distributed.</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. Maria van der Merwe 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 and AIDS and TB Management that responds to the prevention of discrimination against employees affected and infected by HIV and 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 and AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the Western Government.</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</p>

Question	Yes	No	Details, if yes
			Plan for HIV, TB and STIs (2017-2022) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.
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 and 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>The Department implemented the following measures to address the stigma and discrimination against those infected or perceived to be infective with HIV:</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 you 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 7 HCT and Wellness screening sessions. • 262 Employees were tested and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STI's). • There were 0 clinical referrals for TB, HIV or STIs for further management.
8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	✓		<p>The impact of health promotion programmes is indicated through information provided through the EHW quarterly reports.</p> <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 2019 to 31 March 2020

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 2019 to 31 March 2020

Outcomes of disciplinary hearings	Number of cases finalised	% of total
Suspension without a Salary	1	33,3
Final Written Warning and Written Warning	1	33,3
Dismissal	1	33,3
Total	3	100,0
Percentage of total employment		0,2

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

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2019 to 31 March 2020

Type of misconduct	Number	% of total
Fails to carry out order or instruction	2	66,7
Steals bribes or commits fraud	1	33,3
Total	3	100,0

Table 3.12.4: Grievances lodged, 1 April 2019 to 31 March 2020

Grievances lodged	Number	% of total
Number of grievances resolved	18	66,7
Number of grievances not resolved	9	33,3
Total number of grievances lodged	27	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 2019 to 31 March 2020

Disputes lodged with Councils	Number	% of total
Number of disputes upheld	2	50,0
Number of disputes dismissed	2	50,0
Total number of disputes lodged	4	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 2019 to 31 March 2020

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 2019 to 31 March 2020

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 2019 to 31 March 2020

Occupational Categories	Gender	Number of employees as at 1 April 2019	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13 – 16)	Female	32	0	38	0	38
	Male	40	0	59	0	59
Professionals (Salary Band 9 - 12)	Female	253	0	362	0	362
	Male	293	0	394	0	394
Technicians and associate professionals (Salary Band 6 - 8)	Female	135	0	112	0	112
	Male	65	0	74	0	74
Clerks (Salary Band 3 – 5)	Female	63	0	38	0	38
	Male	52	0	47	0	47
Elementary occupations (Salary Band 1 – 2)	Female	9	0	7	0	7
	Male	7	0	2	0	2
Sub Total	Female	506	0	570	0	570
	Male	471	0	587	0	587
Total		977	0	1 157	0	1 157
Employees with disabilities	Female	14	0	13	0	13
	Male	14	0	11	0	11

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 2019 to 31 March 2020

Occupational Categories	Gender	Number of employees as at 31 March 2020	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13 – 16)	Female	26	0	35	0	35
	Male	40	0	44	0	44
Professionals (Salary Band 9 – 12)	Female	259	0	277	0	277
	Male	283	0	217	0	217
Technicians and associate professionals (Salary Band 6 – 8)	Female	131	0	194	0	194
	Male	64	0	111	0	111
Clerks (Salary Band 3 – 5)	Female	63	0	114	0	114
	Male	51	0	68	0	68
Elementary occupations (Salary Band 1 – 2)	Female	7	0	3	0	3
	Male	7	0	5	0	5
Sub Total	Female	499	0	633	0	633
	Male	458	0	447	0	447
Total		957	0	1 080	0	1 080
Employees with disabilities	Female	13	0	10	0	10
	Male	13	0	2	0	2

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 2019 to 31 March 2020

Nature of injury on duty	Number	% of total
Required basic medical attention only	4	66.7
Temporary disablement	2	33.3
Permanent disablement	0	0.0
Fatal	0	0.0
Total	6	100.0
Percentage of total employment		0.5

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 3	Nexus Forensic Services (PTY) Ltd	Appointment of a service provider to conduct comprehensive lifestyle audit and analysis of business interests of the incumbents recommended for the post of deputy director-general: governance and asset management as well as deputy director-general: fiscal and economic services within the Provincial Treasury (Expansion on current contract)	Appointment of a service provider to conduct comprehensive lifestyle audit and analysis of business interests of the incumbents recommended for the post of deputy director-general: governance and asset management as well as deputy director-general: fiscal and economic services within the Provincial Treasury (Expansion on current contract)	5	2 months	R 58 727.74	1	1	2
Programme 5	Aurecon SA Pty Ltd	Appointment of a service provider to conduct a risk management audit	Appointment of a service provider to conduct a risk management audit	1	Ad hoc	R 650 000.00	1	1	1
	Nexus Forensic Services (PTY) Ltd	Comprehensive lifestyle audits and analysis of business interests of the 11 members of the executive council and their spouses	Comprehensive lifestyle audits and analysis of business interests of the 11 members of the executive council and their spouses	2	4 months	R 652 708.98	1	2	2
	Ernst and Young	Digital Forensic Services	Digital Forensic Services	2	12 months	R 500 000.00	1	1	1
			Total			R 1 861 436.72			

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



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 3 to 76, which comprise the appropriation statement, statement of financial position as at 31 March 2020, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the 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 2020, 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 of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2019 (Act No. 16 of 2019) (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 this auditor's report.
4. I am independent of the department in accordance with sections 290 and 291 of the Code of ethics for professional accountants and parts 1 and 3 of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA codes) as well as the 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 codes.
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 department

7. With reference to note 16.1 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 disclose a legitimate cause of action on which to hold the department liable for the damages claimed.

OTHER MATTER

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

UNAUDITED SUPPLEMENTARY SCHEDULES

9. The supplementary information set out on pages 77 to 90 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 ACCOUNTING OFFICER FOR THE FINANCIAL STATEMENTS

10. 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.
11. 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

12. 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.
13. 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

14. In accordance with the Public Audit Act of South Africa 2004 (Act No. 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 selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
15. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the department. 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 also do not extend to any disclosures or assertions relating to 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.
16. 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 annual performance report of the department for the year ended 31 March 2020:

Programme	Pages in the Annual Performance Report
Programme 4 – centre for e-innovation	102 - 106

17. 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.
18. I did not identify any material findings on the usefulness and reliability of the reported performance information for programme 4 – centre for e-innovation.

OTHER MATTER

19. I draw attention to the matter below.

Achievement of planned targets

20. Refer to the annual performance report on pages 102 to 106 for information on the achievement of planned targets for the year and explanations provided for the overachievement of a number of targets.

1.3. Report on the audit of compliance with legislation

INTRODUCTION AND SCOPE

21. 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.
22. 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

23. 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 have been specifically reported in this auditor's report.
24. 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 thereon.
25. 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.
26. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.

27. I have nothing to report in this regard.

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

30 September 2020



**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 confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing 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 2020

APPROPRIATION PER PROGRAMME									
2019/20								2018/19	
	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)	106 875	-	1 237	108 112	105 659	2 453	97.7	117 304	112 196
2. Provincial Strategic Management	62 802	-	(875)	61 927	57 521	4 406	92.9	52 983	51 674
3. People Management (CSC)	209 958	-	(1 897)	208 061	201 606	6 455	96.9	196 316	190 818
4. Centre for e-Innovation (CSC)	1 069 121	-	1 597	1 070 718	1 064 547	6 171	99.4	998 338	967 634
5. Corporate Assurance (CSC)	134 032	-	(62)	133 970	131 698	2 272	98.3	131 662	127 682
Subtotal	1 582 788	-	-	1 582 788	1 561 031	21 757	98.6	1 496 603	1 450 004
Statutory Appropriation	-	-	-	-	-	-	-	-	-
TOTAL (brought forward)				1 582 788				1 496 603	1 450 004
Reconciliation with statement of financial performance									
ADD									
Departmental receipts				1 674				157	
Actual amounts per statement of financial performance (total revenue)				1 584 462				1 496 760	
Actual amounts per statement of financial performance (total expenditure)					1 561 031				1 450 004

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

APPROPRIATION PER ECONOMIC CLASSIFICATION									
2019/20								2018/19	
	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	1 526 080	(5 492)	(722)	1 519 866	1 498 615	21 251	98.6	1 432 279	1 407 574
Compensation of employees	618 543	(1 472)	-	617 071	608 708	8 363	98.6	614 329	595 640
Salaries and wages	546 291	(4 758)	-	541 533	533 911	7 622	98.6	541 180	525 300
Social contributions	72 252	3 286	-	75 538	74 797	741	99.0	73 149	70 340
Goods and services	907 537	(4 020)	(722)	902 795	889 907	12 888	98.6	817 950	811 934
Administrative fees	218	(28)	-	190	154	36	81.1	213	183
Advertising	11 129	95	-	11 224	10 317	907	91.9	14 269	13 784
Minor assets	2 853	21	-	2 874	2 214	660	77.0	1 889	1 853
Audit costs: External	6 098	(24)	205	6 279	6 277	2	100.0	5 478	5 477
Bursaries: Employees	880	(51)	-	829	828	1	99.9	844	843
Catering: Departmental activities	2 168	414	-	2 582	2 502	80	96.9	2 215	2 189
Communication	6 250	(859)	-	5 391	5 294	97	98.2	7 324	6 839
Computer services	810 830	(1 013)	4 601	814 418	807 540	6 878	99.2	728 048	724 159
Consultants: Business and advisory services	18 422	(1 404)	(5 021)	11 997	11 516	481	96.0	14 245	13 917
Legal services	2 288	(246)	-	2 042	2 030	12	99.4	1 453	1 450
Contractors	7 000	1 222	(769)	7 453	6 567	886	88.1	4 341	4 322
Agency and support / outsourced services	-	-	-	-	-	-	-	105	105
Entertainment	50	(11)	-	39	33	6	84.6	35	29
Fleet services	4 758	(1 058)	-	3 700	3 521	179	95.2	3 615	3 588
Inventory: Other supplies	-	1 150	-	1 150	1 150	-	100.0	3 943	3 942
Consumable supplies	1 722	(434)	43	1 331	1 209	122	90.8	1 005	910
Consumable: Stationery, printing and office supplies	3 317	(241)	76	3 152	3 034	118	96.3	2 666	2 488
Operating leases	2 630	(644)	-	1 986	1 913	73	96.3	2 119	2 106
Property payments	1 504	(295)	-	1 209	1 205	4	99.7	2 050	2 047
Transport provided: Departmental activity	-	9	-	9	9	-	100.0	23	23

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

APPROPRIATION PER ECONOMIC CLASSIFICATION (CONTINUED)									
	2019/20							2018/19	
	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	10 313	(1 353)	9	8 969	7 801	1 168	87.0	10 550	10 318
Training and development	4 999	39	134	5 172	4 960	212	95.9	4 329	4 306
Operating payments	6 523	1 644	-	8 167	7 661	506	93.8	4 759	4 729
Venues and facilities	3 477	(973)	-	2 504	2 046	458	81.7	2 392	2 288
Rental and hiring	108	20	-	128	126	2	98.4	40	39
Transfers and subsidies	25 307	1 503	-	26 810	26 501	309	98.8	23 063	22 907
Departmental agencies	36	31	-	67	50	17	74.6	58	44
Departmental agencies and accounts	36	31	-	67	50	17	74.6	58	44
Non-profit institutions	21 900	-	-	21 900	21 633	267	98.8	20 590	20 472
Households	3 371	1 472	-	4 843	4 818	25	99.5	2 415	2 391
Social benefits	3 369	360	-	3 729	3 706	23	99.4	2 300	2 277
Other transfers to households	2	1 112	-	1 114	1 112	2	99.8	115	114
Payments for capital assets	31 401	3 706	722	35 829	35 634	195	99.5	41 199	19 469
Machinery and equipment	31 401	3 706	722	35 829	35 634	195	99.5	41 199	19 469
Transport equipment	5 798	2 359	254	8 411	8 387	24	99.7	6 935	6 896
Other machinery and equipment	25 603	1 347	468	27 418	27 247	171	99.4	34 264	12 573
Payments for financial assets	-	283	-	283	281	2	99.3	62	54
Total	1 582 788	-	-	1 582 788	1 561 031	21 757	98.6	1 496 603	1 450 004

