



Western Cape  
Government

Department of the Premier



Annual Report  
2017/18



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# PART A



# GENERAL INFORMATION

## 1. DEPARTMENT GENERAL INFORMATION

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## 2. LIST OF ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
APRM	Africa Peer Review Mechanism
BAC	Bid Adjudication Committee
BBBEE	Broad-based Black Economic Empowerment
BCP	Business Continuity Plan
BEC	Bid Evaluation Committee
BI	Business Intelligence
BPIA	Batho Pele Impact Assessment
BPIAN	Batho Pele Impact Assessment Network
BPO	Business Process Optimisation
BRICS	Brazil, Russia, India, China and South Africa
BSC	Bid Specification Committee
CAPEX	Capital Expenditure
CCPWCP	Coordinating Chamber of the PSCBC
CD	Chief Director
CEI	Centre for E-Innovation
CFO	Chief Financial Officer
CGRO	Corporate Governance Review and Outlook
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
COE	Compensation of Employees
COCT	City of Cape Town
COMAF	Communication of an Audit Finding
COTS	Commercial Off-the-Shelf

COGTA	Cooperative Governance and Traditional Affairs
CSC	Corporate Services Centre
CTP	Cape Town Partnership
DCAS	Department of Cultural Affairs and Sport
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DER	Directorate Employee Relations
DERM	Directorate Enterprise Risk Management
DGS	Digital Government Strategy
DOCS	Department of Community Safety
DOTP	Department of the Premier
DORA	Division of Revenue Act
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DSU	Delivery Support Unit
DTPW	Department of Transport and Public Works
ECM	Electronic Content Management
EDP	Economic Development Partnership
EE	Employment Equity
EHW	Employee Health and Wellness
EPD	Executive Projects Dashboard
EPM	Enterprise Project Management
ERM	Enterprise Risk Management
EXCO	Executive Committee
EU	European Union
FIFA	Fédération Internationale de Football Association
FGRO	Financial Governance Review and Outlook
FMPPi	Framework for Managing Programme Performance Information

FOSAD	Forum of South-African Directors-General
FSD	Frontline Service Delivery
GCIS	Government Communication and Information System
GEPF	Government Employee Pension Fund
GIAMA	Government Immovable Asset Management Act
GIS	Geographic Information System
GITO	Government Information Technology Officer
GMT	Government Motor Transport
GOVCOM	Governance Committee
GPS	Growth Potential of Towns Study
GPSSBC	General Public Service Sectoral Bargaining Council
GWME	Government-wide Monitoring and Evaluation
HBP	Hout Bay Partnership
HCM	Human Capital Management
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
HRM	Health Risk Manager
ICAS	Independent Counselling Advisory Services
ICT	Information & Communication Technology
IFMS	Integrated Financial Management System
IGC	Intergovernmental Committee
ILSF	Individual-Linked Savings Facility
IMS	Information Management System
IMLC	Institutional Management and Labour Committee
IOD	Injury on Duty
IRF	International Relations Forum
IRS	International Relations Strategy

IT	Information Technology
KPA	Key Performance Area
LAN	Local Area Network
LBC	Library Business Corners
LGMTEC	Local Government Medium-term Expenditure Committee
LP	Learning Programme
MAY	Mayor's Advancement of Youth
M&E	Monitoring and Evaluation
MEAP	Management Efficiency and Alignment Project
MEC	Member of Executive Council
MGRO	Municipal Governance Review and Outlook
MISS	Minimum Information Security Standards
MOA	Memorandum of Agreement
MITS	Maintenance, Innovation, Termination and Succession
MOD	Mass Participation Opportunity Access and Growth Centres
MOU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
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
NPO	Not for Profit Organisation
NQF	National Qualifications Framework
NSG	National School of Government
NT	National Treasury
OD	Organisation Development
ODA	Overseas Development Assistance

OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
OPEX	Operational Expenditure
PAA	Public Audit Act
PAY	Premier's Advancement of Youth
PAC	Provincial Assessment Centre
PC	Personal Computer
PCF	Premier's Co-ordinating Forum
PERMIS	Performance Management Information System
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PERO	Provincial Economic Review and Outlook
PFMA	Public Finance Management Act
PFS	Provincial Forensic Services
PGMTEC	Provincial Government Medium-term Expenditure Committee
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POA	Programme of Action
POPIA	Protection of Personal Information Act
PSA	Public Servants Association
PSCBC	Public Service Co-ordinating Bargaining Council
PSDF	Provincial Spatial Development Framework
PSG	Provincial Strategic Goal
PSG-MTEC	Provincial Strategic Goal-Medium Term Expenditure Committee
PSRMF	Public Sector Risk Management Framework
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
PWMES	Provincial-wide Monitoring and Evaluation System
QPR	Quarterly Performance Report
RBME	Results-based Monitoring and Evaluation
RFI	Request for Information
RIA	Regulatory Impact Assessment
RLS	Regional Leaders Summit
SA	South Africa
SALGA	South African Local Government Association
SAP	Systems Applications Products
SAQA	South African Qualifications Authority
SASSA	South African Social Security Agency
SAPS	South African Police Services
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SHE	Safety, Health and Environment
SHERQ	Safety Health Environment Risk and Quality Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SMI	Strategic Management Information
SMS	Senior Management Service
SP	Strategic Plan
SQL	Structured Query Language

STATS SA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Technical Assistance Unit
TR	Treasury Regulations
UNDP	United Nations Development Programme
USA	United States of America
VOIP	Voice over Internet Protocol
VPUU	Violence Prevention through Urban Upgrading
WAN	Wide Area Network
WCED	Western Cape Education Department
WCG	Western Cape Government
WG3	Work Group 3
WIL	Work-integrated Learning
WOSA	Whole of Society Approach

### 3. FOREWORD BY THE PREMIER



The annual review process that culminates in the departmental Annual Report creates space for reflection on departmental performance over the review period, especially in view of progress made towards the Departmental five-year strategic goals and objectives. For the year under review the Department's performance reflects steady progress towards achieving what it set out in its Departmental Strategic Plan 2015/16-2019/20.

Embedding good governance principles in the Western Cape Government has been a central theme of this government. It remains the cornerstone of a capable state as envisioned in the National Development Plan 2030 and the current Provincial Strategic Plan.

The Department of the Premier's performance over the current term illustrates this commitment. On average, the Department annually achieved 94% of its targets over the first four years of the current term. For the past financial year, the Department spent 97,15% of its budget as at 31 March 2018. The Department managed to achieve a clean audit report for the 2017/18 financial year which makes it the fifth consecutive year that it achieves a clean audit.

These gains, although positive, does not adequately reflect the Department's overall value contribution. Its value can also be found in the efficiencies brought about by delivering on its core functions, in particular the roll-out of broadband to 1 875 government sites and support provided to the e-learning game changer. Similarly, the Premier's Advancement of Youth project (PAY), continued to contribute to youth job opportunities and skills development of school leavers.

The continued weakened economic outlook, lower than anticipated levels of growth, the continued drought and capping of Compensation of Employees costs continued to constrain the departmental budget further. This brought into light the need to be sensitive to people management issues as employees are expected to continuously deliver on more strenuous operational demands without concomitant increases in resources. The situation raises questions about the sustainability of the Department's budget and current resource provisioning.

Despite these challenges the Department registered significant achievements as outlined in this report. It is testament to the commitment of our employees and their contribution to establishing a values-driven Western Cape Government.



As this is my final annual report, I would like to thank the Director-General and his team for continuing to develop a highly capable state that extends opportunities to all the residents in the province so that they can live lives they value.

A handwritten signature in black ink that reads "Helen Zille". The signature is written in a cursive style with a large, looping initial 'H' and 'Z'. A horizontal line is drawn across the signature, positioned below the 'H' and above the 'Z'.

**Helen Zille**

**Premier of the Western Cape**

**Date: 31 July 2018**

## 4. REPORT OF THE ACCOUNTING OFFICER

### 4.1 Overview of the operations of the Department



Deliverables in the 2017/2018 Annual Performance Plan were largely informed by Provincial Strategic Goal 5, which relates to embedding good governance and integrated service delivery through partnerships and spatial alignment. Strategic Goal 5 has 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.
- Integrated management through partnerships, Provincial Strategic Plan (PSP) and game changer implementation, integrated planning, budgeting and implementation and a province-wide Monitoring and Evaluation system.

It must be noted that the Department supports all four of the other provincial strategic goals, most notably through the support it delivers in the provision of strategic support and related information that inform strategic decision making.

The Department is structured in five budget programmes:

- Programme 1: Executive Support 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. This creates a dependency on third-party cooperation, both provincially and nationally, to achieve goals and objectives. Services are also demand driven. The Department often has to respond to ad hoc demands, especially in the Corporate Services Centre space, which places strain on already finite resources. In response, management has embarked on the development of a demand management strategy in collaboration with other provincial departments. The aim of the strategy is to bring predictability and stability in the CSC's annual service delivery planning.

In pursuit of Provincial Strategic Goal 5 and the departmental strategic goals, a number of achievements were registered, confirming the Department's ability to maintain high standards of good governance.

The Department recorded a 92% achievement of indicators for the 2017/18 financial year. This is reflective of the Department's ability to maintain high levels of performance as evidenced by achieving 94% of indicators in the 2016/17 financial year, 96,2 % in the 2015/16 financial year, 93,6% in the 2014/15 financial year, and 89% in 2013/14. This was mainly due to an increased emphasis on monitoring and reporting on performance across the core management functions of the Department and strengthening of internal controls.

The Department has managed to achieve a clean audit report for the 2017/18 financial year.

The departmental CGRO continued to show positive results towards improving the quality of financial management since its inception and will increasingly be used as a management tool for monitoring turnaround strategies where improvements are required.

The continued weakened economic outlook and subsequent Compensation of Employees restraints continued to constrain the departmental budget further. To ensure the achievement of departmental predetermined objectives against a diminished budget, emphasis thus shifted to prioritising evaluations and monitoring via various departmental platforms, e.g. the Compensation of Employees Funding committee, as well as ad hoc budget interrogations and are indicative of increasing organisational maturity.

Budget challenges during the year under review related to the impact of the R/\$ exchange rate on goods and services and capital assets specific to Programme 4 (Centre for E-Innovation), which created significant spending risks for Cel licensing and meant that fewer imported assets could be afforded with the same budget.

The implementation of the Broadband Strategy and Implementation Plan progressed well during the year under review, despite challenges experienced. In collaboration with Liquid Telecom and SITA, 1 875 sites (including schools and clinics) were connected to broadband. The process of rolling out limited broadband to the municipal sphere of government has commenced with six municipalities having been connected by 31 March 2018. Furthermore, the Centre for e-Innovation provided support to the e-learning game changer led by the Western Cape Education Department.

A Corporate Governance Framework and Maturity Model for the Western Cape Government was completed and approved during the year under review. This paved the way for determining a provincial baseline for corporate governance in the ensuing financial year.

## 4.2 Overview of the financial results of the Department:

### 4.2.1 Departmental receipts

Departmental receipts	2017/18			2016/17		
	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	1 742	1 859	(117)	1 707	2 933	(1 226)
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	12	16	(4)	11	16	(5)
Sale of capital assets	-	32	(32)	-	8	(4)
Financial transactions in assets and liabilities	-	2 173	(2 173)	-	420	(420)
<b>Total</b>	<b>1 754</b>	<b>4 080</b>	<b>(2 326)</b>	<b>1 718</b>	<b>3 373</b>	<b>(1 655)</b>

The Department is not a major 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 R2 326 000. The better-than-anticipated performance is mainly due to a refund received from the City of Cape Town (CoCT), which relates to an unspent grant payment (change in scope of the Broad Band project) during the 2015/16 financial year, sales relating to the provincial gazettes and the hiring of the venues at Kromme Rhee. It remains an impossible task to budget accurately for these items given that these items are demand driven.

The bad debts were written off in terms of the Provincial Debt Management Policy. During the year under review, 10 debts valued at R6 329.83 were written off.

### 4.2.2 Programme expenditure

Programme Name	2017/18			2016/17		
	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 Support (Administration)	106 041	101 449	4 592	96 392	93 764	2 628
Provincial Strategic Management	55 023	50 284	4 739	62 787	55 790	6 997
People Management (CSC)	190 831	185 796	5 035	182 004	177 886	4 118
Centre for e-Innovation (CSC)	923 099	903 040	20 059	906 686	904 094	2 592
Corporate Assurance (CSC)	123 130	117 716	5 414	116 981	111 410	5 571
<b>Total</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>1 364 850</b>	<b>1 342 944</b>	<b>21 906</b>

The Department's total expenditure for the period ending 31 March 2018 was R1 358, 285 million, representing 97,15% of the allocated funds. The amount of underspending valued at R39, 839 million translates into 2,85% and had no impact on the achievement of departmental targets as it amongst other includes a saving on Compensation of Employees

(COE) (R13, 859 million), which is due to a slower-than-anticipated filling of posts as well as staff exits. Savings on Goods and Services of R16, 477 million is due to the change in the approach to the Water Resilience Plan and delays in the procurement process for the Client Relationship Management System.

#### **4.2.3 Virements/roll-overs**

- Virements were applied between programmes to increase transfer payments:
  - R500 000 was shifted from Subprogramme 5.3: Internal Audit to Subprogramme 4.2: Strategic ICT Services to accommodate for the formal digital literacy training for communities that took place at the Library Business Corners.
  - R15 000 was shifted from Programme 2: Provincial Strategic Management to Subprogramme: 1.5: Office of the Director-General to accommodate for the defrayment of expenditure under Non-Profit Institutions.
  
- Roll-overs were requested with regard to the:
  - Provincial Water Response Plan;
  - After-School Game Changer;
  - Client Relationship Management System
  
- Revenue retention was requested to fund the IT Refresh.

#### **4.3 Fruitless and wasteful expenditure**

Ten cases of possible fruitless and wasteful expenditure were identified and reported on during the year.

#### **4.4 Future plans of the Department**

Following the successful implementation of the IT Services Blueprint, which was approved by Cabinet in 2009, the Centre for e-Innovation will revise the WCG IT Strategy.

The Department has achieved the 100% milestone delivery target to provide broadband connectivity to WCG sites in accordance with Phase 1 of the broadband initiative. Planning has started on Phase 2 of the initiative, and over 500 of the WCG's sites have been upgraded to minimum connectivity speeds of 100 megabits per second as per phase 2 of the broadband initiative, at the end of the 2017/18 financial year. The expansion of the public Wi-Fi initiative beyond the currently identified 384 sites has been investigated, and the Department has embarked on a procurement process to expand the Wi-Fi hotspots to as many as 1 600 of its buildings.

In support of the e-Learning game changer, the Centre for e-Innovation will, amongst others, assist with the implementation of Local Area Networks at schools and the ICT training of educators.