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION)									
	2019/20							2018/19	
	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	2 863	(106)	-	2 757	2 720	37	98.7	2 569	2 466
2. Office of the Premier	18 317	62	-	18 379	17 716	663	96.4	15 789	15 275
3. Executive Council Support	12 170	600	522	13 292	13 048	244	98.2	11 616	11 466
4. Departmental Strategy	5 485	(507)	-	4 978	4 845	133	97.3	5 384	5 303
5. Office of the Director-General	19 541	12	117	19 670	19 123	547	97.2	31 514	28 695
6. Financial Management	43 664	134	598	44 396	44 189	207	99.5	44 085	43 053
7. Strategic Communication	4 835	(195)	-	4 640	4 018	622	86.6	6 347	5 938
Total for sub programmes	106 875	-	1 237	108 112	105 659	2 453	97.7	117 304	112 196
Economic classification									
Current payments	102 716	(23)	1 168	103 861	101 606	2 255	97.8	114 778	109 730
Compensation of employees	84 707	(1)	-	84 706	82 610	2 096	97.5	94 999	90 933
Salaries and wages	75 586	101	-	75 687	73 775	1 912	97.5	85 599	82 494
Social contributions	9 121	(102)	-	9 019	8 835	184	98.0	9 400	8 439
Goods and services	18 009	(22)	1 168	19 155	18 996	159	99.2	19 779	18 797
Administrative fees	53	(23)	-	30	28	2	93.3	34	27
Advertising	1 588	(83)	-	1 505	1 503	2	99.9	2 311	2 309
Minor assets	80	165	-	245	232	13	94.7	166	153
Audit costs: External	6 098	(24)	205	6 279	6 277	2	100.0	5 478	5 477
Catering: Departmental activities	818	53	-	871	868	3	99.7	499	494
Communication	853	(382)	-	471	454	17	96.4	886	472
Computer services	628	33	-	661	658	3	99.5	854	850
Consultants: Business and advisory services	633	39	11	683	678	5	99.3	1 751	1 433
Contractors	761	176	285	1 222	1 215	7	99.4	916	912

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION) (CONTINUED)									
	2019/20							2018/19	
	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	19	3	-	22	21	1	95.5	19	17
Fleet services	679	87	-	766	760	6	99.2	798	792
Consumable supplies	317	192	43	552	524	28	94.9	255	231
Consumable: Stationery, printing and office supplies	1 201	186	76	1 463	1 448	15	99.0	1 329	1 207
Operating leases	737	(153)	-	584	577	7	98.8	658	655
Property payments	-	-	-	-	-	-	-	2	1
Travel and subsistence	1 175	240	117	1 532	1 499	33	97.8	1 573	1 533
Training and development	283	(81)	134	336	331	5	98.5	380	377
Operating payments	586	(213)	-	373	367	6	98.4	549	540
Venues and facilities	1 394	(249)	297	1 442	1 440	2	99.9	1 321	1 317
Rental and hiring	106	12	-	118	116	2	98.3	-	-
Transfers and subsidies	2 527	6	-	2 533	2 349	184	92.7	477	425
Departmental agencies and accounts	6	5	-	11	7	4	63.6	8	5
Departmental agencies	6	5	-	11	7	4	63.6	8	5
Non-profit institutions	300	-	-	300	125	175	41.7	290	245
Households	2 221	1	-	2 222	2 217	5	99.8	179	175
Social benefits	2 219	1	-	2 220	2 215	5	99.8	64	61
Other transfers to households	2	-	-	2	2	-	100.0	115	114
Payments for capital assets	1 632	7	69	1 708	1 694	14	99.2	2 017	2 010
Machinery and equipment	1 632	7	69	1 708	1 694	14	99.2	2 017	2 010
Transport equipment	1 429	25	69	1 523	1 517	6	99.6	1 137	1 133
Other machinery and equipment	203	(18)	-	185	177	8	95.7	880	877
Payments for financial assets	-	10	-	10	10	-	100.0	32	31
Total	106 875	-	1 237	108 112	105 659	2 453	97.7	117 304	112 196

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

1.1 PROGRAMME SUPPORT									
2019/20								2018/19	
	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	2 862	(113)	-	2 749	2 714	35	98.7	2 546	2 444
Compensation of employees	2 668	-	-	2 668	2 639	29	98.9	2 490	2 395
Goods and services	194	(113)	-	81	75	6	92.6	56	49
Transfers and subsidies	1	-	-	1	-	1	-	1	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Payments for capital assets	-	7	-	7	6	1	85.7	22	22
Machinery and equipment	-	7	-	7	6	1	85.7	22	22
Total	2 863	(106)	-	2 757	2 720	37	98.7	2 569	2 466

1.2 OFFICE OF THE PREMIER									
2019/20								2018/19	
	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	16 090	75	-	16 165	15 506	659	95.9	15 601	15 089
Compensation of employees	14 384	-	-	14 384	13 756	628	95.6	14 135	13 651
Goods and services	1 706	75	-	1 781	1 750	31	98.3	1 466	1 438
Transfers and subsidies	1 831	1	-	1 832	1 830	2	99.9	30	30
Departmental agencies and accounts	2	1	-	3	2	1	66.7	2	2
Households	1 829	-	-	1 829	1 828	1	99.9	28	28
Payments for capital assets	396	(14)	-	382	380	2	99.5	157	156
Machinery and equipment	396	(14)	-	382	380	2	99.5	157	156
Payments for financial assets	-	-	-	-	-	-	-	1	-
Total	18 317	62	-	18 379	17 716	663	96.4	15 789	15 275

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

1.3 EXECUTIVE COUNCIL SUPPORT									
	2019/20							2018/19	
	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	11 812	588	522	12 922	12 683	239	98.2	11 200	11 051
Compensation of employees	8 383	-	-	8 383	8 169	214	97.4	8 313	8 185
Goods and services	3 429	588	522	4 539	4 514	25	99.4	2 887	2 866
Transfers and subsidies	3	2	-	5	4	1	80.0	101	101
Departmental agencies and accounts	-	2	-	2	2	-	100.0	1	1
Households	3	-	-	3	2	1	66.7	100	100
Payments for capital assets	355	-	-	355	351	4	98.9	307	306
Machinery and equipment	355	-	-	355	351	4	98.9	307	306
Payments for financial assets	-	10	-	10	10	-	100.0	8	8
Total	12 170	600	522	13 292	13 048	244	98.2	11 616	11 466

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

1.4 DEPARTMENTAL STRATEGY									
2019/20								2018/19	
	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	5 382	(462)	-	4 920	4 789	131	97.3	4 792	4 714
Compensation of employees	4 622	-	-	4 622	4 502	120	97.4	4 296	4 228
Goods and services	760	(462)	-	298	287	11	96.3	496	486
Transfers and subsidies	-	1	-	1	-	1	-	3	1
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
Households	-	-	-	-	-	-	-	2	1
Payments for capital assets	103	(46)	-	57	56	1	98.2	589	588
Machinery and equipment	103	(46)	-	57	56	1	98.2	589	588
Total	5 485	(507)	-	4 978	4 845	133	97.3	5 384	5 303

1.5 OFFICE OF THE DIRECTOR-GENERAL									
2019/20								2018/19	
	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	18 959	(1)	117	19 075	18 707	368	98.1	31 184	28 414
Compensation of employees	17 772	-	-	17 772	17 444	328	98.2	27 965	25 556
Goods and services	1 187	(1)	117	1 303	1 263	40	96.9	3 219	2 858
Transfers and subsidies	557	1	-	558	382	176	68.5	316	269
Departmental agencies and accounts	1	1	-	2	2	-	100.0	2	1
Non-Profit Institutions	300	-	-	300	125	175	41.7	290	245
Households	256	-	-	256	255	1	99.6	24	23
Payments for capital assets	25	12	-	37	34	3	91.9	14	12
Machinery and equipment	25	12	-	37	34	3	91.9	14	12
Total	19 541	12	117	19 670	19 123	547	97.2	31 514	28 695

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

1.6 FINANCIAL MANAGEMENT									
	2019/20							2018/19	
	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	42 902	33	529	43 464	43 262	202	99.5	43 112	42 083
Compensation of employees	34 594	(1)	-	34 593	34 433	160	99.5	34 854	33 975
Goods and services	8 308	34	529	8 871	8 829	42	99.5	8 258	8 108
Transfers and subsidies	73	2	-	75	73	2	97.3	26	24
Departmental agencies and accounts	1	1	-	2	1	1	50.0	1	1
Households	72	1	-	73	72	1	98.6	25	23
Payments for capital assets	689	99	69	857	854	3	99.6	924	923
Machinery and equipment	689	99	69	857	854	3	99.6	924	923
Payments for financial assets	-	-	-	-	-	-	-	23	23
Total	43 664	134	598	44 396	44 189	207	99.5	44 085	43 053

1.7 STRATEGIC COMMUNICATION									
	2019/20							2018/19	
	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	4 709	(143)	-	4 566	3 945	621	86.4	6 343	5 935
Compensation of employees	2 284	-	-	2 284	1 667	617	73.0	2 946	2 943
Goods and services	2 425	(143)	-	2 282	2 278	4	99.8	3 397	2 992
Transfers and subsidies	62	(1)	-	61	60	1	98.4	-	-
Departmental agencies and accounts	1	(1)	-	-	-	-	-	-	-
Households	61	-	-	61	60	1	98.4	-	-
Payments for capital assets	64	(51)	-	13	13	-	100.0	4	3
Machinery and equipment	64	(51)	-	13	13	-	100.0	4	3
Total	4 835	(195)	-	4 640	4 018	622	86.6	6 347	5 938

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT									
2019/20								2018/19	
	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	2 789	94	-	2 883	2 805	78	97.3	2 592	2 535
2. Policy and Strategy	15 001	(282)	(715)	14 004	13 096	908	93.5	16 274	15 973
3. Strategic Management Information	29 997	-	-	29 997	29 014	983	96.7	19 294	18 675
4. Strategic Programmes	15 015	188	(160)	15 043	12 606	2 437	83.8	14 823	14 491
Total for sub programmes	62 802	-	(875)	61 927	57 521	4 406	92.9	52 983	51 674
Economic classification									
Current payments	61 865	(16)	(806)	61 043	56 890	4 153	93.2	51 887	51 057
Compensation of employees	42 148	(12)	-	42 136	40 905	1 231	97.1	39 694	39 078
Salaries and wages	37 972	(423)	-	37 549	36 342	1 207	96.8	35 286	34 769
Social contributions	4 176	411	-	4 587	4 563	24	99.5	4 408	4 309
Goods and services	19 717	(4)	(806)	18 907	15 985	2 922	84.5	12 193	11 979
Administrative fees	48	1	-	49	33	16	67.3	38	33
Advertising	2 618	(71)	-	2 547	2 046	501	80.3	2 590	2 588
Minor assets	103	4	-	107	38	69	35.5	55	50
Catering: Departmental activities	242	(60)	-	182	128	54	70.3	253	247
Communication	334	(81)	-	253	244	9	96.4	216	203
Computer services	9 151	808	-	9 959	9 958	1	100.0	297	297
Consultants: Business and advisory services	2 781	(492)	(646)	1 643	1 186	457	72.2	4 500	4 498
Contractors	337	73	(43)	367	158	209	43.1	125	124
Entertainment	3	4	-	7	4	3	57.1	2	1
Fleet services	73	(38)	-	35	29	6	82.9	40	34
Consumable supplies	89	4	-	93	76	17	81.7	108	96
Consumable: Stationery, printing and office supplies	162	6	-	168	113	55	67.3	146	136

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT (CONTINUED)									
2019/20								2018/19	
	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	242	(66)	-	176	120	56	68.2	179	177
Transport provided: Departmental activity	-	9	-	9	9	-	100.0	9	9
Travel and subsistence	2 400	7	-	2 407	1 497	910	62.2	2 509	2 461
Training and development	107	17	-	124	85	39	68.5	223	219
Operating payments	265	(60)	-	205	108	97	52.7	187	183
Venues and facilities	761	(68)	(117)	576	153	423	26.6	715	623
Rental and hiring	1	(1)	-	-	-	-	-	1	-
Transfers and subsidies	615	12	-	627	530	97	84.5	607	529
Departmental agencies and accounts	4	-	-	4	1	3	25.0	4	1
Departmental agencies	4	-	-	4	1	3	25.0	4	1
Non-profit institutions	600	-	-	600	508	92	84.7	600	527
Households	11	12	-	23	21	2	91.3	3	1
Social benefits	11	12	-	23	21	2	91.3	3	1
Payments for capital assets	322	4	(69)	257	101	156	39.3	484	84
Machinery and equipment	322	4	(69)	257	101	156	39.3	484	84
Transport equipment	46	14	-	60	53	7	88.3	63	50
Other machinery and equipment	276	(10)	(69)	197	48	149	24.4	421	34
Payments for financial assets	-	-	-	-	-	-	-	5	4
Total	62 802	-	(875)	61 927	57 521	4 406	92.9	52 983	51 674