The Western Cape Government Digital Government Strategy (WCDGS) was approved by the Provincial Cabinet in November 2017. During 2018/19, the Department will be developing the Digital Transformation Plan (DTP), which will be the implementation plan of the WCDGS. The DTP will unpack the objectives and deliverables that will contribute to improvement of existing service delivery processes and develop new processes towards enhancing our citizens' experiences when engaging with government. The WCDGS aims to achieve five goals, which are:

- digitally empowered and informed citizens;
- optimised and integrated citizen-centric services;
- connected government and sound ICT governance;
- digitally empowered employees; and
- data-driven service delivery and decision making.

The overall management of the availability, usability, integrity, and security of data assets within the WCG is key for evidence practice and decision making. In this regard, the WCG realised the strategic, operational and public value of data governance for improved performance of service delivery. During 2018, a Province-wide Data Governance programme has been established to incrementally deliver the identified benefits over the next three years.

These are:

- improved data management;
- common data quality standards;
- collaboration with partners; and
- efficiency gains.

The foundational work, done during 2016 and 2017 marked the completion of Stage 1 (conceptualisation and design) and 2 (pre-implementation). The next three years are about implementation. To create an institutional enabling environment for the PWDG programme, a Data Competency Centre will lead and coordinate the collaborative engagements with the departmental Data and IT Champions across departments. In the absence of a central location in WCG to manage data as a strategic asset, the Department of the Premier will act as the Data Office to institutionalise PWDG.

The Department will lead and coordinate the End-of-term Review of the Provincial Strategic Plan, including an Implementation Evaluation of the Provincial Transversal Management System. This will feed into a discussion document on the way forward in the next term for the consideration of the new administration after the elections in 2019.

Having developed "A Framework for the Implementation of the Human Rights of Priority Groups in the Western Cape", the Department will now strengthen its implementation structure to assist departments to develop their own implementation plans. On the international relations front, the Department will be reviewing its International Relations Strategy (IRS) to establish whether or not it still positions the Western Cape well in its engagements with the international community. Existing capacity-building initiatives for WCG officials by the Community Engagement Forum will be deepened and will form part of a broader public participation programme.

#### **4.5 Public-private partnerships**

No public-private partnerships were entered into.

#### **4.6 Discontinued activities/activities to be discontinued**

No activities were or will be discontinued.

#### **4.7 New or proposed activities**

- Review of the International Relations Strategy
- Establishment of the structure to monitor the implementation of the Human Rights of Priority Groups in the Western Cape
- CCE training to be part of the PTI value proposition

#### **4.8 Supply chain management**

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

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. SCM processes and systems are in place to prevent irregular expenditure.

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

The Department received no gifts and donations in kind. More detail of the donations made by the Department can be found in Part E of the report.

#### **4.10 Exemptions and deviations received from the National Treasury**

No exemptions and deviations were received.

#### **4.11 Events after the reporting date**

There were no events after the reporting date.

#### **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 consistently 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 2017/18 Annual Report of the Department of the Premier.



**ADVOCATE BRENT GERBER**  
**ACCOUNTING OFFICER**  
**DEPARTMENT OF THE PREMIER**  
**DATE: 31 July 2018**

## 5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR 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 2018.

Yours faithfully



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**Adv Brent Gerber**  
**Director-General**  
**Date: 31 July 2018**



## 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 problem-solve 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 (Act 108 of 1996) and the Constitution of the Western Cape, 1997 (Act 1 of 1997).

## 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
- Provincial Treasury Regulations, 2012
- 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)
- Public Audit Act, 2004 (Act 25 of 2004)
- Public Administration Management Act, 2014 (Act 11 of 2014)
- 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 Provincial Coat of Arms Act, 1998 (Act 7 of 1998)
- Western Cape Delegation of Powers Law, 1994 (Law 7 of 1994)
- Western Cape Direct Charges Act, 2000 (Act 6 of 2000)
- Western Cape Provincial Commissions Act, 1998 (Act 10 of 1998)
- Western Cape Provincial Honours Act, 1999 (Act 9 of 1999)
- Western Cape Provincial Languages Act, 1998 (Act 13 of 1998)

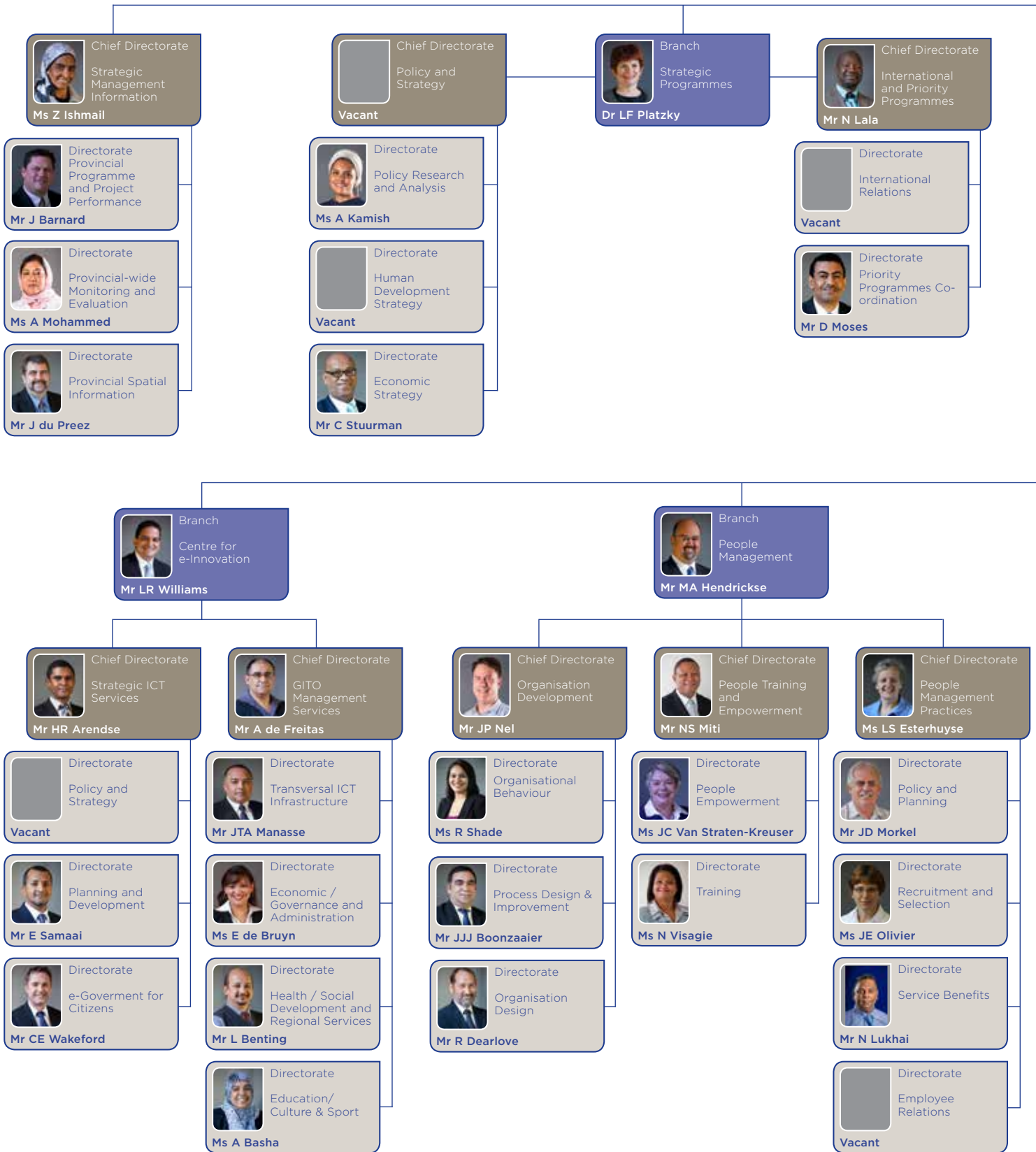
In addition, the Department, as an entity and in fulfilling its role within the provincial government, takes into account national policy mandates, in particular the following:


- Green Paper on National Performance Management (2009)
- Medium-term Strategic Framework – 2014-2019
- 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)

## 8. ORGANISATIONAL STRUCTURE


The following chart depicts the top management structure of the Department as at March 2017.






**Premier**  
  
**Ms H Zille**


**Director-General**  
  
**Adv B Gerber**

**Branch**  
 Executive Support  
  
**Mr LH Grootboom**


**Office of the Premier**  
  
**Adv L Elliot**

**Directorate**  
 Secretariat Services  
  
**Mr MC Ahmed**

**Chief Directorate**  
 Finance and Administration  
  
**Mr DG Basson**

**Directorate**  
 Strategic Communication  
  
**Mr J Turkington**


**Directorate**  
 Departmental Strategy  
  
**Mr A Geldenhuys**


**Directorate**  
 Financial Management  
  
**Ms N Karra**


**Directorate**  
 Director-General Support  
  
**Mr R Shaw**

**Directorate**  
 Supply Chain Management and Administration  
  
**Ms E Isaacs**

**Head:**  
 Corporate Services Centre  
  
**Mr AF Joemat**

**Branch**  
 Corporate Assurance  
  
**Ms H Robson**


**Branch**  
 Legal Services  
  
**Mr L Buter**

**Directorate**  
 Corporate Communication  
  
**Ms F Steyn**

**Directorate**  
 Enterprise Risk Management  
  
**Ms A Haq**

**Chief Directorate**  
 Internal Audit  
 Vacant


**Chief Directorate**  
 Provincial Forensic Services  
  
**Mr R van Rensburg**

**Directorate**  
 Legislation  
  
**Ms A Vosloo**

**Directorate**  
 Internal Audit  
  
**Ms B Cairncross**

**Directorate**  
 Forensic Investigations Cluster A  
  
**Ms W Hansby**

**Directorate**  
 Litigation  
  
**Ms N Allan**

**Directorate**  
 Internal Audit  
  
**Mr S Malan**


**Directorate**  
 Forensic Investigations Cluster B  
  
**Ms D Viljoen**


**Directorate**  
 Corporate Legal Advisory Services (Social Cluster)  
  
**Mr N Boshoff**

**Directorate**  
 Internal Audit  
  
**Mr S Martin**

**Directorate:**  
 Corporate Legal Advisory Services (Governance and Economic Cluster)  
  
**Adv G Reed**

**Directorate**  
 Internal Audit  
  
**Mr P Swartboo**

**Directorate**  
 Legal Compliance Unit  
  
**Ms S van Aarde**

**Directorate**  
 Internal Audit  
  
**Mr M Williams**

**Directorate**  
 ICT Internal Audit  
  
**Ms Berhardien**

## **9. ENTITIES REPORTING TO THE PREMIER**

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







## PART B



## 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 heading **Report on the audit of the annual performance report** section of the auditor's report.

Refer to paragraph 14 to 20 on page 167 to 168 (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 92% of its performance targets as specified in the 2017/18 Annual Performance Plan, with the other 8% of the targets partially achieved. Detailed performance on each of the indicators is given in the tables on performance indicators under point 4 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 Chief Directorate Policy and Strategy operated under very strained human resource capacity, as a result of vacancies created by resignations since the end of 2015. Despite these challenges the Chief Directorate supported the development and implementation of strategies and policies for the Western Cape, including the five-year PSP. The unit undertook a Regulatory Impact Assessment (RIA) on the Alcohol Harms Reduction Policy Green Paper and finalised the White Paper, as well as the Western Cape Household Food and Nutrition Security Strategic Framework and a Framework for the implementation of the Human Rights of priority groups in the Western Cape. The Chief Directorate also developed the Children's Commissioner Draft Bill with Legal Services, and undertook a RIA on the draft bill, which was released for public comment in September 2017. Over 500 comments were analysed for incorporation into the Bill where possible, prior to tabling it in the Legislature in the new financial year. The unit further developed Guidelines for the Implementation of Regulatory Impact Assessments in the Western Cape Government, and supported Provincial Treasury to ensure that Departments' budgets, Strategic and Annual Performance Plans are aligned to the PSP and the NDP. Regular assessments on the roll-out and implementation of the PSP were conducted by the CD. Feedback was provided to the Executive on the PSG-MTEC engagements that were held for the first time to enhance integration of planning and budgeting.

The Chief Directorate International Relations and Priority Programmes continued to operate under strained resource conditions, but delivered on the planned targets. For more than a year none of the Directorates within this Chief Directorate had permanently appointed Directors. The Directorate: International Relations is required to be particularly professional when dealing with its clients (e.g. international delegations and diplomats) who prefer to engage at a senior level. That means both the DDG and the Chief Director responsible must always be around to deal with diplomats and the Executive engaging with them.

Despite all the constraints, the Chief Directorate has delivered on its mandate, and even beyond. The Chief Directorate has, among other things, supported numerous high-profile international engagements during the period in question, as well as events (culminating into an Events Conference). The Chief Directorate has also worked tirelessly and quietly dealing with matters pertaining to foreign nationals, thereby assisting peaceful co-existence between locals and foreign nations in our communities.

The Chief Directorate: Strategic Management Information continued to operate within strained resource conditions, and with an outdated and out of touch organisational structure in relation to the business needs. Notwithstanding these challenges, the subprogramme was innovative with the use of its current resources, competencies and skills to deliver on the expansions of the institutional mandate. For the period under review, the subprogramme executed the statutory planning and monitoring processes, delivered independent annual and quarterly assessment reports, and shared non-financial provincial performance information with the Budget Committee in joint sessions with Provincial Treasury. The subprogramme continuously provided technical support within the areas of indicators, data sources and spatial analytics to improve the monitoring of the PSP; and in this regard, introduced standards to improve indicator development for future policy initiatives.

The service delivery environment of the Branch People Management is characterised by the co-dependent relationship between the people manager in the Departments and the people professional in the Branch, i.e. the people manager is enabled and supported by the people professionals within the context of their respective roles and responsibilities. In this regard the CSC service schedules provide guidance to clarify these roles and responsibilities.

The austere environment within which the WCG is operating has placed some significant challenges on managers and impacts severely on strategic and operational matters within the Branch: People Management, resulting in a reduced ability to meet the demands of client departments. The Branch is then compelled to reprioritise, in consultation with client departments, in line with current resources. This challenging environment has however also been the conduit to experiment with new approaches e.g. the collaborative organisation design approach of the Management Efficiency and Alignment Project (MEAP) in the Department of Health which has paved the way for improved engagement and commitment to organisation development projects.

Closer alignment of the Chief Directorates within the People Management Branch with regards to demand planning was also attained and set the foundation for greater synergies with regard to integrated management.

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-Schools game changers). Through the Broadband game changer, 1 875 provincial buildings such as schools, clinics, and hospitals were connected to broadband connectivity.