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

2.1 PROGRAMME SUPPORT									
2019/20								2018/19	
	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	2 778	94	-	2 872	2 805	67	97.7	2 582	2 535
Compensation of employees	2 617	94	-	2 711	2 706	5	99.8	2 449	2 411
Goods and services	161	-	-	161	99	62	61.5	133	124
Transfers and subsidies	1	-	-	1	-	1	-	1	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Payments for capital assets	10	-	-	10	-	10	-	9	-
Machinery and equipment	10	-	-	10	-	10	-	9	-
Total	2 789	94	-	2 883	2 805	78	97.3	2 592	2 535

2.2 POLICY AND STRATEGY									
2019/20								2018/19	
	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	14 406	(294)	(646)	13 466	12 581	885	93.4	15 676	15 430
Compensation of employees	12 054	(294)	-	11 760	11 134	626	94.7	11 063	10 903
Goods and services	2 352	-	(646)	1 706	1 447	259	84.8	4 613	4 527
Transfers and subsidies	501	12	-	513	510	3	99.4	502	500
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Non-Profit Institutions	500	-	-	500	500	-	100.0	500	500
Households	-	12	-	12	10	2	83.3	1	-
Payments for capital assets	94	-	(69)	25	5	20	20.0	92	39
Machinery and equipment	94	-	(69)	25	5	20	20.0	92	39
Payments for financial assets	-	-	-	-	-	-	-	4	4
Total	15 001	(282)	(715)	14 004	13 096	908	93.5	16 274	15 973

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

2.3 STRATEGIC MANAGEMENT INFORMATION									
2019/20								2018/19	
	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	29 996	(4)	-	29 992	29 011	981	96.7	19 100	18 670
Compensation of employees	18 681	-	-	18 681	18 097	584	96.9	17 031	16 644
Goods and services	11 315	(4)	-	11 311	10 914	397	96.5	2 069	2 026
Transfers and subsidies	1	-	-	1	-	1	-	1	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Payments for capital assets	-	4	-	4	3	1	75.0	193	5
Machinery and equipment	-	4	-	4	3	1	75.0	193	5
Total	29 997	-	-	29 997	29 014	983	96.7	19 294	18 675

2.4 STRATEGIC PROGRAMMES									
2019/20								2018/19	
	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	14 685	188	(160)	14 713	12 493	2 220	84.9	14 529	14 422
Compensation of employees	8 796	188	-	8 984	8 968	16	99.8	9 151	9 120
Goods and services	5 889	-	(160)	5 729	3 525	2 204	61.5	5 378	5 302
Transfers and subsidies	112	-	-	112	20	92	17.9	103	29
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Non-Profit Institutions	100	-	-	100	8	92	8.0	100	27
Households	11	-	-	11	11	-	100.0	2	1
Payments for capital assets	218	-	-	218	93	125	42.7	190	40
Machinery and equipment	218	-	-	218	93	125	42.7	190	40
Payments for financial assets	-	-	-	-	-	-	-	1	-
Total	15 015	188	(160)	15 043	12 606	2 437	83.8	14 823	14 491

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PROGRAMME 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE)									
2019/20								2018/19	
	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	3 032	15	(11)	3 036	2 926	110	96.4	2 744	2 687
2. Organisation Development	64 037	(15)	(809)	63 213	58 466	4 747	92.5	54 098	52 032
3. People Training and Empowerment	36 908	978	(248)	37 638	37 020	618	98.4	38 328	37 424
4. People Management Practices	105 981	(978)	(829)	104 174	103 194	980	99.1	101 146	98 675
Total for sub programmes	209 958	-	(1 897)	208 061	201 606	6 455	96.9	196 316	190 818
Economic classification									
Current payments	207 310	(1 111)	(1 623)	204 576	198 140	6 436	96.9	193 700	188 473
Compensation of employees	173 648	(923)	-	172 725	170 441	2 284	98.7	166 633	161 563
Salaries and wages	150 269	(1 294)	-	148 975	146 977	1 998	98.7	144 427	139 877
Social contributions	23 379	371	-	23 750	23 464	286	98.8	22 206	21 686
Goods and services	33 662	(188)	(1 623)	31 851	27 699	4 152	87.0	27 067	26 910
Administrative fees	48	14	-	62	57	5	91.9	71	65
Advertising	4 479	163	-	4 642	4 240	402	91.3	4 679	4 679
Minor assets	916	(228)	-	688	134	554	19.5	156	154
Bursaries: Employees	530	13	-	543	543	-	100.0	666	666
Catering: Departmental activities	855	192	-	1 047	1 037	10	99.0	1 212	1 206
Communication	734	142	-	876	839	37	95.8	713	687
Computer services	2 068	(230)	4 000	5 838	4 251	1 587	72.8	2 160	2 157
Consultants: Business and advisory services	8 703	(1 068)	(4 386)	3 249	3 236	13	99.6	3 590	3 587
Legal services	118	(107)	-	11	11	-	100.0	24	23
Contractors	5 276	986	(949)	5 313	4 653	660	87.6	3 108	3 104
Agency and support / Outsourced services	-	-	-	-	-	-	-	105	105
Fleet services	1 096	(274)	-	822	667	155	81.1	653	644
Consumable supplies	209	(36)	-	173	155	18	89.6	183	169
Consumable: Stationery, printing and office supplies	786	(90)	-	696	678	18	97.4	546	535

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PROGRAMME 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE) CONTINUED									
	2019/20							2018/19	
	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	557	(92)	-	465	462	3	99.4	287	287
Property payments	1 258	(404)	-	854	852	2	99.8	1 567	1 566
Transport provided: Departmental activity	-	-	-	-	-	-	-	8	8
Travel and subsistence	2 438	153	(108)	2 483	2 336	147	94.1	3 077	3 017
Training and development	1 260	1 080	-	2 340	2 219	121	94.8	2 763	2 755
Operating payments	1 264	31	-	1 295	906	389	70.0	1 260	1 259
Venues and facilities	1 066	(442)	(180)	444	413	31	93.0	200	198
Rental and hiring	1	9	-	10	10	-	100.0	39	39
Transfers and subsidies	728	925	-	1 653	1 642	11	99.3	576	564
Departmental agencies and accounts	17	2	-	19	16	3	84.2	20	17
Departmental agencies	17	2	-	19	16	3	84.2	20	17
Households	711	923	-	1 634	1 626	8	99.5	556	547
Social benefits	711	(24)	-	687	680	7	99.0	556	547
Other transfers to households	-	947	-	947	946	1	99.9	-	-
Payments for capital assets	1 920	178	(274)	1 824	1 817	7	99.6	2 027	1 771
Machinery and equipment	1 920	178	(274)	1 824	1 817	7	99.6	2 027	1 771
Transport equipment	1 154	62	(6)	1 210	1 204	6	99.5	1 124	1 107
Other machinery and equipment	766	116	(268)	614	613	1	99.8	903	664
Payments for financial assets	-	8	-	8	7	1	87.5	13	10
Total	209 958	-	(1 897)	208 061	201 606	6 455	96.9	196 316	190 818

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3.1 PROGRAMME SUPPORT									
2019/20								2018/19	
	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	3 020	14	-	3 034	2 925	109	96.4	2 732	2 685
Compensation of employees	2 842	15	-	2 857	2 853	4	99.9	2 615	2 578
Goods and services	178	(1)	-	177	72	105	40.7	117	107
Transfers and subsidies	-	1	-	1	-	1	-	4	2
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
Households	-	-	-	-	-	-	-	3	2
Payments for capital assets	12	-	(11)	1	1	-	100.0	8	-
Machinery and equipment	12	-	(11)	1	1	-	100.0	8	-
Total	3 032	15	(11)	3 036	2 926	110	96.4	2 744	2 687

3.2 ORGANISATION DEVELOPMENT									
2019/20								2018/19	
	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	63 793	(197)	(809)	62 787	58 045	4 742	92.4	53 757	51 708
Compensation of employees	48 711	(19)	-	48 692	47 370	1 322	97.3	46 993	45 004
Goods and services	15 082	(178)	(809)	14 095	10 675	3 420	75.7	6 764	6 704
Transfers and subsidies	17	4	-	21	19	2	90.5	248	246
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	16	4	-	20	19	1	95.0	247	246
Payments for capital assets	227	178	-	405	402	3	99.3	91	76
Machinery and equipment	227	178	-	405	402	3	99.3	91	76
Payments for financial assets	-	-	-	-	-	-	-	2	2
Total	64 037	(15)	(809)	63 213	58 466	4 747	92.5	54 098	52 032

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3.3 PEOPLE TRAINING AND EMPOWERMENT									
2019/20								2018/19	
	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	36 190	847	-	37 037	36 425	612	98.3	37 500	36 829
Compensation of employees	30 048	(126)	-	29 922	29 347	575	98.1	29 052	28 420
Goods and services	6 142	973	-	7 115	7 078	37	99.5	8 448	8 409
Transfers and subsidies	94	126	-	220	216	4	98.2	32	29
Departmental agencies and accounts	14	-	-	14	13	1	92.9	14	14
Households	80	126	-	206	203	3	98.5	18	15
Payments for capital assets	624	-	(248)	376	375	1	99.7	793	564
Machinery and equipment	624	-	(248)	376	375	1	99.7	793	564
Payments for financial assets	-	5	-	5	4	1	80.0	3	2
Total	36 908	978	(248)	37 638	37 020	618	98.4	38 328	37 424

3.4 PEOPLE MANAGEMENT PRACTICES									
2019/20								2018/19	
	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	104 307	(1 775)	(814)	101 718	100 745	973	99.0	99 711	97 251
Compensation of employees	92 047	(793)	-	91 254	90 871	383	99.6	87 973	85 561
Goods and services	12 260	(982)	(814)	10 464	9 874	590	94.4	11 738	11 690
Transfers and subsidies	617	794	-	1 411	1 407	4	99.7	292	287
Departmental agencies and accounts	2	1	-	3	3	-	100.0	4	3
Households	615	793	-	1 408	1 404	4	99.7	288	284
Payments for capital assets	1 057	-	(15)	1 042	1 039	3	99.7	1 135	1 131
Machinery and equipment	1 057	-	(15)	1 042	1 039	3	99.7	1 135	1 131
Payments for financial assets	-	3	-	3	3	-	100.0	8	6
Total	105 981	(978)	(829)	104 174	103 194	980	99.1	101 146	98 675

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PROGRAMME 4: CENTRE FOR E-INNOVATION (CORPORATE SERVICES CENTRE)									
2019/20								2018/19	
	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	9 089	361	-	9 450	9 298	152	98.4	8 495	8 114
2. Strategic ICT Services	103 004	4 492	4 608	112 104	111 582	522	99.5	102 154	99 501
3. GITO Management Services	451 672	(8 160)	-	443 512	439 698	3 814	99.1	512 710	490 087
4. Connected Government and Infrastructure Services	421 125	8 681	989	430 795	430 767	28	100.0	311 746	306 713
5. Transversal Applications Services	84 231	(5 374)	(4 000)	74 857	73 202	1 655	97.8	63 233	63 219
Total for sub programmes	1 069 121	-	1 597	1 070 718	1 064 547	6 171	99.4	998 338	967 634
Economic classification									
Current payments	1 020 979	(3 411)	601	1 018 169	1 012 024	6 145	99.4	941 540	931 810
Compensation of employees	202 989	(131)	-	202 858	202 155	703	99.7	200 364	194 683
Salaries and wages	179 958	(2 621)	-	177 337	176 744	593	99.7	176 045	170 737
Social contributions	23 031	2 490	-	25 521	25 411	110	99.6	24 319	23 946
Goods and services	817 990	(3 280)	601	815 311	809 869	5 442	99.3	741 176	737 127
Administrative fees	62	(34)	-	28	21	7	75.0	40	32
Advertising	-	55	-	55	55	-	100.0	36	36
Minor assets	1 571	75	-	1 646	1 629	17	99.0	1 287	1 278
Bursaries: Employees	350	(64)	-	286	285	1	99.7	178	177
Catering: Departmental activities	169	172	-	341	332	9	97.4	125	118
Communication	3 912	(385)	-	3 527	3 511	16	99.5	5 211	5 188
Computer services	797 463	(988)	601	797 076	791 804	5 272	99.3	723 614	719 735
Consultants: Business and advisory services	237	(215)	-	22	21	1	95.5	98	97
Contractors	358	(265)	-	93	87	6	93.5	29	23
Entertainment	21	(11)	-	10	8	2	80.0	13	11