The Centre for e-Innovation's user base has grown to 28 600 Western Cape Government ICT users, which had a direct influence on its major expenditure items which included licences, ICT support, security and infrastructure. In addition to the corporate sites being supported by Cel, it also provided maintenance support to more than 200 libraries that are part of the rural libraries connectivity project.

A review of the application portfolio of the WCG was started in the fourth quarter of the 2017/18 financial year and was identified as a key process for the Digital Transformation Plan and the WCGDGS Implementation Plan.

In line with the CSC demand planning process the CeI has embarked on developing ICT operational plans for all its client departments. This now enables it to refine its resource planning and allocation processes in order to improve service delivery to its clients.

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 the 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 coverage 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 coverage plans.

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 directly contributes to the achievement of provincial and departmental strategic goals and intent. This framework and maturity model will set forth the principles and requirements, which will provide clear standards in which corporate governance for the WCG will be benchmarked.

The demand for forensic investigation services has furthermore stabilised and is at a level where the current capacity can attend to the cases within reasonable timeframes. The demand for proactive forensic services has increased as well as the need for forensic investigative services to support good governance in local government.

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 Communications 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 re-prioritisation, absorption within available capacity and efficiency gains.

## 2.2 Service Delivery Improvement Plan

The Department has completed a service delivery improvement plan. 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
<b>The managing of Cape Access e-Centre Operations</b>	Citizens within communities with a special focus on semi-urban areas, which are identified as priority areas, within the Western Cape	<p>a) 69 Cape Access Centres established (operationalised – fully equipped and functional)</p> <p>b) 5,379 Cape Access e-Skills training opportunities provided (accredited) 1,144 Cape Access e-Skills training opportunities provided (non-accredited)</p> <p>c) 535,414 Cape Access User Sessions</p>	<p>a) 65 Cape Access Centres established (Operationalised – fully equipped and functional)</p> <p>b) 2,000 Cape Access e-Skills training opportunities provided</p> <p>c) 200,000 Cape Access User Sessions</p>	<p>a) 70 Cape Access Centres established (operationalised – fully equipped and functional, one Centre (Conville) was temporary closed for renovations)</p> <p>b) 5,859 Cape Access e-Skills training opportunities provided (accredited) 1,240 Cape Access e-Skills training opportunities provided (non-accredited)</p> <p>c) 666,768 Cape Access User Sessions</p>

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
<b>The managing of e-Government Channels</b>	Citizens within the Western Cape	<p>a) 21,808,626 WCG Portal Contact tickets</p> <p>b) 7,289,737 WCG Intranet Contact tickets</p> <p>c) 124,758 WCG Contact Centre Contact tickets</p>	<p>a) 6,000,000 WCG Portal Contact tickets</p> <p>b) 2,000,000 WCG Intranet Contact tickets</p> <p>c) 90,000 WCG Contact Centre Contact tickets</p>	<p>a) 24,146,446 WCG Portal Contact tickets (page views)</p> <p>b) 7,239,080 WCG Intranet Contact tickets (MyGov page views 6 805 231 and Intranet Portal page views 433 849)</p> <p>c) 144,058 WCG Contact Centre Contact tickets</p>

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
		d) 21,971,820 WCG Social Media impressions	d) 6,000,000 WCG Social Media impressions	d) 61,488,021 WCG Social Media impressions
		e) 14 e-Government access channels utilised	e) 15 e-Government access channels managed through which citizens actively engage Government	e) 14 e-Government access channels utilised
		f) 99.18% Presidential Hotline Resolution Rate	f) 95% Presidential Hotline Resolution Rate	f) 99.46% Presidential Hotline Resolution Rate

### ***Batho Pele arrangements with beneficiaries (consultation, access, etc.)***

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>The managing of Cape Access e-Centre Operations</b></p> <p><b>Consultation:</b></p> <p>Clients are consulted through:</p> <ol style="list-style-type: none"> <li>1. Cape Access functional e-Centres</li> <li>2. Beaufort West</li> <li>3. Bella Vista</li> <li>4. Bitterfontein</li> <li>5. Bitterwater</li> <li>6. Bongulethu</li> <li>7. Bredasdorp</li> <li>8. Bridgton</li> <li>9. Ceres</li> <li>10. Citrusdal</li> <li>11. Clanwilliam</li> <li>12. Cloetesville</li> <li>13. Conville (relocation in progress)</li> <li>14. Doring Bay</li> <li>15. Dysseisdorp</li> <li>16. Eendekuil</li> <li>17. Elim</li> <li>18. Genadendal</li> <li>19. Grabouw</li> <li>20. Greyton</li> <li>21. Groot Brak River</li> <li>22. Gugulethu (relocation in progress)</li> <li>23. Hawston</li> <li>24. Heidelberg</li> <li>25. Hornlee</li> <li>26. Illingeletu</li> <li>27. Kayamandi</li> <li>28. Klaarstroom</li> </ol>	<p><b>Consultation:</b></p> <p>Clients are consulted through:</p> <ol style="list-style-type: none"> <li>a) Cape Access functional e-Centres</li> </ol>	<p><b>Consultation:</b></p> <p>Clients are consulted through</p> <ol style="list-style-type: none"> <li>a) Cape Access functional e-Centres</li> <li>1. Beaufort West</li> <li>2. Bella Vista</li> <li>3. Bitterfontein</li> <li>4. Bitterwater</li> <li>5. Bongolethu</li> <li>6. Bredasdorp</li> <li>7. Bridgton College</li> <li>8. Ceres</li> <li>9. Citrusdal</li> <li>10. Clanwilliam</li> <li>11. Cloetesville</li> <li>12. Conville</li> <li>13. Doring Bay</li> <li>14. Dysseisdorp</li> <li>15. Eendekuil</li> <li>16. Elim</li> <li>17. Genadendal</li> <li>18. Goedgedacht</li> <li>19. Grabouw</li> <li>20. Greyton</li> <li>21. Groot Brak River</li> <li>22. Hawston</li> <li>23. Heidelberg</li> <li>24. Herbertsdale</li> <li>25. Hornlee</li> <li>26. Illingeletu</li> <li>27. Kayamandi</li> <li>28. Klaarstroom</li> <li>29. Klawer</li> </ol>



Current/actual arrangements	Desired arrangements	Actual achievements
29. Klawer 30. Kranshoek 31. Kwanokuthula 32. Ladysmith 33. Laingsburg 34. Lamberts Bay 35. Langebaan 36. Leeu Gamka 37. Louwville 38. Mbekweni 39. Merweville  40. Mossel Bay 41. Mossel Bay 42. Thusong 43. Murraysburg 44. Nduli 45. New Horizons 46. Noordhoek 47. Op die Berg 48. Paarl East 49. Paternoster 50. Priel 51. Prince Albert 52. Prince Albert Access 53. Riebeeck West 54. Riebeeck-Kasteel 55. Riversdale 56. Robertson 57. Slang River 58. Struisbaai 59. Swellendam 60. Thembalethu 61. Thembalethu Thusong 62. Toekomsrus (Saturnus) 63. Tulbagh 64. Van Rhynsdorp 65. Vredendal 66. Waboomskraal 67. Wale Street 68. Wellington 69. Wolseley 70. Worcester 71. Zolani		30. Kranshoek 31. Kwanokuthula 32. Ladysmith 33. Laingsburg 34. Lamberts bay 35. Langebaan 36. Leeu Gamka 37. Mbekweni 38. Merweville 39. Mossel Bay 40. Mossel Bay Thusong 41. Murraysburg 42. Nduli 43. New Horizons 44. Noordhoek 45. Op Die Berg 46. Paarl-East 47. Paternoster 48. Priel 49. Prince Albert 50. Prince Albert Access 50 51. Riebeeck-Kasteel 52. Riebeeck West 53. Riversdale 54. Robertson 55. Saturnus 56. Slang River 57. Struisbaai 58. Swellendam 59. Thembalethu Library 60. Thembalethu Thusong Centre 61. Tulbagh 62. Vanrhynsdorp 63. Vredenburg 64. Vredendal 65. Waboomskraal 66. Wale Street 67. Wellington 68. Wolseley 69. Worcester 70. Zolani
72. WCG Portal	b) WCG Portal	b) WCG Portal
73. WCG Contact Centre	c) WCG Contact Centre	c) WCG Contact Centre
74. Presidential Hotline	d) Presidential Hotline	d) Presidential Hotline
<b><u>Additional achievement:</u></b>		<b><u>Additional achievement:</u></b>
75. Quarterly Management meetings		e) Quarterly Management meetings
76. Monthly Team meetings		f) Monthly Team meetings

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>Access:</b></p> <p>Access created through e-Centres:</p> <ul style="list-style-type: none"> <li>a) Beaufort West</li> <li>b) Bella Vista</li> <li>c) Bitterfontein</li> <li>d) Bongulethu</li> <li>e) Bredasdorp</li> <li>f) Bridgton</li> <li>g) Ceres</li> <li>h) Citrusdal</li> <li>i) Clanwilliam</li> <li>j) Cloetesville</li> <li>k) Conville (relocation in progress)</li>   <li>l) Doring Bay</li> <li>m) Dysselsdorp</li> <li>n) Elim</li> <li>o) Genadendal</li> <li>p) Grabouw</li> <li>q) Greyton</li> <li>r) Gugulethu (relocation in progress)</li> <li>s) Hawston</li> <li>t) Illingelethu</li> <li>u) Kayamnandi</li> <li>v) Klawer</li> <li>w) Kranshoek</li> <li>x) Kwanokuthula</li> <li>y) Ladysmith</li> <li>z) Laingsburg</li> <li>aa) Langebaan</li> <li>bb) Leeu Gamka</li> <li>cc) Louwville</li> <li>dd) Mbekweni</li> <li>ee) Mossel Bay</li> <li>ff) Mossel Bay Thusong</li> <li>gg) Murraysburg</li> <li>hh) Nduli</li> <li>ii) New Horizons</li> <li>jj) Paarl East</li> </ul>	<p><b>Access:</b></p> <p>Access created through e-Centres:</p> <ul style="list-style-type: none"> <li>a) Beaufort West</li> <li>b) Bella Vista</li> <li>c) Bitterfontein</li> <li>d) Bongulethu</li> <li>e) Bredasdorp</li> <li>f) Bridgton</li> <li>g) Ceres</li> <li>h) Citrusdal</li> <li>i) Clanwilliam</li> <li>j) Cloetesville</li> <li>k) Conville</li>   <li>l) Doring Bay</li> <li>m) Dysselsdorp</li> <li>n) Elim</li> <li>o) Genadendal</li> <li>p) Grabouw</li> <li>q) Greyton</li> <li>r) Gugulethu</li>   <li>s) Hawston</li> <li>t) Illingelethu</li> <li>u) Kayamnandi</li> <li>v) Klawer</li> <li>w) Kranshoek</li> <li>x) Kwanokuthula</li> <li>y) Ladysmith</li> <li>z) Laingsburg</li> <li>aa) Langebaan</li> <li>bb) Leeu Gamka</li> <li>cc) Louwville</li> <li>dd) Mbekweni</li> <li>ee) Mossel Bay</li> <li>ff) Mossel Bay Thusong</li> <li>gg) Murraysburg</li> <li>hh) Nduli</li> <li>ii) New Horizons</li> <li>jj) Paarl East</li> </ul>	<p><b>Access:</b></p> <p>Access created through:</p> <p>70 Cape Access e-Centres as per the above list</p> <p>e-Centre contact details can be provided per e-Centre on request)</p> <p>The accessibility of services is also improved through:</p> <ul style="list-style-type: none"> <li>i) Wheelchair accessibility at all physical locations</li> <li>ii) Appropriate Branding per e-Centre</li> </ul>

Current/actual arrangements	Desired arrangements	Actual achievements
kk) Paternoster ll) Prince Albert mm) Prince Albert Access nn) Riversdale oo) Robertson pp) Struis Bay qq) Swellendam rr) Thembalethu ss) Thembalethu Thusong tt) Toekomsrus (Saturnus) uu) Van Rhynsdorp vv) Vredendal ww) Waboomskraal xx) Wale Street yy) Wellington zz) Worcester aaa) Zolani bbb) Klarstroom ccc) Bitterwater ddd) Wolseley eee) Tulbagh fff) Pniel ggg) Heidelberg  hhh) Op die Berg iii) Slang River jjj) Lamberts Bay kkk) Noordhoek ll) Eendekuil mmm) Hornlee	kk) Paternoster ll) Prince Albert mm) Prince Albert Access nn) Riversdale oo) Robertson pp) Struis Bay qq) Swellendam rr) Thembalethu ss) Thembalethu Thusong tt) Toekomsrus (Saturnus) uu) Van Rhynsdorp vv) Vredendal ww) Waboomskraal xx) Wale Street yy) Wellington zz) Worcester aaa) Zolani bbb) Klarstroom ccc) Bitterwater ddd) Wolseley eee) Tulbagh fff) Pniel ggg) Heidelberg  +6 new e-Centres - 2016/2017	
<p><b><u>Additional achievement:</u></b></p> a) Merweville b) Groot Brak River c) Riebeeck West d) Riebeeck-Kasteel  (e-Centre contact details can be provided per e-Centre on request)  The accessibility of services is also improved through:  i) Wheelchair accessibility at all physical locations	 (e-Centre contact details can be provided per e-Centre on request)  The accessibility of services is also improved through:  i) Wheelchair accessibility at all physical locations	

Current/actual arrangements	Desired arrangements	Actual achievements
<p>ii) Appropriate Branding per e-Centre</p> <p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres in place</li> <li>b) Cape Access e-skills training provided</li> <li>c) WCG Portal in place</li> <li>d) WCG Contact Centre in place</li> <li>e) Presidential Hotline (Western Cape) resolutions data</li> <li>f) Contact with Supervisor or Manager</li> <li>g) Communication (written, verbal) provided</li> </ul> <p><b>Openness and Transparency:</b></p> <p>Openness and transparency achieved through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres (69 e-Centres) <ul style="list-style-type: none"> <li>1. Beaufort West</li> <li>2. Bella Vista</li> <li>3. Bitterfontein</li> <li>4. Bitterwater</li> <li>5. Bongulethu</li> <li>6. Bredasdorp</li> <li>7. Bridgton</li> <li>8. Ceres</li> <li>9. Citrusdal</li> <li>10. Clanwilliam</li> <li>11. Cloetesville</li> <li>12. Conville (relocation in progress)</li> <li>13. Doring Bay</li> <li>14. Dysseisdorp</li> <li>15. Eendekuil</li> <li>16. Elim</li> <li>17. Genadendal</li> <li>18. Grabouw</li> <li>19. Greyton</li> <li>20. Groot Brak River</li> </ul> </li> </ul>	<p>ii) Appropriate Branding per e-Centre</p> <p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres</li> <li>b) Cape Access e-skills training</li> <li>c) WCG Portal</li> <li>d) WCG Contact Centre</li> <li>e) Presidential Hotline (Western Cape) resolution data</li> <li>f) Contact with Supervisor or Manager</li> <li>g) Communication (written, verbal)</li> </ul> <p><b>Openness and Transparency:</b></p> <p>Openness and transparency achieved through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres (65 e-Centres)</li> </ul>	<p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres in place</li> <li>b) Cape Access e-skills training provided</li> <li>c) WCG Portal in place</li> <li>d) WCG Contact Centre in place</li> <li>e) Presidential Hotline (Western Cape) resolutions data</li> <li>f) Contact with Supervisor or Manager</li> <li>g) Communication (written, verbal) provided</li> </ul> <p><b>Openness and Transparency:</b></p> <p>Openness and transparency is achieved through:</p> <ul style="list-style-type: none"> <li>a) Cape Access functional e-Centres (70 e-Centres as per above list)</li> </ul>