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Fleet services	2 796	(825)	-	1 971	1 962	9	99.5	2 004	1 999
PROGRAMME 4: CENTRE FOR E-INNOVATION (CORPORATE SERVICES CENTRE)									
	2019/20							2018/19	
	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	-	1 150	-	1 150	1 150	-	100.0	3 943	3 942
Consumable supplies	900	(542)	-	358	327	31	91.3	358	329
Consumable: Stationery, printing and office supplies	640	(138)	-	502	483	19	96.2	278	269
Operating leases	734	(191)	-	543	538	5	99.1	752	745
Property payments	246	109	-	355	353	2	99.4	481	480
Travel and subsistence	3 445	(1 813)	-	1 632	1 600	32	98.0	2 155	2 103
Training and development	2 475	(709)	-	1 766	1 761	5	99.7	277	275
Operating payments	2 536	1 385	-	3 921	3 913	8	99.8	231	226
Venues and facilities	75	(46)	-	29	29	-	100.0	66	64
Transfers and subsidies	21 240	149	-	21 389	21 377	12	99.9	20 966	20 959
Departmental agencies and accounts	6	18	-	24	19	5	79.2	20	18
Departmental agencies	6	18	-	24	19	5	79.2	20	18
Non-Profit Institutions	21 000	-	-	21 000	21 000	-	100.0	19 700	19 700
Households	234	131	-	365	358	7	98.1	1 246	1 241
Social benefits	234	131	-	365	358	7	98.1	1 246	1 241
Payments for capital assets	26 902	3 261	996	31 159	31 145	14	100.0	35 824	14 859
Machinery and equipment	26 902	3 261	996	31 159	31 145	14	100.0	35 824	14 859
Transport equipment	3 013	1 987	191	5 191	5 187	4	99.9	4 211	4 209
Other machinery and equipment	23 889	1 274	805	25 968	25 958	10	100.0	31 613	10 650
Payments for financial assets	-	1	-	1	1	-	100.0	8	6
Total	1 069 121	-	1 597	1 070 718	1 064 547	6 171	99.4	998 338	967 634

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4.1 PROGRAMME SUPPORT									
2019/20								2018/19	
	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	8 987	394	-	9 381	9 231	150	98.4	8 361	7 983
Compensation of employees	8 721	-	-	8 721	8 585	136	98.4	8 155	7 794
Goods and services	266	394	-	660	646	14	97.9	206	189
Transfers and subsidies	2	1	-	3	1	2	33.3	132	131
Departmental agencies and accounts	-	1	-	1	-	1	-	1	1
Households	2	-	-	2	1	1	50.0	131	130
Payments for capital assets	100	(34)	-	66	66	-	100.0	2	-
Machinery and equipment	100	(34)	-	66	66	-	100.0	2	-
Total	9 089	361	-	9 450	9 298	152	98.4	8 495	8 114

4.2 STRATEGIC ICT SERVICES									
2019/20								2018/19	
	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	81 376	3 517	4 601	89 494	88 982	512	99.4	80 329	77 681
Compensation of employees	30 909	(1 243)	-	29 666	29 205	461	98.4	32 688	30 097
Goods and services	50 467	4 760	4 601	59 828	59 777	51	99.9	47 641	47 584
Transfers and subsidies	21 062	39	-	21 101	21 098	3	100.0	19 815	19 815
Departmental agencies and accounts	2	5	-	7	6	1	85.7	1	1
Non-Profit Institutions	21 000	-	-	21 000	21 000	-	100.0	19 700	19 700
Households	60	34	-	94	92	2	97.9	114	114
Payments for capital assets	566	936	7	1 509	1 502	7	99.5	2 010	2 005
Machinery and equipment	566	936	7	1 509	1 502	7	99.5	2 010	2 005
Total	103 004	4 492	4 608	112 104	111 582	522	99.5	102 154	99 501

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4.3 GITO MANAGEMENT SERVICES									
2019/20								2018/19	
	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	448 519	(10 379)	-	438 140	434 335	3 805	99.1	478 020	476 361
Compensation of employees	120 210	(1 106)	-	119 104	119 011	93	99.9	154 706	153 107
Goods and services	328 309	(9 273)	-	319 036	315 324	3 712	98.8	323 314	323 254
Transfers and subsidies	153	94	-	247	243	4	98.4	1 003	998
Departmental agencies and accounts	4	1	-	5	4	1	80.0	4	3
Households	149	93	-	242	239	3	98.8	999	995
Payments for capital assets	3 000	2 124	-	5 124	5 119	5	99.9	33 679	12 722
Machinery and equipment	3 000	2 124	-	5 124	5 119	5	99.9	33 679	12 722
Payments for financial assets	-	1	-	1	1	-	100.0	8	6
Total	451 672	(8 160)	-	443 512	439 698	3 814	99.1	512 710	490 087

4.4 CONNECTED GOVERNMENT AND INFRASTRUCTURE SERVICES									
2019/20								2018/19	
	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	397 866	8 668	-	406 534	406 509	25	100.0	311 733	306 701
Compensation of employees	38 530	1 828	-	40 358	40 348	10	100.0	3 158	2 031
Goods and services	359 336	6 840	-	366 176	366 161	15	100.0	308 575	304 670
Transfers and subsidies	23	13	-	36	34	2	94.4	13	12
Departmental agencies and accounts	-	9	-	9	8	1	88.9	11	10
Households	23	4	-	27	26	1	96.3	2	2
Payments for capital assets	23 236	-	989	24 225	24 224	1	100.0	-	-
Machinery and equipment	23 236	-	989	24 225	24 224	1	100.0	-	-
Total	421 125	8 681	989	430 795	430 767	28	100.0	311 746	306 713

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4.5 TRANSVERSAL APPLICATIONS SERVICES									
2019/20								2018/19	
	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	84 231	(5 611)	(4 000)	74 620	72 967	1 653	97.8	63 097	63 084
Compensation of employees	4 619	390	-	5 009	5 006	3	99.9	1 657	1 654
Goods and services	79 612	(6 001)	(4 000)	69 611	67 961	1 650	97.6	61 440	61 430
Transfers and subsidies	-	2	-	2	1	1	50.0	3	3
Departmental agencies and accounts	-	2	-	2	1	1	50.0	3	3
Payments for capital assets	-	235	-	235	234	1	99.6	133	132
Machinery and equipment	-	235	-	235	234	1	99.6	133	132
Total	84 231	(5 374)	(4 000)	74 857	73 202	1 655	97.8	63 233	63 219

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PROGRAMME 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE)									
2019/20								2018/19	
	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	2 834	105	-	2 939	2 926	13	99.6	2 965	2 756
2. Enterprise Risk Management	9 214	(42)	-	9 172	8 786	386	95.8	7 754	7 734
3. Internal Audit	43 413	129	-	43 542	42 625	917	97.9	42 851	41 346
4. Provincial Forensic Services	15 853	(1 036)	-	14 817	14 098	719	95.1	15 844	15 039
5. Legal Services	46 673	(33)	-	46 640	46 495	145	99.7	44 702	44 300
6. Corporate Communication	16 045	877	(62)	16 860	16 768	92	99.5	17 546	16 507
Total for sub programmes	134 032	-	(62)	133 970	131 698	2 272	98.3	131 662	127 682

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APPROPRIATION STATEMENT
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PROGRAMME 5: CORPORATE ASSURANCE									
2019/20								2018/19	
	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	133 210	(931)	(62)	132 217	129 955	2 262	98.3	130 374	126 504
Compensation of employees	115 051	(405)	-	114 646	112 597	2 049	98.2	112 639	109 383
Salaries and wages	102 506	(521)	-	101 985	100 073	1 912	98.1	99 823	97 423
Social contributions	12 545	116	-	12 661	12 524	137	98.9	12 816	11 960
Goods and services	18 159	(526)	(62)	17 571	17 358	213	98.8	17 735	17 121
Administrative fees	7	14	-	21	15	6	71.4	30	26
Advertising	2 444	31	-	2 475	2 473	2	99.9	4 653	4 172
Minor assets	183	5	-	188	181	7	96.3	225	218
Catering: Departmental activities	84	57	-	141	137	4	97.2	126	124
Communication	417	(153)	-	264	246	18	93.2	298	289
Computer services	1 520	(636)	-	884	869	15	98.3	1 123	1 120
Consultants: Business and advisory services	6 068	332	-	6 400	6 395	5	99.9	4 306	4 302
Legal Services	2 170	(139)	-	2 031	2 019	12	99.4	1 429	1 427
Contractors	268	252	(62)	458	454	4	99.1	163	159
Entertainment	7	(7)	-	-	-	-	-	1	-
Fleet services	114	(8)	-	106	103	3	97.2	120	119
Consumable supplies	207	(52)	-	155	127	28	81.9	101	85
Consumable: Stationery, printing and office supplies	528	(205)	-	323	312	11	96.6	367	341
Operating leases	360	(142)	-	218	216	2	99.1	243	242
Transport provided: Departmental activity	-	-	-	-	-	-	-	6	6
Travel and subsistence	855	60	-	915	869	46	95.0	1 236	1 204
Training and development	874	(268)	-	606	564	42	93.1	686	680
Operating payments	1 872	501	-	2 373	2 367	6	99.7	2 532	2 521
Venues and facilities	181	(168)	-	13	11	2	84.6	90	86

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

PROGRAMME 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE) CONTINUED									
2019/20								2018/19	
	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
Transfers and subsidies	197	411	-	608	603	5	99.2	437	430
Departmental agencies and accounts	3	6	-	9	7	2	77.8	6	3
Departmental agencies	3	6	-	9	7	2	77.8	6	3
Households	194	405	-	599	596	3	99.5	431	427
Social benefits	194	240	-	434	432	2	99.5	431	427
Other transfers to households	-	165	-	165	164	1	99.4	-	-
Payments for capital assets	625	256	-	881	877	4	99.5	847	745
Machinery and equipment	625	256	-	881	877	4	99.5	847	745
Transport equipment	156	271	-	427	426	1	99.8	400	397
Other machinery and equipment	469	(15)	-	454	451	3	99.3	447	348
Payments for financial assets	-	264	-	264	263	1	99.6	4	3
Total	134 032	-	(62)	133 970	131 698	2 272	98.3	131 662	127 682

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

5.1 PROGRAMME SUPPORT									
2019/20								2018/19	
	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	2 832	(56)	-	2 776	2 764	12	99.6	2 963	2 755
Compensation of employees	2 719	(123)	-	2 596	2 592	4	99.8	2 774	2 574
Goods and services	113	67	-	180	172	8	95.6	189	181
Transfers and subsidies	1	162	-	163	162	1	99.4	1	1
Departmental agencies and accounts	1	-	-	1	-	1	-	-	-
Households	-	162	-	162	162	-	100.0	1	1
Payments for capital assets	1	(1)	-	-	-	-	-	1	-
Machinery and equipment	1	(1)	-	-	-	-	-	1	-
Total	2 834	105	-	2 939	2 926	13	99.6	2 965	2 756

5.2 ENTERPRISE RISK MANAGEMENT									
2019/20								2018/19	
	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	9 198	(39)	-	9 159	8 774	385	95.8	7 751	7 734
Compensation of employees	8 617	(39)	-	8 578	8 219	359	95.8	7 118	7 116
Goods and services	581	-	-	581	555	26	95.5	633	618
Transfers and subsidies	13	-	-	13	12	1	92.3	-	-
Households	13	-	-	13	12	1	92.3	-	-
Payments for capital assets	3	(3)	-	-	-	-	-	3	-
Machinery and equipment	3	(3)	-	-	-	-	-	3	-
Total	9 214	(42)	-	9 172	8 786	386	95.8	7 754	7 734

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

5.3 INTERNAL AUDIT									
	2019/20							2018/19	
	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	43 165	(973)	-	42 192	41 278	914	97.8	42 219	40 718
Compensation of employees	36 736	(222)	-	36 514	35 615	899	97.5	37 331	35 845
Goods and services	6 429	(751)	-	5 678	5 663	15	99.7	4 888	4 873
Transfers and subsidies	99	224	-	323	322	1	99.7	208	206
Departmental agencies and accounts	-	2	-	2	2	-	100.0	2	1
Households	99	222	-	321	320	1	99.7	206	205
Payments for capital assets	149	616	-	765	763	2	99.7	423	422
Machinery and equipment	149	616	-	765	763	2	99.7	423	422
Payments for financial assets	-	262	-	262	262	-	100.0	1	-
Total	43 413	129	-	43 542	42 625	917	97.9	42 851	41 346