Current/actual arrangements	Desired arrangements	Actual achievements
21. Gugulethu (relocation in progress) 22. Hawston 23. Heidelberg 24. Hornlee 25. Illingelethu 26. Kayamnandi 27. Klaarstroom 28. Klawer 29. Kranshoek 30. Kwanokuthula 31. Ladysmith 32. Laingsburg 33. Lamberts bay 34. Langebaan 35. Leeu Gamka 36. Louwville 37. Mbekweni 38. Merweville 39. Mossel Bay 40. Mossel Bay Thusong 41. Murraysburg 42. Nduli 43. New Horizons 44. Noordhoek 45. Op die Berg 46. Paarl East 47. Paternoster 48. Pniel 49. Prince Albert 50. Prince Albert Access 51. Riebeeck Wes 52. Riebeeck-Kasteel 53. Riversdale 54. Robertson 55. Slang River 56. Struis Bay 57. Swellendam 58. Thembalethu 59. Thembalethu Thusong 60. Toekomsrus (Saturnus) 61. Tulbagh 62. Van Rhynsdorp 63. Vredendal 64. Waboomskraal 65. Wale Street 66. Wellington 67. Wolseley 68. Worcester 69. Zolani		
b) WCG Portal	b) WCG Portal	b) WCG Portal
c) WCG Contact Centre	c) WCG Contact Centre	c) WCG Contact Centre
d) Presidential Hotline	d) Presidential Hotline	d) Presidential Hotline

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>Value for Money:</b></p> <p>a) Use of ICTs facilitated more efficient and effective communication and service delivery (within allocated budget)</p>	<p><b>Value for Money:</b></p> <p>a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget)</p>	<p><b>Value for Money:</b></p> <p>a) Use of ICTs facilitated more efficient and effective communication and service delivery (within allocated budget)</p>
<p><b>The managing of e-Government Channels</b></p> <p>Clients are consulted through:</p> <p><b>Consultation:</b></p> <p>a) User surveys conducted</p> <p>b) WCG Portal: <a href="http://www.westerncape.gov.za">www.westerncape.gov.za</a></p> <p>c) WCG Contact Centre Call Centre: 0860 142142 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: <a href="mailto:service@westerncape.gov.za">service@westerncape.gov.za</a> Fax: 021 483 7216</p> <p>d) WCG Intranet: <a href="http://intranet.westerncape.gov.za">http://intranet.westerncape.gov.za</a></p> <p>e) 69 Cape Access functional e-Centres</p> <p>f) National Presidential Hotline: Tel. 17737</p> <p><b>Access:</b></p> <p>Access created through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.westerncape.gov.za/">http://www.westerncape.gov.za/</a> Intranet Portal: <a href="http://intra-wp.pgwc.gov.za/">http://intra-wp.pgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="https://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>	<p>Clients are consulted through:</p> <p><b>Consultation:</b></p> <p>a) User and Client Experience Surveys</p> <p>b) WCG Portal</p> <p>c) WCG Contact Centre</p> <p>d) WCG Intranet</p> <p>e) Cape Access functional e-Centres</p> <p>f) Presidential Hotline</p> <p><b>Access:</b></p> <p>Access created through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.westerncape.gov.za/">http://www.westerncape.gov.za/</a> Intranet Portal: <a href="http://intra-wp.pgwc.gov.za/">http://intra-wp.pgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="https://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>	<p>Clients are consulted through:</p> <p><b>Consultation:</b></p> <p>a) User surveys conducted</p> <p>b) WCG Portal: <a href="http://www.westerncape.gov.za">www.westerncape.gov.za</a></p> <p>c) WCG Contact Centre Call Centre: 0860 142142 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: <a href="mailto:service@westerncape.gov.za">service@westerncape.gov.za</a> Fax: 021 483 7216</p> <p>d) WCG Intranet: <a href="http://intranet.westerncape.gov.za">http://intranet.westerncape.gov.za</a></p> <p>e) 70 Cape Access functional e-Centres (Conville temporary closed for renovations)</p> <p>f) National Presidential Hotline: Tel. 17737</p> <p><b>Access:</b></p> <p>Access created through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.westerncape.gov.za/">http://www.westerncape.gov.za/</a> Intranet Portal: <a href="http://intra-wp.pgwc.gov.za/">http://intra-wp.pgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="https://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p><a href="http://www.facebook.com/Western-CapeGovernment">www.facebook.com/Western-CapeGovernment</a>            YouTube:  <a href="https://www.youtube.com/user/westerncapegov">https://www.youtube.com/user/westerncapegov</a>            LinkedIn:  <a href="https://www.linkedin.com/company/westerncape-government">https://www.linkedin.com/company/westerncape-government</a></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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a>            Presidential Hotline: 17737</p> <p>d) Cape Access Programme:            69 Cape Access e-Centres:  <a href="https://www.western-cape.gov.za/capeaccess">https://www.western-cape.gov.za/capeaccess</a></p> <p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <p>a) User and Client Experience Surveys            b) WCG Portal            c) WCG Contact Centre            d) WCG Intranet            e) Cape Access functional e-Centres            f) Presidential Hotline resolution</p> <p><b>Additional achievement:</b></p> <p>g) WCG Social Media:            Twitter:  <a href="https://twitter.com/Western-CapeGov">https://twitter.com/Western-CapeGov</a>            Facebook:  <a href="http://www.facebook.com/Western-CapeGovernment">www.facebook.com/Western-CapeGovernment</a></p>	<p>YouTube:  <a href="https://www.youtube.com/user/westerncapegov">https://www.youtube.com/user/westerncapegov</a>            LinkedIn:  <a href="https://www.linkedin.com/company/westerncape-government">https://www.linkedin.com/company/westerncape-government</a></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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a>            Presidential Hotline: 17737</p> <p>d) Cape Access Programme:            59 Cape Access e-Centres:  <a href="https://www.western-cape.gov.za/capeaccess">https://www.western-cape.gov.za/capeaccess</a></p> <p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <p>a) User and Client Experience Surveys            b) WCG Portal            c) WCG Contact Centre            d) WCG Intranet            e) Cape Access functional e-Centres            f) Presidential Hotline resolution (Western Cape) data</p>	<p>YouTube:  <a href="https://www.youtube.com/user/westerncapegov">https://www.youtube.com/user/westerncapegov</a>            LinkedIn:  <a href="https://www.linkedin.com/company/westerncape-government">https://www.linkedin.com/company/westerncape-government</a></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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a>            Presidential Hotline: 17737</p> <p>d) Cape Access Programme:            70 Cape Access e-Centres:  <a href="https://www.western-cape.gov.za/capeaccess">https://www.western-cape.gov.za/capeaccess</a></p> <p><b>Courtesy:</b></p> <p>Courtesy is reported and measured through:</p> <p>a) User and Client Experience Surveys            b) WCG Portal            c) WCG Contact Centre            d) WCG Intranet            e) Cape Access functional e-Centres            f) Presidential Hotline resolution</p> <p><b>Additional achievement:</b></p> <p>g) WCG Social Media:            Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a>            Facebook:  <a href="http://www.facebook.com/Western-CapeGovernment">www.facebook.com/Western-CapeGovernment</a>            YouTube:  <a href="https://www.youtube.com/user/westerncapegov">https://www.youtube.com/user/westerncapegov</a>            LinkedIn:</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p>YouTube:  <a href="https://www.youtube.com/user/westerncapegov">https://www.youtube.com/user/westerncapegov</a>            LinkedIn:  <a href="https://www.linkedin.com/company/western-cape-government">https://www.linkedin.com/company/western-cape-government</a></p> <p><b>Openness and Transparency:</b></p> <p>Openness and transparency is achieved through:</p> <p>a) User surveys conducted</p> <p>b) WCG Portal: <a href="http://www.western-cape.gov.za">www.western-cape.gov.za</a></p> <p>c) WCG Contact Centre:            Call Centre: 0860 142142            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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a>            Fax: 021 483 7216</p> <p>d) WCG Intranet: <a href="http://intranet.westerncape.gov.za">http://intranet.westerncape.gov.za</a></p> <p>e) 69 Cape Access functional e-Centres</p> <p>f) Presidential Hotline: Tel. 17737</p> <p><b>Value for Money:</b></p> <p>a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget)</p>	<p><b>Openness and Transparency:</b></p> <p>Openness and transparency is achieved through:</p> <p>a) User and Client Experience Surveys</p> <p>b) WCG Portal</p> <p>c) WCG Contact Centre</p> <p>d) WCG Intranet</p> <p>e) Cape Access functional e-Centres</p> <p>f) Presidential Hotline</p> <p><b>Value for Money:</b></p> <p>a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget)</p>	<p><a href="https://www.linkedin.com/company/western-cape-government">https://www.linkedin.com/company/western-cape-government</a></p> <p><b>Openness and Transparency:</b></p> <p>Openness and transparency is achieved through:</p> <p>a) User surveys conducted</p> <p>b) WCG Portal: <a href="http://www.western-cape.gov.za">www.western-cape.gov.za</a></p> <p>c) WCG Contact Centre:            Call Centre: 0860 142142            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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a>            Fax: 021 483 7216</p> <p>d) WCG Intranet: <a href="http://intranet.westerncape.gov.za">http://intranet.westerncape.gov.za</a></p> <p>e) 70 Cape Access functional e-Centres (Conville temporary closed for renovations)</p> <p>f) Presidential Hotline: Tel. 17737</p> <p><b>Value for Money:</b></p> <p>a) Use of ICTs to facilitate more efficient and effective communication and service delivery (within allocated budget)</p>

### Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
<p><b>The managing of Cape Access e-Centre Operations</b></p> <p>Information is communicated through:</p> <p>a) Cape Access website: <a href="http://www.western-cape.gov.za/capeaccess">www.western-cape.gov.za/capeaccess</a></p>	<p>Information is communicated through:</p> <p>a) Cape Access website: <a href="http://www.western-cape.gov.za/capeaccess">www.western-cape.gov.za/capeaccess</a></p>	<p>Information is communicated through:</p> <p>a) Cape Access website: <a href="http://www.western-cape.gov.za/capeaccess">www.western-cape.gov.za/capeaccess</a></p>



Current/actual information tools	Desired information tools	Actual achievements
<p>b) 69 Cape Access e-centres (e-Centre contact details can be provided per e-Centre on request)</p> <p>c) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za">http://intrapgwc.gov.za</a></p> <p>d) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a> YouTube: <a href="https://www.youtube.com/user/westerngov">https://www.youtube.com/user/westerngov</a> LinkedIn: <a href="https://www.linkedin.com/company/western-cape-government">https://www.linkedin.com/company/western-cape-government</a></p> <p>e) 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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a> Presidential Hotline: 17737</p>	<p>b) 65 Cape Access e-centres (e-Centre contact details can be provided per e-Centre on request)</p> <p>c) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za">http://intrapgwc.gov.za</a></p> <p>d) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a> YouTube: <a href="https://www.youtube.com/user/westerngov">https://www.youtube.com/user/westerngov</a> LinkedIn: <a href="https://www.linkedin.com/company/western-cape-government">https://www.linkedin.com/company/western-cape-government</a></p> <p>e) 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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a> Presidential Hotline: 17737</p>	<p>b) 70 Cape Access e-centres (e-Centre contact details can be provided per e-Centre on request)</p> <p>c) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za">http://intrapgwc.gov.za</a></p> <p>d) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a> YouTube: <a href="https://www.youtube.com/user/westerngov">https://www.youtube.com/user/westerngov</a> LinkedIn: <a href="https://www.linkedin.com/company/western-cape-government">https://www.linkedin.com/company/western-cape-government</a></p> <p>e) 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: <a href="mailto:service@western-cape.gov.za">service@western-cape.gov.za</a> Presidential Hotline: 17737</p>
<p><b>The managing of e-Government Channels</b></p> <p>Information is communicated through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za/">http://intrapgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>	<p>Information is communicated through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za/">http://intrapgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>	<p>Information is communicated through:</p> <p>a) WCG Digital platform: Internet Portal: <a href="http://www.western-cape.gov.za/">http://www.western-cape.gov.za/</a> Intranet Portal: <a href="http://intrapgwc.gov.za/">http://intrapgwc.gov.za/</a></p> <p>b) WCG Social Media channels: Twitter: <a href="https://twitter.com/WesternCapeGov">https://twitter.com/WesternCapeGov</a> Facebook: <a href="http://www.facebook.com/WesternCapeGovernment">www.facebook.com/WesternCapeGovernment</a></p>

Current/actual information tools	Desired information tools	Actual achievements
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### Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
<p><b>The managing of Cape Access e-Centre Operations</b></p> <p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) 69 Cape Access functional e-Centres</p> <p>b) Contact with Regional Co-ordinator or Manager</p> <p>c) WCG Portal</p> <p>d) WCG Contact Centre provided</p> <p>e) Presidential Hotline (Western Cape) resolution provided</p> <p>f) Communication (written, verbal) provided</p>	<p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) Cape Access functional e-Centres</p> <p>b) Contact with Regional Co-ordinator or Manager</p> <p>c) WCG Portal</p> <p>d) WCG Contact Centre</p> <p>e) Presidential Hotline (Western Cape)</p> <p>f) Communication (written, verbal)</p>	<p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) 70 Cape Access functional e-Centres</p> <p>b) Contact with Regional Co-ordinator or Manager</p> <p>c) WCG Portal</p> <p>d) WCG Contact Centre provided</p> <p>e) Presidential Hotline (Western Cape) resolution provided</p> <p>f) Communication (written, verbal) provided</p>

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
<p><b>The managing of e-Government Channels</b></p> <p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) User surveys conducted</p> <p>b) WCG Digital (Internet and Intranet)</p> <p>c) WCG Contact Centre</p> <p>d) Cape Access functional e-Centres</p> <p>e) Presidential Hotline (Western Cape)</p> <p>f) Contact with Supervisor or Manager</p> <p>g) Communication (written, verbal) provided</p>	<p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) User and Client Experience Surveys</p> <p>b) WCG Digital (Internet and Intranet)</p> <p>c) WCG Contact Centre</p> <p>d) Cape Access functional e-Centres</p> <p>e) Presidential Hotline (Western Cape)</p> <p>f) Contact with Supervisor or Manager</p> <p>g) Communication (written, verbal)</p>	<p>Complaints/ Suggestions/ Compliments/ Queries are registered and monitored through:</p> <p>a) User surveys conducted</p> <p>b) WCG Digital (Internet and Intranet)</p> <p>c) WCG Contact Centre</p> <p>d) Cape Access functional e-Centres</p> <p>e) Presidential Hotline (Western Cape)</p> <p>f) Contact with Supervisor or Manager</p> <p>g) Communication (written, verbal) provided</p>

## 2.3 Organisational environment

### Branch: Executive Support:

Organisational design interventions continued in the Branch Executive Support, most notably in the Directorates Supply Chain Management & Administration, Secretariat Services and Protocol and Departmental Strategy aimed at determining the most optimum structures to give effect to mandates.

### Branch: Strategic Programmes:

The Chief Directorate Policy and Strategy operated under very strained human resource capacity as a result of vacancies created by resignations since the end of 2015. In anticipation of the end of term and the start of the next in 2019, the Chief Director post was filled on a two-year contract basis in November. A Deputy Director post was also filled, but this was immediately followed by a resignation of an Assistant Director in December. Thus, vacancies remain unfilled in the Directorate: Human Development Strategy (Senior Policy Analyst) post, one Policy and Strategy Analyst post, three Policy and Strategy Researcher posts, and one Personal Assistant post. Three graduate interns were retained on one-year contracts as junior researchers in December to mitigate the resource constraints ahead of a particularly demanding period for the unit.

The Chief Directorate International Relations and Priority Programmes also continued to operate under strained resource conditions. The Directorate: International Relations does not have a Director, and has lost one Deputy Director and two additional Assistant Directors (i.e. 1 resignation and 1 end of contract). This created the situation where one Deputy Director functions on a senior and middle management level as well as being involved on a project level. The officials in the Chief Directorate are severely pressured and the staff morale is not at its best. The Directorate Priority Programmes has been operating without a Director, an Assistant Director and a Personal Assistant since 2013. These posts have been vacant for the entire period since then until the present, resulting in extreme pressure on staff.

The Chief Directorate Strategic Management Information operated within the context of a virtual organisational structure that is outdated, and out of touch with the demands of the WCG business needs. The function statutory monitoring and reporting has furthermore been temporary incorporated within the function related to Provincial Programme and Project Performance. The subprogramme hence continuously functions within the context of a virtual structure. The work programme related to Province-wide Data Governance has been assigned as an additional portfolio within the area of Strategic Management Information.

A complete functional review of the Programme will be conducted by the Chief Directorate Organisation Development. The aim would be to confirm the requisite capability for the Programme to enable it to deliver on its mandate.

**Branch: People Management:**

The impact of the new Public Service Regulations and its concomitant additional functions and responsibilities will necessitate the review of the structure of the Branch, as will the need to formalise management arrangements that have demonstrated a proven need for a more permanent solution. In this regard the establishment of the Directorate Performance and Priority Unit and the reorganisation of the Directorate: People Empowerment, has been finalised.

There is also no clear direction from National Treasury and Provincial Treasury in regard to the roll out of the Integrated Financial Management System (IFMS).

**Branch: Centre for e-Innovation:**

Within the Branch: Centre for e-Innovation substantial use has been made of a temporary structure for the Connected Government and Transversal Applications Chief Directorates as well as the Directorate: Distributed Computing and Directorate: Schools LANs in the Chief Directorate: GITO Management Services. This arrangement is far from ideal and was initially required to ensure sufficient capacity for the core roles as was required for the Broadband and Transversal Applications environments due to the tremendous growth in ICTs in schools. The revised CeI structure has now been finalised and approved for implementation in the 2018-19 financial year as funding becomes available. It should also be noted that the Ce-I is largely dependent on the use of externally sourced resources (Professional Services) as a result of the difficulty experienced by government with attracting, developing and retaining staff in the application, technologists and business analyst roles.

**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. 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.

The demand for legal services stabilised during the financial year and Legal Services was able to maintain 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 initiated during the financial year and is expected to be concluded by the end of the 2018 calendar year.

## **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 its People Management Delegation registers and its people management policies and practices to the new Regulations. The alignment process is currently under way and will continue into the next financial year. The implementation of the new Regulations has been hampered either due to the delayed alternatively vague contents of Directives by the DPSA or by the failure to issue directives.

### 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 the outcomes listed above, but in particular as it relates to the notion of a capable and developmental state.

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

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 development of a single governance framework for the WCG and the associated maturity model was finalised during the year under review. Baselines for all departments will be established during the 2018/19 financial year.

An assessment of the Western Cape Government's performance against the results-based monitoring and evaluation maturity rating indicates a score of 3.21, which shows significant progress with the inculcation of a results-based culture of performance in the province.

An ICT governance maturity rating of 1 was achieved against the COBIT 5 assessment tool. While this may present as a regression, 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.

The second indicator relates to the overall performance against MPAT1.7 as administered by the Department of Planning, Monitoring and Evaluation. The Department achieved a compliance rating of 91%, which is marginally lower than the previous rating of 91.2% achieved during the 2016/17 financial year. However, it must be noted that the Department has the highest level 4 ratings in the province with 77% equating to full compliance.

In respect of contribution to the National Development Plan and Medium-term Expenditure Framework the work of the Provincial Forensic Services unit contributed to Outcome 3: All people in South Africa are and feel safe. The unit rendered a range of preventative and reactive services to all departments in the WCG. Some of the interventions implemented included fraud risk assessments, training employees on the definitions and types of fraud and corruption and how to identify it. Electronic newsletters and other awareness interventions were also conducted. The Department of the Premier had not registered fraud cases for the period under review.

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. By the end of the reporting period, 1 875 government sites had already been connected to broadband, which places the WCG well ahead of the targets as proposed in SA Connect (the Broadband Policy for the country). Improving access to include municipalities is currently under consideration.

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.

Governance support in respect of international relations showed improvement in the transversal coordination and execution of this function in support of the growth and development agenda of the Province. Human rights support saw a shift away from an events-oriented approach towards firmer attempts to mainstream human rights issues into the fabric of provincial government. The quarterly Human Rights Forum continued to investigate ways of embedding key human rights-related matters institutionally. The Community Engagement Forum (PSG5 WG3) implemented a training methodology to drive community-centred engagement. Collaboration with the Better Spaces programme of PSG 3: Increase wellness, safety and tackle

social ills, saw community engagement training for WCG officials conducted primarily in the West Coast and Cape Winelands. A partnership with Dreamfields saw continued exploration of the concept of internal sporting leagues in schools that used IT architecture as a backbone for information sharing. The strategies for capacitating event organisers via the Events Incubation Programme have been strengthened and the third successful conference hosted. This programme also hosted three master classes where event organisers shared information and learning.

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. Despite austerity measures having to be implemented from the second quarter, the Department still managed to achieve a 97,15% spend of its budget allocation for the year under review.

Significant progress was made towards supporting the Premier and Cabinet professionally in order to effectively exercise their executive authority in respect of provincial strategic management. The Chief Directorate Policy and Strategy supported the development and implementation of strategies and policies for the Western Cape, including finalising the Alcohol Harms Reduction White Paper, a Framework for the implementation of the Human Rights of priority groups in the Western Cape, the Children's Commissioner draft bill, and Regulatory Impact Assessments on the Alcohol Harms Reduction Green Paper and the Children's Commissioner draft bill, as well as Guidelines for the Implementation of Regulatory Impact Assessments in the Western Cape Government and a draft Western Cape Household Food and Nutrition Security Strategic Framework for consultation. The CD also supported Provincial Treasury to ensure that departments' budgets, Strategic and Annual Performance Plans are aligned to the PSP and NDP. Regular assessment on the roll-out and implementation of the PSP were conducted by the CD, and feedback provided to the Executive. In addition, the Chief Directorate also supported the five PSG Steering Committees and their working groups to implement and monitor the roll-out of the PSP. The CD also played a leading role in managing the implementation of the Youth Year Beyond Programme and provincial Youth Development Strategy.

The strategic content and secretariat support rendered to the steering and working groups of the Provincial Transversal Management System was continued, enabling further progress with the implementation of the Provincial Strategic Plan.

The Department, through the provision of strategic management information, has responded to the DPME focus areas in that this year marks the achievement of its seventh (7<sup>th</sup>) Management Performance Assessment Tool (MPAT) cycle; there have been 910 frontline service delivery unannounced visits across all six (6) districts; the tracking of 15 FOSAD indicators; managing the sixth (6) Provincial Evaluation Plan process; conducting technical assessments on performance indicators and quarterly performance data of 13 departments and ten (10) entities and technical assessments of performance indicators and data sources. At a provincial level, the Department through the Results-based M&E approach has achieved an indicator system of approximately 90 outcome indicator trends with reliable data sources; as well as the Western Cape Government Spatial Data Observatory, which contains over 100 data source variables that have been quality assured. A key milestone is that the conceptualisation of the Province-wide Data Governance Initiative to achieve coherence in the use and production across WCG departments, has been completed.



The Branch: People Management pursues the strategic objective that seeks to provide a highly capable workforce, create an enabling workplace and develop leadership that promotes employee engagement and optimal service delivery. The Branch is placed within the Corporate Services Centre of the Department and provides transversal services across Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different initiatives, programmes, interventions and projects. The Branch is not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. It ensures that people management contributes to the achievement of the strategic goals aligned 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 will be tested within the Branch before further implementation. 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 will also assist in improving the performance of the Branch. The Values-based Leadership Development initiative will also play a pivotal role in increasing the required leadership capability that is so vital in the challenging, austere environment in which the WCG finds itself.

In this regard, the Chief Directorate Organisation Development of the Branch completed 126 projects that 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. 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.

In the Centre for e-Innovation, and as mentioned above, significant progress has been made in the roll-out of broadband to the WCG corporate sites, health sites, libraries, schools and Cape Access centres. At the end of the 2017/18 financial year, a total of 1 875 sites were provided with broadband connectivity. The broadband infrastructure has laid the foundation for the Province's e-learning strategy and other major ICT-related initiatives (such as the shift to cloud computing and unified communications). The Province's commitment towards im-

proving ICT Governance Maturity is evidenced by the fact that key projects have been included in Provincial Strategic Goal 5. Steady progress continues to be made towards improving the ICT governance maturity through various interventions in the areas of Information Security, Business Continuity Planning/Disaster Recovery Planning, ICT Planning, IT Service Management and the refresh of the WCG Technology landscape. Cel has also 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).

In the corporate assurance environment, the achievement of PSG5 is supported by deliverables such as the roll-out of the Combined Assurance Framework as well as the finalisation of the WCG Corporate Governance Framework and concomitant Maturity Assessment Model. The Corporate Governance Framework was completed and adopted by the Provincial Top Management and now formalises the principles and requirements to which corporate governance for the WCG will be benchmarked.

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 orientated public service". All the 2017/18 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 2017/18 continued to address these aims.

## **4. PERFORMANCE INFORMATION BY PROGRAMME**

### **4.1 Programme 1: Executive Support (Administration)**

#### **4.1.1 The purpose of the programme**

The purpose of the programme is to provide executive governance services. 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 Subprogrammes**

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

Subprogramme 1.1: Programme support: To provide administrative support to the management of this programme.

Subprogramme 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 subprogramme 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.

Subprogramme 1.3: Executive Council Support: to manage the executive secretariat. This subprogramme 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.

Subprogramme 1.4: Departmental Strategy: to provide strategic management, coordination and governance support services. The subprogramme facilitates the departmental

strategic management processes, and the safety and security arrangements for the Department.

Subprogramme 1.5: Office of the Director-General: to provide operational support to the Director-General. The subprogramme 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.

Subprogramme 1.6: Financial Management: to manage financial and supply chain management services. The subprogramme ensures effective budget management, accounting and financial accounting services as well as the application of effective and efficient internal control measures. The subprogramme 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 subprogramme 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.

Subprogramme 1.7: Strategic Communication: to coordinate external communication and public engagement in order to ensure that the Western Cape Government communicates its strategic goals and service delivery outcomes to the people of the Western Cape.

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

#### 4.1.3.1 Strategic objectives

Programme 1: Executive Support								
Strategic objectives	Strategic Objective Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic Management MPAT level obtained	4	3	4	3	3	n/a	n/a
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 audit	Achievement better than target	As per AGSA audit report
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	18	16	12	12	12	n/a	n/a

The Subprogramme Departmental Strategy managed to obtain a level 3 score against the Key Performance Area Strategic Management in the Management of Performance Assessment Tool for the 2017/18 financial year. This deliverable 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 orientated 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 2017/18 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 orientated public service”, as well as the PSG5 outcome relating to “efficient, effective and responsive provincial governance.”

The Subprogramme 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 orientated 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 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 1.4: Departmental Strategy</b>							
1.4.1 Number of statutory reports submitted to Provincial Treasury	7	6	6	6	6	n/a	n/a
<b>Subprogramme 1.6: Financial Management</b>							
1.6.1 Percentage spend achieved on the budget of the Department in respect of the preceding financial year	99,05%	77,34% Numerator: R1 042 874 Denominator: R1 348 394	98,39% Numerator: R1 342 944 Denominator: R1 364 850	98%	98,4% Numerator: R1 342 944 Denominator: R1 364 850	0,4%	Departmental spend was within the notional benchmark
1.6.2 Percentage of unopposed invoices paid within 30 days of receipt.	99,54%	99,58% Numerator: 8 318 Denominator: 8 353	99,14% Numerator: 6 873 Denominator: 6 933	99%	99,17% Numerator: 7 604 Denominator: 7 668	0,17%	The over performance was due to the fact that more invoices were submitted on time.
1.6.3 Supply Chain Management MPAT level obtained	New indicator	3,9	4	3+	4	1	The over achievement was due to the fact that SCM complied satisfactorily to all MPAT requirements, which was a 100% compliance to MPAT. Our asset scores improved due to better monitoring and compliance.
1.6.4 Departmental SCM Policy and Delegations reviewed	New indicator	1	1	1	1	n/a	n/a
1.6.5 Number of SCM capacity-building interventions	New indicator	8	2	2	2	n/a	n/a
<b>Subprogramme 1.7: Strategic Communications</b>							
1.7.1 Number of monthly communication tracking reports produced	13	16	11	11	11	n/a	n/a

The Subprogramme Departmental Strategy submitted all six its statutory required documents on time and in the correct format to the respective oversight bodies. The documents comprised of the 2016/17 Annual Report, the 2017/18 Annual Performance Plan and four Quarterly Performance Reports in respect of the 2017/18 financial year.