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

5.4 PROVINCIAL FORENSIC SERVICES									
2019/20								2018/19	
	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	15 735	(973)	-	14 762	14 045	717	95.1	15 630	14 853
Compensation of employees	13 769	(70)	-	13 699	13 001	698	94.9	14 248	13 504
Goods and services	1 966	(903)	-	1 063	1 044	19	98.2	1 382	1 349
Transfers and subsidies	22	24	-	46	45	1	97.8	42	41
Departmental agencies and accounts	-	4	-	4	3	1	75.0	1	-
Households	22	20	-	42	42	-	100.0	41	41
Payments for capital assets	96	(89)	-	7	7	-	100.0	169	142
Machinery and equipment	96	(89)	-	7	7	-	100.0	169	142
Payments for financial assets	-	2	-	2	1	1	50.0	3	3
Total	15 853	(1 036)	-	14 817	14 098	719	95.1	15 844	15 039

5.5 LEGAL SERVICES									
2019/20								2018/19	
	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	46 578	-	-	46 578	46 434	144	99.7	44 502	44 126
Compensation of employees	42 482	50	-	42 532	42 511	21	100.0	41 175	40 843
Goods and services	4 096	(50)	-	4 046	3 923	123	97.0	3 327	3 283
Transfers and subsidies	61	-	-	61	60	1	98.4	176	174
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Households	60	-	-	60	59	1	98.3	175	173
Payments for capital assets	34	(33)	-	1	1	-	100.0	24	-
Machinery and equipment	34	(33)	-	1	1	-	100.0	24	-
Total	46 673	(33)	-	46 640	46 495	145	99.7	44 702	44 300

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2020

5.6 CORPORATE COMMUNICATION									
	2019/20							2018/19	
	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	15 702	1 110	(62)	16 750	16 660	90	99.5	17 309	16 318
Compensation of employees	10 728	(1)	-	10 727	10 659	68	99.4	9 993	9 501
Goods and services	4 974	1 111	(62)	6 023	6 001	22	99.6	7 316	6 817
Transfers and subsidies	1	1	-	2	2	-	100.0	10	8
Departmental agencies and accounts	1	-	-	1	1	-	100.0	2	1
Households	-	1	-	1	1	-	100.0	8	7
Payments for capital assets	342	(234)	-	108	106	2	98.1	227	181
Machinery and equipment	342	(234)	-	108	106	2	98.1	227	181
Total	16 045	877	(62)	16 860	16 768	92	99.5	17 546	16 507

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2020

1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in note 6 (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 5 (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 R'000	Variance as a % of Final Appropriation
	Executive Governance and Integration (Administration)	108 112	105 659	2 453	2.27
	Provincial Strategic Management	61 927	57 521	4 406	7.11
	People Management (CSC)	208 061	201 606	6 455	3.10
	Centre for e-Innovation (CSC)	1 070 718	1 064 547	6 171	0.58
	Corporate Assurance (CSC)	133 970	131 698	2 272	1.70
	Total	1 582 788	1 561 031	21 757	1.38

Underspending under Executive Governance and Integration (Administration) is mainly due to staff exits.

Underspending under Provincial Strategic Management is mainly due to staff exits and certain projects and events not materialising as planned.

Underspending under People Management is mainly due to staff exits and the compulsory saving with regard to the Enterprise Content Management: Change Management project due to the contract starting later than anticipated.

Underspending under Centre for e-Innovation is mainly due to staff exits, the cancelled bid process in respect of IT Security and Cyber Strategy services and delays with the ECM project due to the finalisation of cross departmental funding arrangements which led to a delay in the publishing of the tender.

Underspending under Corporate Assurance is mainly due to staff exits.

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2020

4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance R'000	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
Current payments				
Compensation of employees	617 071	608 708	8 363	1.36
Goods and services	902 795	889 907	12 888	1.43
Transfers and subsidies				
Departmental agencies and accounts	67	50	17	25.37
Non-profit institutions	21 900	21 633	267	1.22
Households	4 843	4 818	25	0.52
Payments for capital assets				
Machinery and equipment	35 829	35 634	195	0.54
Payments for financial assets	283	281	2	0.7
Total	1 582 788	1 561 031	21 757	1.38

Underspending under Compensation of Employees is due to staff exits.

Underspending under Goods and Services is mainly due to the cancelled bid process in respect of IT Security and Cyber Strategy services, a compulsory saving with regard to the Enterprise Content Management: Change Management project due to the contract starting later than anticipated and delays with the ECM project due to the finalisation of cross departmental funding arrangements which led to a delay in the publishing of the tender.

Underspending under Transfers and subsidies (Departmental agencies and accounts) is due to the SABC television license expenditure being lower than expected.

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2020

	<i>Note</i>	2019/20	2018/19
		R'000	R'000
REVENUE			
Annual appropriation	1.1	1 582 788	1 496 603
Departmental revenue	2	1 674	157
TOTAL REVENUE		1 584 462	1 496 760
EXPENDITURE			
Current expenditure			
Compensation of employees	3	608 708	595 640
Goods and services	4	889 907	811 934
Total current expenditure		1 498 615	1 407 574
Transfers and subsidies	6	26 501	22 907
Expenditure for capital assets			
Tangible assets	7	35 634	19 469
Total expenditure for capital assets		35 634	19 469
Payments for financial assets	5	281	54
TOTAL EXPENDITURE		1 561 031	1 450 004
SURPLUS FOR THE YEAR		23 431	46 756
Reconciliation of Net Surplus for the year			
Voted funds	11	21 757	46 599
Departmental revenue	12	1 674	157
SURPLUS FOR THE YEAR		23 431	46 756

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2020

	<i>Note</i>	2019/20	2018/19
		R'000	R'000
ASSETS			
Current assets		21 449	45 398
Cash and cash equivalents	8	18 145	42 415
Prepayments and advances	9	73	101
Receivables	10	3 231	2 882
Non-current assets		1 273	1 714
Receivables	10	1 273	1 714
TOTAL ASSETS		22 722	47 112
LIABILITIES			
Current liabilities		22 504	46 884
Voted funds to be surrendered to the Revenue Fund	11	21 757	46 599
Departmental revenue to be surrendered to the Revenue Fund	12	52	23
Payables	13	695	262
TOTAL LIABILITIES		22 504	46 884
NET ASSETS		218	228
Represented by:			
Recoverable revenue		218	228
TOTAL		218	228

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2020

	<i>Note</i>	2019/20	2018/19
		R'000	R'000
Recoverable revenue			
Opening balance		228	168
Transfers:		(10)	60
Irrecoverable amounts written off	5.2	-	(5)
Debts revised		7	-
Debts recovered (included in departmental receipts)		(73)	65
Debts raised		56	-
Closing balance		218	228
TOTAL		218	228

DEPARTMENT OF THE PREMIER
VOTE 1
CASH FLOW STATEMENT
for the year ended 31 March 2020

	<i>Note</i>	2019/20	2018/19
		R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		1 586 269	1 498 554
Annual appropriated funds received	1.1	1 582 788	1 496 603
Departmental revenue received	2	3 410	1 949
Interest received	2.2	71	2
Net (increase)/decrease in working capital		112	3 673
Surrendered to Revenue Fund		(50 143)	(42 476)
Current payments		(1 498 615)	(1 407 574)
Payments for financial assets	5	(281)	(54)
Transfers and subsidies paid	6	(26 501)	(22 907)
Net cash flow available from operating activities	14	10 841	29 216
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(35 634)	(19 469)
Proceeds from sale of capital assets	2.3	92	4
Decrease in non-current receivables		441	(441)
Net cash flows from investing activities		(35 101)	(19 906)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(10)	60
Net cash flows from financing activities		(10)	60
Net increase/(decrease) in cash and cash equivalents		(24 270)	9 370
Cash and cash equivalents at beginning of period		42 415	33 045
Cash and cash equivalents at end of period	8, 15	18 145	42 415

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

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). 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. 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.
7.2	Departmental revenue

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

	<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>
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>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

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>
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	Intangible assets

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

	<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
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>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

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>
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>

**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
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22	Related party transactions 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. The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.
23	Inventories At the date of acquisition, inventories are recognised at cost in the statement of financial performance. Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition. 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. The cost of inventories is assigned by using the weighted average cost basis.
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.

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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	2019/20			2018/19	
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Executive Governance and Integration (Administration)	108 112	108 112	-	117 304	117 304
Provincial Strategic Management	61 927	61 927	-	52 983	52 983
People Management (CSC)	208 061	208 061	-	196 316	196 316
Centre for e-Innovation (CSC)	1 070 718	1 070 718	-	998 338	998 338
Corporate Assurance (CSC)	133 970	133 970	-	131 662	131 662
Total	1 582 788	1 582 788	-	1 496 603	1 496 603

2. Departmental revenue

	Note	2019/20 R'000	2018/19 R'000
Sales of goods and services other than capital assets	2.1	1 999	1 588
Interest, dividends and rent on land	2.2	71	2
Sales of capital assets	2.3	92	4
Transactions in financial assets and liabilities	2.4	1 411	361
Total revenue collected		3 573	1 955
Less: Own revenue included in appropriation	12	1 899	1 798
Departmental revenue collected		1 674	157

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department

		1 999	1 588
Sales by market establishment ¹	2	1 123	547
Administrative fees	2	1	-
Other sales ²	2	875	1 041
Total		1 999	1 588

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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- ^{1.} Increase is linked to the usage of venues and facilities at the Provincial Training Institute (PTI).
^{2.} Includes amongst other commission on insurance received (R0,10m) and sales related to the publication of the Provincial Government Gazette (R0,76m).

2.2 Interest, dividends and rent on land

	Note	2019/20 R'000	2018/19 R'000
Interest ¹	2	71	2
Total		71	2

- ^{1.} Increase is as a result of debt which was written off. The interest portion was reversed and included in interest income.

2.3 Sale of capital assets

Tangible assets		92	4
Machinery and equipment ¹	26.2	92	4
Total		92	4

- ^{1.} Increase is as a result of more disposal applications received in the current year.

2.4 Transactions in financial assets and liabilities

Receivables	2	4	5
Other Receipts including Recoverable Revenue ¹	2	1 407	356
Total		1 411	361

- ^{1.} Includes amounts recovered in respect of previous year's expenditure claimed in the current year for salaries, training events, meals and accommodation, and similar expenses.

3. Compensation of employees

3.1 Salaries and Wages

Basic salary	3	436 796	424 265
Performance award	3	3 582	8 948
Service Based	3	554	534
Compensative/circumstantial	3	5 573	5 803
Periodic payments	3	945	1 571
Other non-pensionable allowances	3	86 461	84 179
Total		533 911	525 300

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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3.2 Social contributions

	Note	2019/20 R'000	2018/19 R'000
Employer contributions			
Pension	3	54 388	51 045
Medical	3	20 314	19 206
Bargaining council	3	95	89
Total		74 797	70 340
Total compensation of employees		608 708	595 640
Average number of employees		1 024	1 056

4. Goods and services

Administrative fees		154	183
Advertising ¹		10 317	13 784
Minor assets	<u>4.1</u>	2 214	1 853
Bursaries (employees)		828	843
Catering		2 502	2 189
Communication		5 294	6 839
Computer services ²	<u>4.2</u>	807 540	724 159
Consultants: Business and advisory services ³		11 516	13 917
Legal services ⁴		2 030	1 450
Contractors ⁵		6 567	4 322
Agency and support / outsourced services ⁶		-	105
Entertainment		33	29
Audit cost – external ⁷	<u>4.3</u>	6 277	5 477
Fleet services		3 521	3 588
Inventory	<u>4.4</u>	1 150	3 942
Consumables	<u>4.5</u>	4 243	3 398
Operating leases		1 913	2 106
Property payments	<u>4.6</u>	1 205	2 047
Rental and hiring		126	39
Transport provided as part of the departmental activities		9	23
Travel and subsistence	<u>4.7</u>	7 801	10 318
Venues and facilities		2 046	2 288
Training and development		4 960	4 306
Other operating expenditure ⁸	<u>4.8</u>	7 661	4 729
Total		889 907	811 934

1. Advertising: Included herein is COVID-19 related expenditure amounting to R0,91m for marketing campaigns throughout the province.

2. Computer services: The increase is due to the Broadband and Public WiFi roll-out, data lines, and specialist services.

3. Consultants: Business and advisory services: Included herein is COVID-19 related expenditure amounting to R1,38m for marketing campaigns throughout the province.

4. Legal services: Includes cost to obtain external legal advice.

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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5. Contractors: Is mainly due to a R1,00m increase in expenditure in Audio-Visual Services due to 1st Thursdays and Cabinet being out in the communities more; Security services at the PTI and the George facility; Graphic Design and Photography of which R0,34m relates to COVID-19 marketing campaigns throughout the province.
6. Agency and support / outsourced services: The line-item was removed due to a SCOA change.
7. Audit fees: Increase is as a result of additional audit work performed linked to audit findings relating to the 2018/19 financial year.
8. Other operating expenditure: The increase relates to membership and subscription fees to professional bodies.

4.1 Minor assets

	Note	2019/20 R'000	2018/19 R'000
Tangible assets		2 214	1 853
Machinery and equipment	26.4	2 214	1 853
Total		2 214	1 853

4.2 Computer services

SITA computer services	4	494 887	370 475
External computer service providers	4	312 653	353 684
Total		807 540	724 159

4.3 Audit cost – External

Regularity audits	4	6 277	5 477
Total		6 277	5 477

4.4 Inventory

Other supplies	4.4.1	1 150	3 942
Total		1 150	3 942

4.4.1 Other supplies

Assets for distribution		1 150	3 942
Machinery and equipment	4.4	1 150	3 942
Total	Annex 8	1 150	3 942

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4.5 Consumables

	Note	2019/20 R'000	2018/19 R'000
Consumable supplies		1 209	912
Uniform and clothing	4	117	40
Household supplies	4	756	518
IT consumables	4	238	243
Other consumables ¹	4	98	111
Stationery, printing and office supplies	4	3 034	2 486
Total		4 243	3 398

^{1.} Includes mostly expenditure relating to gifts and awards (R0,09m).

4.6 Property payments

Municipal services	4	4	4
Property maintenance and repairs ¹	4	131	771
Other ²	4	1 070	1 272
Total		1 205	2 047

^{1.} The PTI carried all expenditure for infrastructure maintenance in the 2018/19 financial year. Management then met with the Head of Department of Transport and Public Works last year as they classified maintenance as day to day operations and as such sought relief as it depleted the PTI's budget. This included broken water pipes, electrical problems and other maintenance issues. The Department of Transport and Public Works then took over the PTI's day to day maintenance in 2019/20.

^{2.} Includes mostly expenditure relating to gardening services (R0,12m), cleaning services (R0,15m) at various offices and management fees - cafeteria at the PTI(R0,8m).

4.7 Travel and subsistence

Local	4	6 758	8 222
Foreign ¹	4	1 043	2 096
Total		7 801	10 318

^{1.} During the reporting period the Premier, supported by relevant officials, has undertaken one official visit abroad. Destinations included the United Kingdom and France.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

4.8 Other operating expenditure

	Note	2019/20 R'000	2018/19 R'000
Professional bodies, membership and subscription fees ¹	4	5 175	1 189
Resettlement costs	4	250	244
Printing and publication costs	4	2 218	3 283
Other ²	4	18	13
Total		7 661	4 729

¹ The increase in expenditure was mainly incurred by the following cost centres:
CD: Strategic ICT Services – R3,6m; CD: Legal Services – R0,96m; Internal Audit – R0,11m; Provincial Forensic Services – R0,09m and Employee Relations – R0,10m.

² Includes mainly expenditure for courier services (R0,01m).

5. Payments for financial assets

Other material losses written off	5.1	281	49
Debts written off	5.2	-	5
Total		281	54

5.1 Other material losses written off

Nature of losses

Damages to Government Garage Vehicles (7 cases)	5	20	26
Fruitless and wasteful expenditure, not condoned and not recoverable	5	-	23
Debt written off (1 case) ¹		261	-
Total		281	49

¹. The official passed away and the debt was written off based on undue hardship experienced by the immediate family.

5.2 Debts written off

Other debt written off

Irrecoverable debt written off (1 case)	-	5
Total debt written off	-	5

6. Transfers and subsidies

Departmental agencies and accounts	Annex 1	50	44
Non-profit institutions	Annex 2	21 500	20 200
Households	Annex 3	4 951	2 663
Total		26 501	22 907

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7. Expenditure for capital assets

	Note	2019/20 R'000	2018/19 R'000
Tangible assets		35 634	19 469
Buildings and other fixed structures	7.1; 27.1	41	957
Machinery and equipment ¹	7.1; 7.3; 26.1	35 593	18 512
Intangible assets		-	-
Software	26	-	-
Total		35 634	19 469

¹ The increase is mainly due to network and other computer equipment acquired during the year. It comprises of the following:

CPU – R1m; IT Cabinets – R0,1m; IT File Server – R1,4m; IT Firepower Hub – R7,0m;
IT Switch – R6,0m; IT UPS – R6,6m; Monitor – R0,02m; Notebook – R0,96m; IT Access Point – R2,62m.

7.1 Analysis of funds utilised to acquire capital assets – 2019/20

	Note	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	7	35 634	-	35 634
Buildings and other fixed structures		41	-	41
Machinery and equipment		35 593	-	35 593
Intangible assets		-	-	-
Software		-	-	-
Total		35 634	-	35 634

7.2 Analysis of funds utilised to acquire capital assets – 2018/19

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	19 469	-	19 469
Buildings and other fixed structures	957	-	957
Machinery and equipment	18 512	-	18 512
Intangible assets	-	-	-
Software	-	-	-
Total	19 469	-	19 469

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7.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2019/20 R'000	2018/19 R'000
Tangible assets			
Machinery and equipment	7	8 420	7 105
Total		8 420	7 105

8. Cash and cash equivalents

Consolidated Paymaster General Account ¹	18 114	42 384
Cash on hand	31	31
Total	18 145	42 415

^{1.} The cash surplus is mainly due to:

- Underspending under Compensation of Employees as a result of staff exits.
- Underspending under Goods and Services as a result of a cancelled bid process in respect of IT Security and Cyber Strategy services and delays with the ECM project due to the finalisation of cross departmental funding arrangements which led to a delay in the publishing of the tender.

9. Prepayments and advances

Travel and subsistence	59	101
Prepayments (Not expensed)	14	-
Total	73	101

9.1 Prepayments (Not expensed)

Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year prepayments	Balance as at 31 March 2020
	R'000	R'000	R'000	R'000	R'000
9					
Goods and services ¹	-	-	-	14	14
Total	-	-	-	14	14

^{1.} The prepayment relates to franking credits (prepaid postage) purchased for which upfront payment was required.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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9.2 Prepayments (Expensed)

	Note	Amount as at 1 April 2019	Less: Received in the current year	Add or Less: Other	Add: Current Year prepayments	Amount as at 31 March 2020
		R'000	R'000	R'000	R'000	R'000
Goods and services		199	(199)	-	-	-
Transfers and subsidies ¹	Annex 2	1 579	(1 579)	-	330	330
Total		1 778	(1 778)	-	330	330

^{1.} The above amount relates to the unspent funds by Library Business Corners (R0,16m) and Cape Higher Education Consortium (R0,17m) in respect of the 2019/20 transfer payments.

	Note	Amount as at 1 April 2018	Less: Received in the current year	Add or Less: Other	Add: Current Year prepayments	Amount as at 31 March 2019
		R'000	R'000	R'000	R'000	R'000
Goods and services		-	-	-	199	199
Transfers and subsidies		4 010	(4 010)	-	1 579	1 579
Total		4 010	(4 010)	-	1 778	1 778

10. Receivables

		2019/20			2018/19		
		Current	Non- current	Total	Current	Non- current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims	Note 10.1	3 064	156	3 220	2 601	517	3 118
recoverable							
Recoverable	Note 10.2	12	138	150	34	139	173
expenditure							
Staff debt	Note 10.3	155	979	1 134	245	1 058	1 303
Fruitless and							
wasteful							
expenditure	Note 10.4	-	-	-	2	-	2
Total		3 231	1 273	4 504	2 882	1 714	4 596

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10.1 Claims recoverable

	Note	2019/20	2018/19
	10	R'000	R'000
National departments	Annex 6	172	15
Provincial departments	Annex 6	2 703	2 237
Public entities	Annex 6	11	112
Private enterprises	Annex 6	57	47
Local governments	Annex 6	277	707
Total		3 220	3 118

10.2 Recoverable expenditure (disallowance accounts)

Damages to Government Motor Transport vehicles	10	150	167
Disallowance Miscellaneous account	10	-	6
Total		150	173

10.3 Staff debt

Departmental debt account ¹	10	1 134	1 303
Total		1 134	1 303

^{1.} Includes the following types of debt: breach of contract (4 cases), employee (6 cases), ex-employee (79 cases), tax (1 case), Government Motor Transport Vehicle (1 case), supplier (1), salary reversal (1 case).

10.4 Fruitless and wasteful expenditure

Opening balance	10	2	22
Less amounts recovered		(2)	(22)
Transfers from note 22 Fruitless and Wasteful Expenditure		-	2
Total		-	2

10.5 Impairment of receivables

Estimate of impairment of receivables ¹	10.3	196	145
Total		196	145

^{1.} Long outstanding debt cases which have remained dormant and where recoverability is doubtful.

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11. Voted funds to be surrendered to the Revenue Fund

Opening balance	46 599	39 839
Transfer from statement of financial performance	21 757	46 599
Paid during the year	(46 599)	(39 839)
Closing balance	21 757	46 599

12. Departmental revenue to be surrendered to the Revenue Fund

	Note	2019/20 R' 000	2018/19 R' 000
Opening balance		23	705
Transfer from Statement of Financial Performance		1 674	157
Own revenue included in appropriation		1 899	1 798
Paid during the year		(3 544)	(2 637)
Closing balance		52	23

13. Payables – current

Clearing accounts	13.1	695	262
Total		695	262

13.1 Clearing accounts

Salary: Disallowance accounts ¹	13	236	96
Unallocated receipts ²	13	459	166
Total		695	262

¹ The increase mainly relates to uncleared items in the Government Employee Housing Scheme Clearing Account (R0,15m compared to R0,03m in 2018/19) and to the Income Tax Clearing Account (R0,07m compared to R0,05m in 2018/19).

² This relates to excess payments made by the Department of Health in respect of inter-departmental claims. Amounts were refunded after year-end.

14. Net cash flow available from operating activities

	Note	2019/20 R' 000	2018/19 R' 000
Net surplus as per Statement of Financial Performance		23 431	46 756
Add back non cash/cash movements not deemed operating activities		(12 590)	(17 540)
(Increase)/decrease in receivables - current		(349)	3 548
Decrease/(Increase) in prepayments and advances		28	(101)

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(Decrease)/increase in payables – current	433	226
Proceeds from sale of capital assets	(92)	(4)
Expenditure on capital assets	35 634	19 469
Surrenders to Revenue Fund	(50 143)	(42 476)
Own revenue included in appropriation	1 899	1 798
Net cash flow generated by operating activities	10 841	29 216

15. Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2019/20 R'000	2018/19 R'000
Consolidated Paymaster General account		18 114	42 384
Cash on hand		31	31
Total		18 145	42 415

16. Contingent liabilities and contingent assets

16.1 Contingent liabilities

Liable to	Nature			
Claims against the department ¹		Annex 5	184 827	184 827
Intergovernmental payables (unconfirmed balances)		Annex 7	-	540
Total			184 827	185 367

^{1.} The department is defending the claim, as it believes the summons is materially defective. It fails to disclose a legitimate cause of action on which to hold the department 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 all the defendants.

The matter has been discussed with counsel and the State Attorney has further been instructed to set the current exception down for hearing as the plaintiff has failed to respond to this.

The current status is that a hearing date is awaited for the exception to be argued.

16.2 Contingent assets

For the year under review 85 Procedures for Incapacity Leave and Ill-Health Retirement (PILIR) cases were reviewed. A total of 68 cases were approved, 15 cases were declined with 2 cases still pending. The Corporate Services Centre continuously monitors these cases with Alexander Forbes. The amount cannot be reliably estimated.

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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.