The Subprogramme Financial Management achieved all of its targets for the year under review.

The Subprogramme 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 underperformance

Indicators for this programme relate to overall departmental performance and is not necessarily an indication of underperformance 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

Subprogramme Name	2017/18			2016/17		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Programme Support	2 198	2 076	122	2 086	1 949	137
Office of the Premier	15 465	15 127	338	16 257	16 129	128
Executive Secretariat	10 350	10 321	29	9 004	8 979	25
Departmental Strategy	4 908	4 163	745	4 128	4 095	33
Office of the Director-General	30 553	27 813	2 740	23 024	21 837	1 187
Financial Management	38 334	38 279	55	37 286	36 805	481
Strategic Communication	4 233	3 670	563	4 607	3 970	637
<b>Total</b>	<b>106 041</b>	<b>101 449</b>	<b>4 592</b>	<b>96 392</b>	<b>93 764</b>	<b>2 628</b>

The Programme underspent by 4,33% or R4,592 million of the allocated funds. The underspending is due to changes in terms of the Water Resilience Plan from a short-term approach to a more medium- to long-term approach in order to address all the issues.

## **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 Branch Strategic Programmes coordinated a range of transversal programmes of strategic importance to the WCG. Critical stakeholders of this Branch are the Premier and Cabinet, the Director-General and Heads of Departments, academic institutions, members of the diplomatic corps, non-governmental organisations, national and local spheres of government, etc.

An agreement between the Western Cape Government and the Cape Higher Education Consortium (CHEC) is managed by this Branch. The Branch also manages the international engagements between the Western Cape and foreign partners.

The Branch contributed towards ensuring that the strategic priorities of the Department of the Premier, and the broader Western Cape Government, are aligned with the PSP, One-Cape 2040, MTSF and NDP, as well as the global Sustainable Development Goals (SDGs). The Branch further assessed annual performance plans of all departments for alignment with other provincial strategic imperatives such as the Provincial Spatial Development Framework and Growth Potential of Towns Study. The strategic coordination of WCG priorities through PSG 5 is critical to the success of the implementation of the plan. For the branch giving effect to the Integrated Events Strategy and the International Relations Strategy has remained high on the agenda.

### **4.2.2 Subprogrammes**

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

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

Subprogramme 2.2: Policy and Strategy: to support the Executive strategically in the development and implementation of high-level provincial policies and strategies.

Subprogramme 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.

Subprogramme 2.4: Strategic Programmes: to promote the strategic goals of the Western Cape Government through key partnerships and engagements.



## 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 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	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.	New indicator	3	2	2	2	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	2.8	3.15	3.15	1.5	3.21	1.71	There is a common approach to RBM&E in the organisation that has become more defined and comprehensive; and that can be sustained within the broader Data Governance and the Business Intelligence Maturity Model.
To promote the strategic goals of the Western Cape through key partnerships and engagements.	Number of consolidated reports submitted on key partnerships and engagements.	New indicator	8	8	8	8	n/a	n/a

The **Chief Directorate Policy and Strategy** continued to support the Executive with the implementation of the Provincial Strategic Plan. Regular assessments on the roll-out and implementation of the PSP were conducted by the CD, and feedback provided to the Executive in two progress reports tabled at Cabinet Bosberaads, one of which reflected on the PSG-MTEC hearings that were held for the first time in 2017 to enhance integrated planning and budgeting against the strategic priorities of the WCG. In addition, the Chief Directorate also supported the five PSG Steering Committees and their working groups to implement and monitor the roll-out of the PSP. The CD also supported Provincial Treasury to ensure that departments' budgets, and Annual Performance Plans for 2018/19 are aligned to the PSP and NDP.

The **Chief Directorate: Strategic Management Information** is the custodian for Province-wide M&E; and takes the institutional lead on Government-wide Monitoring and Evaluation (GWM&E) at a provincial level. In this regard, the Chief Directorate continued to embed Results-based Monitoring and Evaluation within WCG for the provisioning of relevant and accurate data and information. The RBME identified strengths and weaknesses in key areas such as indicator development, data management and –assessment and information architecture. The Business Intelligence Value Assessment identified capacity development as a requirement to strengthen the use of BI across business users. The subprogramme has identified Province-wide Data Governance (PWDG) as a strategic response to these challenges and therefore ultimately towards coherence of data production and use across departments.

The **Chief Directorate: International and Priority Programmes** continued to strengthen the destination's value proposition by giving effect to the Integrated Events Strategy in striving to grow the event sector. In terms of the International Relations Strategy, the BRICS countries and the rest of Africa have become focus areas, without neglecting traditional partners. Both the Diplomatic Brunch and the Africa Day celebrations as well as topical briefings continue to be strategic platforms to engage and build stronger partnerships with Consul Generals and other strategic partners, while promoting trade, investment and tourism linkages. Courtesy calls, incoming and outgoing visits continued to focus on the objectives of the IR strategy, namely: 1) To create an enabling environment for the facilitation of trade, tourism & investments; 2) To develop skills and best practices through knowledge & information sharing in all sectors; 3) To improve environmental resilience & adaptation to climate change and sustainability. The subprogramme will also continue to coordinate WCG priority programmes where strong social outcomes are sought. An example is the monitoring and implementation of the Hangberg Peace Accord and Court Order, as well as building of social coherence between foreign nationals and local communities. Key projects involve support to event organisers through the development of a series of knowledge products that are housed on the Event Portal.

#### 4.2.3.2 Performance indicators

Programme 2: Provincial Strategic Management							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 2.2: Policy and Strategy</b>							
2.2.1 Number of assessment reports submitted on the alignment and non-alignment of departments' APPs to the Provincial Strategic Plan	1	1	13	12	13	1	Provincial Treasury was previously not included in the assessments, and was omitted from the target for 2017/18. This target has been updated to 13 in the 2018/19 APP.
2.2.2 Number of policy and strategy papers in response to national and provincial strategic imperatives	12	20	20	12	19	7	A higher than anticipated number of national and provincial bills and policies required commentary by the unit; the new requirement to undertake RIAs also

Programme 2: Provincial Strategic Management							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
							increased the outputs for this indicator.
2.2.3 Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan	1	3	2	2	2	n/a	n/a
Subprogramme 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 annual publications produced on measuring a set of key governance indicators.	1	1	1	1	1	n/a	n/a
2.3.3 Number of projects performance reviews produced of strategic projects managed through the BizProjects System	New indicator	4	4	4	4	n/a	n/a
2.3.4 Number of annual reviews produced on implementation of WC Provincial Evaluation Plan	New indicator	1	1	1	1	n/a	n/a
Subprogramme 2.4: Strategic Programmes							
2.4.1 Number of consolidated reports submitted on strategic international engagements.	4	4	4	4	4	n/a	n/a
2.4.2 Number of consolidated reports submitted on strategic priority projects.	4	4	4	4	4	n/a	n/a

The **Chief Directorate Policy and Strategy** supported the development and implementation of strategies and policies for the Western Cape, including finalising the Alcohol Harms Reduction White Paper, a Framework for the implementation of the Human Rights of priority groups in the Western Cape, the Children's Commissioner draft bill, and Regulatory Impact Assessments on the Alcohol Harms Reduction Green Paper and the Children's Commissioner draft bill, as well as Guidelines for the Implementation of Regulatory Impact Assessments in the Western Cape Government and a draft Western Cape Household Food and Nutrition Security Strategic Framework for consultation.

In addition to the policies, strategies and RIAs mentioned above, the unit also submitted commentaries on 13 national and provincial bills and policies.

Furthermore, the chief directorate has increasingly been playing a role in the implementation of policies by either coordinating the implementation of projects or providing technical support to departments. For example, the CD continues to lead with the implementation of the Provincial Youth Development Strategy in collaboration with the Department of Social Development, as well as the MOD YearBeyond programme in partnership with the After School Game Changer and the Western Cape Education Department.

The subprogramme continued its focused implementation of the Behavioural Insights as well as the FuturesCape Strategic Foresight project, which focused on long-term modelling data to help inform policy options and priorities. In addition, the CD continued to support the strategic WCG-CHEC partnership and Provincial Regulatory Impact Assessment Steering Committee, which supported and oversaw regulatory impact assessments of new policies and legislation in the province.

**Strategic Management Information** produced two annual publications on key indicator trends in relation to development outcomes and institutional performance. It provided an annual review on institutionalisation of evaluations relating to the Provincial Evaluation Plan. It also provided four quarterly reviews on project performance information.

In addition, the subprogramme produced annual publications on MPAT trends and spatial monitoring and assessments at a provincial and or micro level. Furthermore, technical assessments were conducted on the quality of indicators related to the draft Annual Performance Plans of WCG departments.

The data and information products were timeously disseminated to key stakeholders in various formats for further use as evidence to inform better decision making. In this regard, the subprogramme took custodianship in publishing the WCG non-financial performance information on a quarterly basis via the Department's official website.

The subprogramme also responded to a number of requests in relation to data analytics, and produced briefs on data, statistics and information.

The **Chief Directorate: International Relations and Priority Programmes** provided support for strategic events and engagements. The International Relations Forum (IRF) continued to be a useful tool for monitoring international relations trends, as well as engaging provincial departments to connect with the IR agenda. Recent developments within the IRF included inviting thought leaders to discuss and share perspectives on pertinent IR issues in order to ensure that decision makers are abreast of the latest global trends and developments. The Chief Directorate via the Community Engagers Forum explored methodologies to improve

the manner in which WCG community engagers communicated with communities and each other. A UNDP methodology was piloted and the continued roll-out aims to better enable a demand-led service delivery environment. The subprogramme continued to play a strategic role in the Provincial Events Forum. The capacity building of event organisers in collaboration with CHEC, continues to receive emphasis as additional knowledge products are developed. Advances were made in developing a Human Rights Framework that will contribute to embedding human rights mainstreaming throughout the WCG. The Open House has seen a growing demand by a broad sector of the population as a site for public engagement in a variety of forms.

#### 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 budget

Subprogramme Name	2017/18			2016/17		
	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	3 254	2 434	820	3 159	2 987	172
Policy and Strategy	14 538	13 515	1 023	12 904	11 247	1 657
Strategic Management and Information	20 406	19 220	1 186	28 346	24 872	3 474
Strategic Programmes	16 825	15 115	1 710	18 378	16 684	1 694
<b>Total</b>	<b>55 023</b>	<b>50 284</b>	<b>4 739</b>	<b>62 787</b>	<b>55 790</b>	<b>6 997</b>

The Programme underspent by 8,61% or R4,739 million due to staff exits and the slower than anticipated filling of posts.

## 4.3 Programme 3: People Management

### 4.3.1 The purpose of the programme

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

The Branch: People Management seeks to enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement. The Branch falls within the Corporate Services Centre of the Department and provides transversal services across WCG departments that 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 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 was developed and once formally adopted will be implemented to provide a clear understanding of the current people management context and the desired people state in line with the Provincial Strategic Plan (PSP). The strategy 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.

### 4.3.2 Subprogrammes

Programme 3 performs its people management functions through its three subprogrammes viz:

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

Subprogramme 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 enables 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 contribute to improving the service delivery capability of the Western Cape Government. 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 to ensure that its design (process, structure, culture) is aligned to deliver the stated vision. Focus was applied in building the internal capacity, specifically competency levels of Organisation Development practitioners, to support the transition towards being a business partner. 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 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.

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 focusing on an inte-

grated 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 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 Chief Directorate People Management Practices (PMP)** strives to provide value to our stakeholders and partners through a range of critical success factors. These have been identified across the five Directorates (Recruitment and Selection, Policy and Planning, Performance and Priority Unit, Service Benefits and Employment Relations) and focus on the following specific indicators:

- a basket of people policies that are unambiguous, legally unchallenged and understood by all;
- people metrics and intelligence that timeously inform decision making;



- integrated systems and processes that ensure the availability of the right people, at the right place, at the right time;
- appropriate tools and innovation that empowers and enables people professionals and managers to lead effectively with people;
- effective and efficient collective bargaining based on the principles of mutual interest;
- constitutional rights and obligations of employees and the organisation are upheld; and
- performance management that drives a high-performance culture.

These indicators have been operationalised and formed the basis of the service offering that the Chief Directorate provided to the 11 Client Departments of the CSC during the 2017/2018 financial year.

One of the structural enhancements that have been formalised during the year under review has been the establishment of the Directorate: Performance and Priority Unit. The purpose of the Unit is to provide specialised services to SMS members, ministers as well as other people management practitioners. This Directorate provides an all-encompassing service with regard to the recruitment of all Heads of Department, SMS members within 11 CSC departments, performance consulting and performance administration. The Unit also supports managers with the managing of poor performance.

One of the flagship projects of the Directorate: Performance and Priority Unit has been the implementation of the Determinations and Directives on the Performance Management and Development System, issued by the DPSA for implementation on 1 April 2018. To incorporate the changes brought about through these directives, an online system, namely PERMIS (Performance Management Information System) version 4, has been developed, for implementation during the 2018/19 cycle. Awareness of these changes was raised through a series of presentations, roadshows, and articles.

In this regard, the WCG remains the only province that uses a standardised online platform for the capturing and management of performance management information.

The Directorate: Recruitment and Selection introduced a holistic approach to the talent-sourcing process, where the focus is on Job/Person fit. In this regard a project on the development of competency-based recruitment practices was concluded. As part of this project the transversal Recruitment and Selection Policy was reviewed, consulted with and accepted by Organised Labour and will be presented to Cabinet in the next financial year. In addition, the Competency-based Interview as well as a Recruitment Decision Guide were developed and implemented. Through this new approach the recruitment decision is no longer considering the interview results and EE targets only, but the technical/functional expertise, behavioural competencies, equity priorities, reference/credential checks and, for posts on Salary Level (SL) 9 and higher, the cognitive fit as it relates to the job profile. To assist people managers in our client departments to adapt to this new approach, an e-learning training course on Competency-based Recruitment Practices was developed and will be rolled out in the new financial year.

One of the key drivers of efficiency and transactional excellence within the Chief Directorate is the use of technology, which has been identified as a vehicle to drive innovation and change. This has resulted in the development and implementation of various functional case management systems within the Chief Directorate.

The Directorate: Policy and Planning performed a strategic coordination role to ensure that technological enhancements provide for functional improvements, automated reporting and an integrated approach to people management across the Branch. A high-level three-year plan has been developed to inform the people management system enhancement road map. This will enable the Branch: People Management to respond effectively to current and future business requirements.

Apart from this coordination role, the Directorate: Policy and Planning provided critical policy interpretations, policy updates, employment equity planning, reporting, workforce plans and monthly management information in support of informed people manager (line manager) decision making. Further to this, trend analysis reports and surveys provide people managers as well as the Branch People Management with performance-related perceptions and feedback.

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

The Directorate: Service Benefits concluded all pay progressions, accelerated pay and grade progressions timeously, despite the constraints brought about by austerity measures. The Internal Control Unit, in collaboration with the various Directorates and client departments, ensured a clean audit for people management practices. Furthermore, the Directorate: Service Benefits hosted a successful Long Service Award Ceremony.

### 4.3.3 Strategic objectives, performance indicators planned targets and actual achievements

#### 4.3.3.1 Strategic objective

Programme 3: People Management								
Strategic Objectives	Strategic Objective Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	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	People Management Maturity Model developed	Developing the Maturity Framework	Development of People Maturity Model finalised	Self-Assessment Report on Maturity Model Pilot implementation Programme 3 submitted	Development of the Assessment Tool for the Maturity Model	The Assessment Tool has been developed per functional area, aligned to the overall methodological construct and initial concept document. The validity of this Tool is essential to the overall Model.	Extensive consultation was required with key functional experts, including at Departments of Health and WC Education.

The strategic objective of the Branch is aligned to 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-orientated public service. There is thus an acknowledgement of the centrality that people management plays in achieving these strategic goals. In this regard, it 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.

The PSG 5 project contributes specifically to the sub-output Service Excellence with People, which is the "development and implementation of a WCG people management maturity model". The model is in the process of being developed and will ensure objective measurable levels of people management maturity in the provincial government. The people management maturity model is 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 (Fragmented and Reactive; Compliance driven; Standardised; Optimised and Continuously improved). 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. Extensive consultations were conducted with all functional specialists in order to ensure the accuracy of the people management functional growth path. Further refinements were made to the assessment tool with the aim of advancing to the pilot implementation phase. The measurement instrument is now being developed and a pilot (based on an internal assessment) in the next financial year will assist in finalising the model for implementation.

#### 4.3.3.2 Performance indicators

Programme 3 : People Management							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 3.2: Organisation Development</b>							
3.2.1 Number of departmental or organisational behaviour reports submitted	New indicator	New indicator	13	13	13	n/a	n/a
3.2.2 Number of departmental business process reports submitted	New indicator	New indicator	13	13	13	n/a	n/a
3.2.3 Number of transversal service delivery intervention reports submitted bi-annually	New indicator	New indicator	2	2	2	n/a	n/a
3.2.4 Number of departmental or organisation design reports submitted	New indicator	New indicator	13	13	13	n/a	n/a
<b>Subprogramme 3.3: People Training and Empowerment</b>							
3.3.1 Number of learning programmes offered.	67	49	51	48	57	9	Apart from the spread of 48 learning programmes planned for the year, 9 more ad hoc programmes were offered due to special projects running in certain departments
3.3.2 Number of learning programmes assessed for training impact.	7	8	8	8	8	n/a	n/a
3.3.3 Number of Projects for Youth Empowerment offered	New indicator	New indicator	1	1	1	n/a	n/a

Programme 3 : People Management							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 3.4: People Management Practices</b>							
3.4.1 Percentage of planned strategic business partnership initiatives completed.	New indicator	80% Numerator: 32 Denominator: 40	95.24% Numerator: 40 Denominator: 42	85%	92.55% Numerator: 87 Denominator: 94	7.55%	Optimal project management contributed to positive deviation
3.4.2 Percentage planned innovative people practices initiatives completed.	New indicator	87.5% Numerator: 7 Denominator: 8	88.89% Numerator: 8 Denominator: 9	85%	90% Numerator: 9 Denominator: 10	5%	Optimal project management contributed to positive deviation
3.4.3 Percentage planned transactional excellence initiatives completed.	New indicator	87.5% Numerator: 21 Denominator: 24	91.66% Numerator: 22 Denominator: 24	85%	83.87% Numerator: 26 Denominator: 31	1.13%	Outputs linked to timeframes which could not be reached due to complexity of certain cases requiring more time to resolve
3.4.4 Percentage planned people manager and professional empowerment initiatives completed.	New indicator	80% Numerator: 8 Denominator: 10	83% Numerator: 10 Denominator: 12	85%	91.66% Numerator: 11 Denominator: 12	6.66%	Optimal project management contributed to positive deviation

The Branch: People Management has met its Performance Indicators bar one, where the target was missed by 2% and which was due to the very nature of the activity involved. The overall performance of the Branch, however, remains positive. Further details with regard to the performance of the Branch are set out below.

**Organisation Development** – The Chief Directorate Organisation Development met the agreed APP targets as set (13 Departmental reports submitted for each Directorate).

In this regard, the Chief Directorate Organisation Development completed 126 projects that 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.

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. The Work Organisation policy that embeds the principles of affordability and proven need is pivotal in this regard. Focus was applied to improving stakeholder relationships that have a direct bearing on the turnaround times of Organisation Design solutions. This resulted in service level agreements and memorandums of understanding entered into with DPSA and the CCPWCP.

Business Process Optimisation interventions continued by deploying own resources focusing on selected priority departmental core processes. The functional area also dealt with Service Delivery and Batho Pele initiatives as prescribed amongst other in the Public Service Regulation, 2016. The Service Interface Project significantly contributed to service delivery improvement. Significant focus is also being applied in aligning the business process activities of various stakeholders within the province to ensure maximum impact. An "e-Xpertise" proof of concept project was also initiated to assess the value of a system that would enable the containment and sharing of specialist business process knowledge across the province as well as providing a digital platform for facilitating process improvements.

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. A line manager feedback process has been developed to provide line managers with concrete, practical guidelines that assist in the creation of development action plans for the new appointees during the probation period. Change management support, especially large-scale ICT systems changes as well as organisational refinement (structure) projects, together with leadership development interventions all form part of building a strong, positive, values-driven culture, which is a key determinant of any successful organisation. In addition, the Directorate Organisational Behaviour actively assisted departments in creating understanding of the 2017 Barrett Values survey results and defining specific journeys and actions to progress even more towards the desired organisational culture. Provision of support to staff through the Employee Health and Wellness (EHW) programme is also provided. The procurement process for a new transversal EHW contract has commenced, as the existing contract will be terminating in July 2018. The Values-based Leadership Development project progressed well, given resource constraints, and a draft Leadership Development Framework has been created.

The Work Organisation Policy project has made the required progress that enabled it to engage the key stakeholders (DPSA, NSG, PTM). These engagements culminated in a joint project between DPSA and the WCG focused on creating/validating a new competency-informed and output-based Job Description format (and the associated elements to inform this document) aimed at addressing all the challenges currently inherent in the existing formats. The 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.

**People Management Practices** – During the 2017/2018 financial year, 100% of RFIs and COMAFs were responded to within the timeframe provided within the AG audit protocol and a clean audit for all 11 our client departments, in respect of people practices, was once again achieved.

The Directorate Policy and Planning, by means of their strategic engagements, managed to conclude various oversight and trend analysis reports in order to monitor people management progress and to support appropriate and informed management decisions. The component also compiled

and submitted various People Management and EE plans and reports as per the statutory requirements. A new Workforce Planning methodology has been formalised that will provide practical support and solutions to people planning initiatives in departments. A People Planner has been developed and piloted in-house that will assist client departments practically during their planning processes for future and current skills.

The Directorate Employee Relations (DER) 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 IMLCs are active, which allows parties in all 11 CSC departments to deal with workplace issues in a constructive and meaningful manner.

The Directorate: Employee Relations received 204 complaints, of which 148 were fully investigated. Of these cases, the unit received mandates in respect of 37 matters, which proceeded to a formal disciplinary hearing. It must also be borne in mind that the number of complaints lodged do not reflect the time effort required to finalise each matter as they range in complexity. The Directorate received 318 grievances, of which 286 (90%) were finalised within the financial year and 98 disputes for the year, of which 87 were finalised (89%). These varying matters all have to be dealt with concurrently. Hence of the 620 cases received in total for the year, 521 were finalised, which translates to 84%.

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 DER training targets have been met two years in a row, with the target being exceeded in the current year. The training target was 1 530, but the team trained 1 505 (98,3%) WCG officials.

The employee relations MPAT score for client departments has improved from 2.7 in the previous financial year to 3,3, which translates to a 15 % improvement.

The Directorate Recruitment and Selection effectively managed a 100% alignment between PERSAL establishment and the approved Organisation Design structures of our client departments. Through continuous control measures, and in line with the Cabinet Resolution to manage the WCG Wage Bill, unfunded vacancies were very strictly managed for recruitment purposes. This initiative assisted the Corporate Services Centre to maintain a vacancy rate (based on funded vacancies) of 1,82%, which is significantly lower than the national target of 5%.

A total of 1 182 posts were advertised by the Chief Directorate in the 2017/18 financial year, for which 310 844 job applications were received. Recruitment processes that were finalised took, on average, 104 working days to conclude. The number of posts concluded were 964.

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 Directorate: Service Benefits reported 219 Injury on Duty (IOD) cases to the Compensation Commissioner within 10 days of receipt of completed documents and 531 terminations were processed and submitted to GEPF within 10 days of receipt of completed documentation. A total of 44 333 employee benefits transactions (allowances, deduction and salary administration) were captured

within 30 days of receipt. Two hundred and eight (208) long-service payments and 164 Individual-linked Savings Facility (ILSF) payments were made to qualifying employees.

Various service benefit obligations were captured, including 114 849 leave forms; 1 213 short PILIR applications within 26 working days on average; 112 long PILIR applications within 28 working days on average and 14 Ill Health PILIR applications within 46 working days on average.

**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 skills training and development at the Provincial Training Institute (PTI) – Kromme Rhee, Stellenbosch.

During the period under review, the PTI strengthened its formal relationship with the National School of Government (NSG) by fully operationalising the Memorandum of Agreement (MOA).

As the best-performing training institute in the Public Service (national Minister's Award), the PTI is constantly approached by international, national and provincial entities for benchmarking purposes.

Keeping abreast with the new world of work and changing landscape in the people development space, the PTI has embarked on an ISO 9001: 2015 certification process, ensuring adherence to international best practice.

In collaboration with Higher Education Institutes, eighty-three (83) student interns were placed in the CSC departments (of which forty-eight ((48)) were in DotP) for Work-integrated Learning (WIL). A total number of one hundred and fifty-three (153) graduate interns were placed in CSC departments (of which three were in DotP).

The total number of applications for the PAY project was 2 228, of which 608 were placed in the 13 departments. The urban-rural placement was 408 (67 %) and 200 (33%), 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 consequence, a number of important partnerships were forged, which has the potential of providing opportunities for employment after the year.

- Media24: A learnership in Community Journalism
- 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 then matched with a particular sector.

The Mosselbaai Municipality implemented a Mayor's Advancement of Youth (MAY) project based on the principles of PAY and utilising applications for PAY from the Mosselbaai area who could not be placed within provincial WCG offices. Eleven MAY interns were placed by the Municipality.

For the 2017 academic year, sixty-four (64) new bursaries-, and for the 2018 academic year twenty-seven (27) new bursaries were allocated to DotP staff to improve their qualifications or acquire new ones.



#### 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 roll-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

Subprogramme Name	2017/18			2016/17		
	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	3 146	2 684	462	2 675	2 625	50
Organisation Development	56 468	54 338	2 130	58 582	56 127	2 455
People Training and Empowerment	34 878	34 651	227	32 320	31 038	1 282
People Management Practices	96 339	94 123	2 216	88 427	88 096	331
<b>Total</b>	<b>190 831</b>	<b>185 796</b>	<b>5 035</b>	<b>182 004</b>	<b>177 886</b>	<b>4 118</b>

The Programme underspent by 2,64% or R5,035 million, which is due to staff exits and slower-than-anticipated filling of posts.

## 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 Subprogrammes

The programme provides for the following functions to be delivered:

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

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

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

Subprogramme 4.4: Connected Government and Unified Communications: Responsible for Stream 1 of the Connected Cape initiative, which will provide connectivity to WCG sites.

Subprogramme 4.5: Transversal Applications Development and Support: 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 others, 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 IT Service Desk
- Business Analysis Services

- IT Enterprise Architecture Services
- Application Development Services
- SQL and SharePoint Services
- WCG Web Development Services
- 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 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
To improve ICT governance maturity of the Western Cape Government	ICT governance maturity rating (COBIT 5).	3 (COBIT4)	1 (COBIT5)	1 (COBIT5)	1	1	n/a	n/a
To enable and improve access to Western Cape e-Government services	Number of prioritised citizen-facing services automated	New Indicator	1	1	2	2	n/a	n/a
To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services	Percentage of CeI service standards met in a given year	96.93%	95.74%	98.01%	85%	99.11%	14.11%	Continued management monitoring and intervention ensured for continued improvement.

The CeI has adopted the COBIT5 Framework as a means to guide and measure its progress towards improving its ICT maturity level. While the last three 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 citizens' experience when they engage with government to access service information. Two services were automated during the year under review: the piloting of a queuing system at selected sites as well as the Community Policing Forum System.

The Cel, as a corporate service provider to the departments, has to deliver services according to a set of agreed-upon metrics and service levels. These service metrics cover all services such as application 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 Cel managed to achieve the overall service standards as required by CSC service schedules.