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17. Capital commitments

	Note	2019/20 R'000	2018/19 R'000
Machinery and Equipment			
Approved and Contracted		16 725	10 191
Total		16 725	10 191

The Modified Cash Standard has been revised in respect of the disclosure of commitments, which only includes commitments for capital expenditure. In the 2018/19 AFS, current and capital commitments amounted to R3.623bn, which consisted of Capital Commitments of R10.191m and Current Commitments of R3.613bn.

18. Accruals and payables not recognised

18.1 Accruals

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	38 159	304	38 463	34 982
Capital assets	2 161	-	2 161	-
Total	40 320	304	40 624	34 982

Listed by programme level

Executive Governance & Integration (Administration)	1 329	2 592
Provincial Strategic Management	86	97
People Management (CSC)	1 852	3 611
Centre for e-Innovation (CSC)	36 193	27 458
Corporate Assurance (CSC)	1 164	1 224
Total	40 624	34 982

Includes amongst other:

- Audit costs in respect of March 2020 – R0,65m
- External computer services for March 2020 – R16,10m
- SITA computer services for March 2020 – R15,04m
- Subscriptions for March 2020 – R1,68m
- Fleetman services for March 2020 – R0,99m

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	Note	2019/20 R'000	2018/19 R'000
18.2 Payables not recognised			
Listed by economic classification			
	30 Days	30+ Days	Total
Goods and services	2 612	256	2 868
Capital assets	-	-	-
Total	2 612	256	2 868
Listed by programme level			
Executive Governance & Integration (Administration)		18	33
Provincial Strategic Management		1	28
People Management (CSC)		368	66
Centre for e-Innovation (CSC)		706	3
Corporate Assurance (CSC)		1 775	44
Total		2 868	174
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 7	-	210
Confirmed balances with other government entities	Annex 7	961	928
Total		961	1 138

19. Employee benefits

Leave entitlement ¹	18 073	16 025
Service bonus (Thirteenth cheque)	14 348	13 511
Performance awards	3 460	3 291
Capped leave commitments	8 976	8 453
Long service awards ²	656	587
Other ³	347	1 627
Total	45 860	43 494

^{1.} A credit amount of R1,33m 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.

^{2.} At this stage the department is not able to reliably measure the long term portion of the long service awards.

^{3.} Refers to an amount of R0,08m in respect of overtime work performed during March 2020 an amount of R0,19m in respect of salary claims, leave gratuity, leave discounting and taxes. Also included in "other" in respect of a provision made for an exit gratuity is an amount of R0,07m owing to Premier A. Winde and R1,36m (2018/19) owing to Premier Ms. H. Zille.

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20. Lease commitments

20.1 Operating leases

	Machinery and equipment R'000	Total R'000
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

	Machinery and equipment	Total
2018/19		
Not later than 1 year	1 477	1 477
Later than 1 year and not later than 5 years	341	341
Total lease commitments	1 818	1 818

Includes mainly 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.

20.2 Finance leases (Machinery and equipment)

	Machinery and equipment R'000	Total R'000
2019/20		
Not later than 1 year	75	75
Later than 1 year and not later than 5 years	16	16
Total lease commitments	91	91

	Machinery and equipment	Total
2018/19		
Not later than 1 year	55	55
Later than 1 year and not later than 5 years	9	9
Total lease commitments	64	64

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 below:

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20.3 Finance leases expenditure (Government Motor Transport)

	Machinery and equipment	Total
2019/20		
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
2018/19		
	Machinery and equipment	Total
Not later than 1 year	6 600	6 600
Later than 1 year and not later than 5 years	13 419	13 419
Total lease commitments	20 019	20 019

The Department of the Premier leased 121 vehicles from GMT as at 31 March 2020 (March 2019: 124). 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.

21. Irregular expenditure

21.1 Reconciliation of irregular expenditure

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Opening balance		1 181	474
Prior period error		-	57
As restated		1 181	531
Add: Irregular expenditure – relating to prior year			
Add: Irregular expenditure – relating to current year		994	2 349
Less: Prior year amounts condoned		-	(401)
Less: Current year amounts condoned		-	(1 225)
Less: Amounts not condoned and not recoverable		(102)	(73)
Closing balance		2 073	1 181
Analysis of awaiting condonation per age classification			
Current year		994	1 124
Prior years		1 079	57
Total		2 073	1 181

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Subsequent to year end one amount was deemed recoverable (not condoned) and one amount was deemed as a valid expense, therefore not recoverable (not condoned).

21.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2019/20 R'000
Non-compliance with procurement prescripts (various cases)	Where applicable, cases as approved by the Accounting Officer are forwarded to the Directorate: Employee Relations for possible disciplinary action.	994
Total		994

21.3 Details of irregular expenditure removed - (not condoned)

Incident	Not condoned by (relevant authority)	2019/20 R'000
Membership Fees and Tourism Levy - valid expense	Accounting Officer	7
Catering & Conference Facilities - valid expense	Accounting Officer	72
Legal Services - valid expense	Accounting Officer	23
Total		102

21.4 Prior period error

Note **2018/19**

Nature of prior period error

Relating to 2016/17 and 2017/18 [affecting the opening balance]

57

2016/17: Non-compliance with procurement prescripts – Uncontracted services to the Department

22

2017/18: Non-compliance with procurement prescripts – Uncontracted services to the Department

35

Relating to 2018/19

67

Non-compliance with procurement prescripts – Uncontracted services to the Department

67

Total prior period errors

124

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22. Fruitless and wasteful expenditure

22.1 Reconciliation of fruitless and wasteful expenditure

	Note	2019/20	2018/19
Opening balance		40	3
Prior period error	22.3	-	22
As restated		40	25
Fruitless and wasteful expenditure – relating to prior year		-	-
Fruitless and wasteful expenditure – relating to current year		9	46
Less: Amounts resolved		(2)	(29)
Less: Amounts transferred to receivables for recovery		(2)	(2)
Closing balance		45	40

Subsequent to year end, four amounts were resolved i.e. one amount is to be recovered from the supplier, two amounts concluded as being valid expenditure and one case to be written-off.

22.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2019/20 R'000
Car rental damages	None	2
Duplicate vetting requests by the Department for Personnel Suitability checks.	None	7
Total		9

22.3 Prior period error

	Note	2018/19
Nature of prior period error		
Relating to 2016/17 and 2017/18 [affecting the opening balance]	22.1	22
Duplicate vetting requests by the Department for Personnel Suitability checks		22
Relating to 2018/19		15
Duplicate vetting requests by the Department for Personnel Suitability checks		15
Total prior period errors		37

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23. 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 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.

24. Key management personnel

	No. of Individuals	2019/20 R'000	2018/19 R'000
Political office bearers	2	3 859	2 261
Officials			
Management ¹	31	35 355	39 403
Total		39 214	41 664

Note: Responsible Political office bearer – Premier Helen Zille and 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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25. Non-adjusting events after reporting date

The Department has assessed the impact of the COVID-19 pandemic and has thus far committed expenditure to the value of R40.0m as events that required no adjustment in the Annual Financial Statements for 2019/20. The Department had a baseline reduction of R72,019m as part of the first Adjustments Estimate of 2020 towards the provincial response to the COVID-19 pandemic. This funding was re-allocated to fund COVID-19 related activities within the Department.

26. Movable Tangible Capital Assets

**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2020**

	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	464 376	-	64 531	10 927	517 980
Transport assets	-	-	-	-	-
Computer equipment	447 571	-	62 526	10 667	499 430
Furniture and office equipment	5 896	-	853	33	6 716
Other machinery and equipment	10 909	-	1 152	227	11 834
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	464 376	-	69 003	10 927	522 452

Information on GG Vehicle Finance lease assets for the current and comparative years are disclosed in Annexure 9.

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	262	5 584

Included in the above:

- 104 assets that are less than 5 years old (original purchase value equals R2,46m) were not verified during the 2019/20 stocktake
- 91 assets that are more than 5 years but less than 10 years old (original purchase value equals R1,91m) were not verified during the 2019/20 stocktake
- 67 assets that are more than 10 years old (original purchase value equals R1,21m) were not verified during the 2019/20 stocktake

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26.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	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	-	4 472	-	-	4 472
Heritage Assets	-	4 472	-	-	4 472
MACHINERY AND EQUIPMENT	35 593	35 893	(8 420)	1 465	64 531
Transport assets	8 388	-	(8 388)	-	-
Computer equipment	25 863	35 351	-	1 312	62 526
Furniture and office equipment	387	445	-	21	853
Other machinery and equipment	955	97	(32)	132	1 152
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	35 593	40 365	(8 420)	1 465	69 003

26.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	3 165	7 762	10 927	92
Transport assets	-	-	-	-
Computer equipment	3 088	7 579	10 667	92
Furniture and office equipment	12	21	33	-
Other machinery and equipment	65	162	227	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	3 165	10 985	10 927	92

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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26.3 Movement for 2018/19

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	458 496	(483)	11 342	4 979	464 376
Transport assets	-	-	-	-	-
Computer equipment	443 566	(1 073)	9 908	4 830	447 571
Furniture and office equipment	8 693	(2 964)	260	93	5 896
Other machinery and equipment	6 237	3 554	1 174	56	10 909
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	458 496	(483)	11 342	4 979	464 376

26.3.1 Prior period error

Note

2018/19

Nature of prior period error

Relating to 2018/19 [affecting the opening
balance]

Correction of asset categories – Computer Equipment

Correction of asset categories – Furniture and Office Equipment

Correction of asset categories – Other Machinery and Equipment

Total prior period errors

26.3

(483)

(1 073)

(2 964)

3 554

(483)

26.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	-	24 278	24 278
Value adjustments	-	-	-
Additions	364	3 935	4 299
Disposals	-	798	798
TOTAL MINOR ASSETS	364	27 415	27 779

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	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	-	-	-
Number of minor assets at cost	178	14 216	14 394
TOTAL NUMBER OF MINOR ASSETS	178	14 216	14 394

Additions to Other Machinery and Equipment includes: R2,21m (Trial Balance) + R1,39m (Non-Cash Additions) + R0,34m (Assets Received, Not Paid Yet).

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:		
Machinery and equipment	307	539

Included in the Assets under investigation are:

- 117 assets that are less than 5 years old (original purchase value equals R0,20m) were not verified during the 2019/20 stocktake
- 106 assets that are more than 5 years but less than 10 years old (original purchase value equals R0,17m) were not verified during the 2019/20 stocktake
- 84 assets that are more than 10 years old (original purchase value equals R0,17m) were not verified during the 2019/20 stocktake

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Machinery and equipment R'000	Total R'000
Opening balance	21 824	21 824
Prior period error	1 345	1 345
Additions	1 853	1 853
Disposals	744	744
TOTAL MINOR ASSETS	24 278	24 278

	Machinery and equipment	Total
Number of R1 minor assets	-	-
Number of minor assets at cost	12 848	12 848
TOTAL NUMBER OF MINOR ASSETS	12 848	12 848

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26.4.1 Prior period error

	Note	2018/19 R'000
Nature of prior period error		
Relating to 2018/19 [affecting the opening balance]		1 345
Correction of 2018 / 2019 closing balance		1 345
Total prior period errors		1 345

The 2018/19 asset register totals were reviewed and it was identified that the closing Rand values R1,35m were erroneously understated whilst the quantities recorded was correct.

26.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Assets written off	-	-	1 754	1 754
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	1 754	1 754

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Assets written off	-	-	1 100	1 100
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	1 100	1 100

26.6 S42 Movable capital assets

MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2020

	Intangible assets	Heritage assets	Machinery and equipment	Total
No. of Assets	-	-	-	-
Value of the assets (R'000)	-	-	-	-

MINOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2020

	Intangible assets	Heritage assets	Machinery and equipment	Total
No. of Assets	-	-	-	-
Value of the assets (R'000)	-	-	-	-

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MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2019

	Intangible assets	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
No. of Assets	-	-	70	70
Value of the assets (R'000)	-	-	2 539	2 539

MINOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2019

	Intangible assets	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
No. of Assets	-	-	-	-
Value of the assets (R'000)	-	-	-	-

27. Intangible Capital Assets

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2020**

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	31 845	-	9	-	31 854
TOTAL INTANGIBLE CAPITAL ASSETS	31 845	-	9	-	31 854

27.1 Additions

**ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2020**

	Cash	Non-Cash	(Develop- ment work in progress – current costs)	Received current year, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	-	9	-	-	9
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	-	9	-	-	9

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27.2 Movement for 2018/19

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	31 845	-	-	-	31 845
TOTAL INTANGIBLE CAPITAL ASSETS	31 845	-	-	-	31 845

28. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000		R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 591	-	41	-	2 632
Other fixed structures	2 591	-	41	-	2 632
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	2 591	-	41	-	2 632

28.1 Additions

ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	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
BUILDING AND OTHER FIXED STRUCTURES	41	-	-	-	41
Other fixed structures	41	-	-	-	41
TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS	41	-	-	-	41

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28.2 Movement for 2018/19

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	1 151	483	957	-	2 591
Other fixed structures	1 151	483	957	-	2 591
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	1 151	483	957	-	2 591

28.2.1 Prior period error

	Note	2018/19
Nature of prior period error		
Relating to 2018/19 [affecting the opening balance]		483
Category adjustment across classifications		483
Total prior period errors	26.3	483

29. Prior period errors

29.1 Correction of prior period errors

	Note	Amount bef error correction 2016/17 R'000	Prior period error 2016/17 R'000	Restated Amount 2018/19 R'000
Irregular Expenditure				
Included in the Note: Irregular Expenditure is an amount in respect of non-compliance with procurement prescripts – Uncontracted services to the Department	21.4	-	22	22
Net effect		-	22	22

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		Amount bef error correction	Prior period error	Restated Amount
		2017/18	2017/18	2018/19
		R'000	R'000	R'000
Included in the Note: Irregular Expenditure is an amount in respect of non-compliance with procurement prescripts – Uncontracted services to the Department	21.4	-	35	35
Net effect		-	35	35

		Amount bef error correction	Prior period error	Restated Amount
		2018/19	2018/19	2018/19
		R'000	R'000	R'000
Included in the Note: Irregular Expenditure is an amount in respect of non-compliance with procurement prescripts – Uncontracted services to the Department	21.4	-	67	67
Net effect		-	67	67

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		Amount bef error correction 2016/17 R'000	Prior period error 2016/17 R'000	Restated Amount 2018/19 R'000
Fruitless and wasteful expenditure				
Included in this Note is an amount in respect of duplicate vetting requests by the Department for Personnel Suitability checks	22.3	-	2	2
Net effect		-	2	2

	<i>Note</i>	Amount bef error correction 2017/18 R'000	Prior period error 2017/18 R'000	Restated Amount 2018/19 R'000
Fruitless and wasteful expenditure				
Included in this Note is an amount in respect of duplicate vetting requests by the Department for Personnel Suitability checks	22.3	-	20	20
Net effect		-	20	20

		Amount bef error correction 2018/19 R'000	Prior period error 2018/19 R'000	Restated Amount 2018/19 R'000
Fruitless and wasteful expenditure				
Included in this Note is an amount in respect of duplicate vetting requests by the Department for Personnel Suitability checks	22.3	-	15	15
Net effect		-	15	15

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		Amount bef error correction 2018/19 R'000	Prior period error 2018/19 R'000	Restated Amount 2018/19 R'000
Expenditure				
Minor Assets				
Machinery and equipment	26.4 26.4.1	21 824	1 345	23 169
Net effect		21 824	1 345	23 169
Movable Tangible Capital Assets				
Computer Equipment		443 566	(1 073)	442 493
Furniture and office equipment		8 693	(2 964)	5 729
Other machinery and equipment		6 237	3 554	9 791
Immovable Tangible Capital Assets				
Machinery and equipment		1 151	483	1 634
Net effect		459 647	-	459 647

The amount of R0,48m was shifted to other fixed structures.

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.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

ANNEXURE 1
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

AGENCY	TRANSFER ALLOCATION				TRANSFER		2018/19
	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)	36	-	31	67	50	75	58
TOTAL	36	-	31	67	50		58

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 2
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	TRANSFER ALLOCATION				EXPENDITURE		2018/19
	Adjusted Appropriation Act	Roll overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Library Business Corners ¹	21 000	-	-	21 000	21 000	100	19 700
Cape Higher Education Consortium ²	500	-	-	500	500	100	500
TOTAL	21 500	-	-	21 500	21 500		20 200

¹ Library Business Corners - at the end of the year there was an unspent amount of R0,16m.

² Cape Higher Education Consortium - at the end of the year there was an unspent amount of R0,17m.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3
STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2018/19
	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
Transfers							
Employee Leave gratuities	1 698	-	343	2 041	2 020	99	2 128
Injury on duty	12	-	17	29	27	93	172
Claims against the State	2	-	1 112	1 114	1 112	100	5
Employee Post Retirement Benefits	1 659	-	-	1 659	1 659	100	-
Non-profit institutions - Sponsorships	-	-	-	-	-	-	390
Non-profit institutions – Donations	400	-	-	400	133	33	110
TOTAL	3 771	-	1 472	5 243	4 951		2 805

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ANNEXURE 4
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2019/20	2018/19
		R'000	R'000
Received in kind			
Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)	Donation to cover travel and accommodation cost 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 12 th 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	
Huawei Technologies	Sponsorship to cover travel and accommodation costs for three officials who attended the Huawei Connect Conference from 6 till 14 October 2018 in the People's Republic of China.		180
Microsoft	Sponsorship to cover accommodation cost for one official who attended Microsoft's Smart City Expo World Congress from 11 to 16 November 2018 in Barcelona.		40
Friedrich Naumann Foundation	Sponsorship to cover travel and accommodation costs for one official to co-facilitate a seminar on translating values into policy, programmes and delivery in Government from 25 November 2018 until 7 December 2018 in Germany.		16
TOTAL		189	236

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ANNEXURE 5
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2020

	Opening Balance	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recoverable	Closing Balance
	1 April 2019				31 March 2020
NATURE OF LIABILITY	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Unfair dismissal dispute	-	747	747	-	-
JF van Niekerk and Others (Seemeeu Park) – Property damages claim ¹	184 827	-	-	-	184 827
TOTAL	184 827	747	747	-	184 827

Note: ¹ The Plaintiffs have cited the Premier (as the First Defendant) for the payment of delictual damages suffered for pure economic loss following the approval of a proposed development plan for portion 101 of the farm "Vyf Braamfontein" known as Seemeeu Park located in Hartenbos Mossel Bay. The department is defending the claim, as it believes the summons is materially defective as it fails to disclose a legitimate cause of action on which to hold the department liable for the damages claimed.

There have been exceptions 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 matter has been discussed with counsel and the state attorney has further been instructed to set the current exception down for hearing as the plaintiff has failed to respond to this. The current status is that a hearing date is being awaited for the exception to be argued.

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ANNEXURE 6
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20 *	
							Receipt date up to six (6) working days after year end	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000

Department

Department: Social Development	-	-	-	15	-	15	-	-
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	-	-	-

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20	
							Receipt date up to six (6) working days after year end	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
WC Local Government	-	1	9	-	9	1	-	-
WC Provincial Treasury	24	170	-	7	24	177	-	-
WC Social Development	-	484	-	-	-	484	-	-
WC Transport and Public Works	218	554	-	-	218	554	-	-
WC Economic Development and Tourism	480	97	11	46	491	143	03.04.2020	480
WC Human Settlements	319	-	8	-	327	-	-	-
WC Agriculture	-	73	-	-	-	73	-	-
WC Health	1 601	440	-	-	1 601	440	-	-
WC Cultural Affairs and Sport	-	-	8	-	8	-	-	-
WC Community Safety	-	-	25	39	25	39	-	-
WC Environmental Affairs and Development Planning	-	302	-	-	-	302	-	-
WC Education	-	-	-	25	-	25	-	-

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20 *	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000

Other Government Entities

Western Cape Nature Board	-	-	10	87	10	87		
Western Cape Liquor Authority	-	-	-	5	-	5		
Petroleum Agency SA	-	-	-	6	-	6		
Independent Electoral Commission	1	-	-	15	1	15		
Other	-	1	57	46	57	47		

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20 *	
							Receipt date up to six (6) working days after year end	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Beaufort West Municipality	-	-	-	2	-	2		
Bitou Municipality	-	-	32	31	32	31		
Berg River Municipality	-	2	-	-	-	2		
Breedse Valley Municipality	-	-	21	19	21	19		
Cape Agulhas Municipality	-	-	-	1	-	1		
Cederberg Municipality	-	-	3	3	3	3		
City of Cape Town Municipality	-	-	45	383	45	383		
Drakenstein Municipality	-	-	17	37	17	37		
Eden District Municipality	-	-	-	37	-	37		
Garden Route Municipality	-	-	-	10	-	10		
George Municipality	-	-	7	4	7	4		
Hessequa Municipality	-	-	-	1	-	1		
Kannaland Municipality	-	-	53	47	53	47		
Langeberg Municipality	-	-	3	4	3	4		
Matzikama Municipality	-	-	1	15	1	15		
Mossel Bay Municipality	-	-	66	11	66	11		
Municipal Demarcation Board	-	-	-	-	-	-		
Oudtshoorn Municipality	-	-	7	4	7	4		
Overstrand Municipality	-	-	-	44	-	44		
Prince Albert Municipality	-	-	2	1	2	1		

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ANNEXURE 6 (CONTINUED)
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20 *	
							Receipt date up to six (6) working days after year end	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Saldanha Bay Municipality	-	-	3	2	3	2		
Stellenbosch Municipality	-	-	10	10	10	10		
Swartland Municipality	-	5	5	-	5	5		
Swellendam Municipality	-	-	1	1	1	1		
Theewaterskloof Municipality	-	-	1	1	1	1		
Witzenberg Municipality	-	-	-	30	-	30		
TOTAL	2 643	2 129	577	989	3 220	3 118		480

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ANNEXURE 7
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *	
							Payment date up to six (6) working days before year end	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000

DEPARTMENTS

Current

National School of Government	-	-	-	-	-	-	-	-
Justice and Constitutional Development	-	-	-	64	-	-	64	
WC Health	-	9	-	14	-	-	23	
WC Human Settlements	-	-	-	1	-	-	1	
Government Printing Works	-	1	-	1	-	-	2	
WC Transport and Public Works	-	200	-	-	-	-	200	
Subtotal	-	210	-	80	-	-	290	

Non-current

Justice and Constitutional Development	-	-	-	460	-	-	460	
National School of Government	-	-	-	-	-	-	-	
Subtotal	-	-	-	460	-	-	460	
TOTAL DEPARTMENTS	-	210	-	540	-	-	750	

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ANNEXURE 7 (CONTINUED)
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *	
							Payment date up to six (6) working days before year end	Amount
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019		
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
OTHER GOVERNMENT ENTITY								
Current								
Government Motor Transport	961	928	-	-	961	928		
Subtotal	961	928	-	-	961	928		
TOTAL INTERGOVERNMENT PAYABLES	961	1 138	-	540	961	1 678		

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ANNEXURE 8
INVENTORIES

Inventories for the year ended 31 March 2020

	Telephones	TOTAL
	R'000	R'000
Opening balance	3 648	3 648
Add/(Less): Adjustments to prior year balances	83	83
Add: Additions/Purchases – Cash	1 150	1 150
(Less): Issues	(2 422)	(2 422)
Add/(Less): Adjustments	(9)	(9)
Closing balance	2 450	2 450

Inventories for the year ended 31 March 2019

	Telephones	TOTAL
	R'000	R'000
Opening balance	3 632	3 632
Add/(Less): Adjustments to prior year balances	(9)	(9)
Add: Additions/Purchases – Cash	3 942	3 942
(Less): Issues	(2 557)	(2 557)
Add/(Less): Adjustments	(1 360)	(1 360)
Closing balance	3 648	3 648

The above inventories relate to telephones for distribution

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ANNEXURE 9

TRANSPORT ASSETS AS PER FINANCE LEASE REGISTER FOR THE YEAR ENDED 31 MARCH 2020

Movable Tangible Capital Assets

Transport assets as per finance lease register for the year ended 31 March 2020

	Opening Balance	Current year adjustments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
GG Motor vehicles	20 996	-	4 785	(3 223)	22 558

Transport assets as per finance lease register for the year ended 31 March 2019

	Opening Balance	Current year adjustments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
GG Motor vehicles	18 830	-	5 426	(3 260)	20 996

As at 31 March 2020 the department used 121 (March 2019: 124) 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.

Department of the Premier

Contact person: Ms Yolanda Christians

Departmental Strategy, Department of the Premier

Email: Yolanda.Christians@westerncape.gov.za

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