#### 4.4.3.2 Performance indicators

Programme 4: Centre for e-Innovation							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 4.2: Strategic ICT Services</b>							
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	99.51%	99.46% Numerator: 1782 Denominator: 1792	99.3%	95%	99.40% Numerator: 2148 Denominator: 2161	4.4%	Over performance due to the excellent stakeholder relationship management by the manager in charge
4.2.3 Total number of new Cape Access centres established.	8	10	10	0	2	2	Goedgedacht e-Centre was started in 2016/17 and completed in 2017/18. The Herbertsdale e-Centre was established on request of the Mosselbay Municipality.
4.2.4 Number of e-government access channels managed through which citizens actively engage government.	8	8	9	10	10	n/a	n/a
4.2.5 Number of prioritised citizen-facing services automated.	New indicator	1	1	1	1	n/a	n/a
<b>Subprogramme 4.3: GITO Management Services</b>							
4.3.1 Average percentage systems uptime and availability maintained.	99.73%	99.68% Numerator: 8755.82 Denominator: 8784	99.92% Numerator: 8,752,99 Denominator: 8,760	98%	99.84% Numerator: 8,745.98 Denominator: 8,760	1.84%	Continuous monitoring and management of the systems environment  Deviation: 1.84%  $8,745.98 / 8,760 \text{ hours} = 0.99839 \times 100 = 99.84\%$
4.3.2 Average percentage network up-	98.46%	98.17% Numerator: 8623.45	98.72% Numerator: 8,647,87	98%	98.85% Numerator: 8,659 Denominator: 8760	0.85%	Continuous monitoring and management of the

Programme 4: Centre for e-Innovation							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
time and availability maintained.		Denominator: 8784	Denominator: 8760				network environment  Deviation: 0.85%  $8,659.26 / 8,760 \text{ hours} = 0.98854 \times 100 = 98.85\%$
4.3.3 Average turnaround time in days for finalising IT Service Desk requests.	3.95	3.35	5.70	6	4.95	1.05 days	Continuous monitoring and management of the IT Service Desk environment  Deviation: 1.05 Days  $162,345.15 \text{ days} / 32,797 \text{ calls} = 4.95 \text{ days per call}$
<b>Subprogramme 4.4: Connected Government and Unified Communications</b>							
4.4.1 Number of WCG sites provided with Broadband connectivity	New indicator	1022	1610	2000	1875	(125)	The 100% milestone target was revised to 1875 sites as a result of: - sites being excluded by departments; and - sites being placed on hold either due to renovations or relocations and were thus not available for delivery of broadband services.
<b>Subprogramme 4.5: Transversal Applications Development and Support</b>							
4.5.1 Percentage of transversal business application solutions implemented.	New Indicator	83% Numerator: 20 Denominator: 24	85% Numerator: 11 Denominator: 13	80%	93% Numerator:14 Denominator: 15	13	Demand-based indicator. Total planned = 15 Achieved = 14

The 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 game changers and service delivery mandates of departments.

Through the Broadband initiative a total of 1 875 sites (cumulative) were connected to broadband, which resulted in considerable improvement in the quality of connectivity. 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 yielded considerable savings for the sites that have been migrated. For the year under review, a number of prioritised 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 and also provided broadband connectivity.

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

- Training was provided to 8 775 employees in IT literacy and IT advanced courses with a focus on educators in the WCED in support of the e-Learning Game Changer;
- Providing technical support for the Game Changers with a focus on the After-Schools, Skills and E-learning Game Changers;
- Supporting the building capital and maintenance projects of the DTPW with IT infrastructure and services;
- Ce-I managed the technology refresh of 7 454 IT end-user devices across all departments;
- 107 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 4 962 infrastructure items being replaced in line with technology refresh plans;
- The IT Service-desk received 32 797 tickets and maintained a resolution rate of 4,95 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 NPO system for Department of Social Development (DSD) and Red Tape system for Department of Economic Development and Tourism (DEDAT);
- 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) has also improved the level of ICT maturity in the organisation;
- The monitoring of service levels in respect of IT services provided to departments; and
- Monthly and quarterly Quality of Service Meetings held between Ce-I and the State Information Technology Agency (SITA).

#### 4.4.4 Strategy to overcome areas of underperformance

The Cel will ensure that the Broadband service providers plan more thoroughly for phase 2 of this initiative and draw on the knowledge gained during phase 1 to ensure improved delivery against the milestone targets for phase 2.

#### 4.4.5 Changes to planned targets

No targets were changed during the year under review.

#### 4.4.6 Linking performance with budgets

Subprogramme Name	2017/18			2016/17		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	8 621	8 340	281	7 809	7 786	23
Strategic ICT Services	96 554	87 856	8 698	87 570	86 283	1 287
GITO Management Services	526 293	519 109	7 184	559 978	559 794	184
Connected Government and Unified Communications	236 406	232 521	3 885	181 998	180 927	1 071
Transversal Applications Development and Support	55 225	55 214	11	69 331	69 304	27
<b>Total</b>	<b>923 099</b>	<b>903 040</b>	<b>20 059</b>	<b>906 686</b>	<b>904 094</b>	<b>2 592</b>

The Programme underspent by 2,17% or R20,059 million of the allocated funds. The underspending is due to staff exits and slower-than-anticipated filling of posts, a delay in the procurement process for the Client Relationship Management System through SITA, a shift from capital expenditure to operating expenditure on the server side to cloud-based services and delays in the delivery of network equipment. The payment with regard to the infotainment monitors for frontline facilities could not be processed in the interest of good governance due to the entity not complying with the prerequisites for transfers.

### 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, legal 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 is 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 enables the business units in the branch to have an integrated and aligned approach in servicing their clients, identifying the required touch points and synergies and relevant improvements to ensure a quality service delivery to the WCG. In the 2017/18 financial year, specific focus was placed on the priorities of client departments and the Branch's integrated response to ensure service delivery to citizens. This is work-in-progress and will be furthered in 2018/19.
- 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 driven by 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 became intentional about innovation. On the one hand, it meant creating the environment where staff are encouraged to be innovative, and on the other it 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 Subprogrammes

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

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

Subprogramme 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, and a focus on 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, subprogramme 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 identify areas of efficiency and potential opportunity. This created the basis for the development of a Transversal Internal Audit Plan for 2018/19, which was accepted by PTM during March 2018 and subsequently approved by the Chairpersons of the various WCG Audit Committees.

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 whistleblowing 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.

**Legal Services** promotes efficient and effective governance by rendering legal advice in support of executive and administrative decision making. Both proactive and reactive advice is 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 received 2 222 requests for legal advice during the year under review, which was attended to by its traditional reactive disciplines (litigation, legislation and legal advisory services) and by its proactive delivery mechanism, the Directorate: Legal Governance. The latter has provided 44 legal training opportunities and reviewed the delegations of three provincial departments for consistency with legislation. Awareness raising in respect of compliance with the Protection of Personal Information Act (POPIA), 2013, continued and significant progress was made in the development of a comprehensive POPIA guide and resources to enable compliance with the Act. The transversal standard operating procedure for the management of physical security incidents was updated with a toolkit to manage security incidents.

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 assessments 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.

## 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 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	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	New Indicator	New Indicator	Ongoing development resulted in final draft framework and maturity model issued for comments in November 2016	Finalisation of a single governance framework for WCG and associated maturity model	Single governance framework for WCG was finalised.	n/a	n/a
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 met in a given year	New indicator	New indicator	14	15	15	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	New indicator	New indicator	Nil	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-orientated 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 focusses 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 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
<b>Subprogramme 5.2: Enterprise Risk Management</b>							
5.2.1 Number of enterprise risk management implementation plans approved by Accounting Officers.	13	13	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	New Indicator	89.3% Numerator: 585 Denominator: 656	91.97% Numerator: 523 Denominator: 481	85%	95% Numerator: 481 Denominator: 504	10%	Drove completion of all deliverables in ERM implementation plans
<b>Subprogramme 5.3: Internal Audit</b>							
5.3.1 Percentage of internal audit areas completed as per approved internal audit coverage plans.	95%	94% Numerator: 72 Denominator: 77	100% Numerator: 133 Denominator: 133	100%	100% Numerator: 98 Denominator: 98	n/a	n/a
5.3.2 Percentage internal audit recommendations incorporated into agreed action plans.	99%	95% Numerator: 574 Denominator: 604	99% Numerator: 781 Denominator: 789	100%	98.5% Numerator: 679 Denominator: 689	(1.5%)	10 of the recommendations made by internal audit were not accepted by management; most of the reasons were due to capacity constraints. It should be noted that this target as it stands does not allow for deviation. This has been addressed in the 18/19 APP where the target is set at 98%.
5.3.3 Percentage of action plans expired by the end of the third quarter followed up.	New Indicator	87% Numerator: 653 Denominator: 748	99% Numerator: 856 Denominator: 867	98%	100% Numerator: 779 Denominator: 779	2%	100% has been achieved. 130 follow-up areas contained 779 agreed actions for follow-up until end of Q4. 779 agreed action plans were followed-up by Internal Audit by end of Q4.
<b>Subprogramme 5.4: Provincial Forensic Services (PFS)</b>							
5.4.1 Number of fraud and corruption training sessions facilitated.	New indicator	New indicator	N/A	100	120	20	Ad hoc requests for additional training sessions were received.
5.4.2 Percentage of fraud prevention activities allocated to the PFS implemented	New indicator	New indicator	N/A	80%	101.6% Numerator: 127 Denominator: 125	21.6%	Additional services rendered as a fraud and corruption preventative measure
5.4.3 Number of forensic investigations finalised	New indicator	New indicator	N/A	30	33	3	Additional cases were received and finalised

Programme 5: Corporate Assurance							
Performance Indicator	Actual Achievement 2014/15	Actual Achievement 2015/16	Actual Achievement 2016/17	Planned Target 2017/18	Actual Achievement 2017/18	Deviation from planned target to Actual Achievement for 2017/18	Comment on deviations
5.4.4 Percentage of PFS recommendations followed up.	97%	96% Numerator: 402 Denominator: 419	91% Numerator: 253 Denominator: 279	85%	89.8% Numerator: 211 Denominator: 235	4.8%	Close monitoring and follow-up of deliverables resulted in slight over-performance
Subprogramme 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	58	67	58	40	44	4	More requests for training interventions were received.
5.5.3 Number of requests assigned and attended to by legal advisers.	2 284	2 443	2 627	2300	2222	(78)	Based on the trends of previous years it was estimated that approximately 2300 requests for legal advice would be received. However, only 2222 requests were received and referred to legal advisers.
5.5.4 Number of provincial departments' delegations reviewed for consistency with legislation.	New Indicator	4	3	3	3	n/a	n/a
5.5.5 Number of reports containing an overview of the provincial legislative drafting programme	New Indicator	New Indicator	1	1	1	n/a	n/a
Subprogramme 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.	6	5	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 Branch met all its performance indicators except two. These targets were missed marginally, due to the very nature of the relevant targets. The overall performance within the Branch, however, remains positive if one considers the constant capacity constraints faced by the business units.

Enterprise Risk Management completed 481 of the 540 activities assigned in the ERM Implementation Plans of the Departments. Internal Audit completed all planned internal audit projects and Provincial Forensic Services completed more than their planned investigations. This in itself is an achievement as it requires close monitoring and engagements and constant quality control and follow-up.

Corporate Communication completed all its planned projects and campaigns.

#### 4.5.4 Strategy to overcome areas of underperformance

The target for performance indicator 5.3.2 will be reconsidered in future financial years (from 2018/19), as it is dependent on departments accepting recommendations made by internal audit.

#### 4.5.5 Changes to planned targets

No targets were changed during the year under review.

#### 4.5.6 Linking performance with budgets

Subprogramme Name	2017/2018			2016/2017		
	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	2 783	2 769	14	2 621	2 608	13
Enterprise Risk Management	6 369	5 542	827	6 822	6 146	676
Internal Audit	40 202	39 314	888	40 905	40 151	754
Provincial Forensic Services	15 433	14 101	1 332	15 264	13 484	1 780
Legal Services	41 328	39 193	2 135	37 597	35 940	1 657
Corporate Communication	17 015	16 797	218	13 772	13 081	691
<b>Total</b>	<b>123 130</b>	<b>117 716</b>	<b>5 414</b>	<b>116 981</b>	<b>111 410</b>	<b>5 571</b>

The main cost driver of this programme is compensation of employees. Outputs in this programme are mainly achieved through the work performed by its employees, which is a direct link to the main cost driver. The Programme underspent by 4,40% or R5,414 million, which is due to staff exits and slower than anticipated filling of posts.

## 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 2017 to 31 March 2018.

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 Organisation	Establishing and maintaining Public ICT Access Centres	Yes	21 000	20 526	Cost saving initiatives implemented
CHEC	Section 21 company	Funding for university research projects related to WCG priorities	Yes	500	CHEC actually disbursed R434,000 by 31 March, but R100,000 of the R500,000 was ring-fenced for the innovation research grant in terms of the TPA, so strictly, R38,000 drawn from CHEC reserves.  Finalisation of Transfer Payment Agreement was at the end of Feb, with payment effected in March. The call for proposals for the innovation research grant of R100,000 was only issued by CHEC in March, with an award to be made in the 2018/19 financial year.	Transfer effected in March 2018



## **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 also employ at least 20 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. The purpose of the transfer payment is to encourage academic researchers to pursue research that is aligned to provincial strategic priorities, but also to encourage greater collaboration between public officials and academic researchers.

During the period under review, the projects that were awarded funding were aligned to the research agendas of the five Provincial Strategic Goals and the four universities. The funds allocated to CHEC are used for projects and research conducted at higher education institutions.

Meetings between the WCG and CHEC are held every six weeks to discuss projects and research proposals and the public policy agenda (in terms of the Provincial Strategic Plan). Monitoring of these projects are done by the CHEC Joint Task Team, which includes representatives of the Department of the Premier and each Provincial Strategic Goal from WCG, as well as representatives of each Higher Education Institution and CHEC, to ensure the project funds meet the required deliverables of each project.

### **Groote Schuur Hospital Health Facilities Board**

The table below reflects the transfer payments that were budgeted for in the period 1 April 2017 to 31 March 2018, but no transfer payments were made.

<b>Name of transferee</b>	<b>Purpose for which the funds were to be used</b>	<b>Amount budgeted for (R'000)</b>	<b>Amount transferred (R'000)</b>	<b>Reasons why funds were not transferred</b>
Groote Schuur Hospital Health Facilities Board		1 200	-	Payment with regard to information monitors for front-line facilities which could not be processed in the interest of good governance due to the entity not complying with the prerequisites for transfers.

## 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 2017 to 31 March 2018.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Personnel expenditure ceiling
Expected outputs of the earmarked funding	Departments to remain within the earmarked ceiling.
Actual outputs received	Department remained within the earmarked ceiling.
Amount as per DORA (R'000)	R599 448
Amount received (R'000)	R599 448 (Adjusted Budget – R587 684)
Reasons for the funds unspent by the department	Slower than anticipated filling of posts and staff exits.
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department.	Established the Compensation of Employees Funding Committee to maintain the ceiling.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Delivery Support Unit
Expected outputs of the earmarked funding	To Drive the Delivery of the Western Cape Game Changers by holding 34 stocktakes.
Actual outputs received	34 stocktakes held.
Amount as per DORA (R'000)	R12 819

Amount received (R'000)	R12 819
Reasons for the funds unspent by the department	NA
Reasons for deviations on performance	NA
Measures taken to improve performance	NA
Monitoring mechanism by the receiving department	Attendance register and stocktake report for each stocktake.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	After-School Game Changer
Expected outputs of the earmarked funding	Audit of existing government work in DCAS and DSD as well as baseline audit of WCED. Input into DoTP BI conference
Actual outputs received	Completed DCAS and DSD audit as planned. Completed baseline report on WCED for 801 schools. Assisted with BI conference preparation.
Amount as per DORA (R'000)	R950
Amount received (R'000)	R950
Reasons for the funds unspent by the department	R314 (rollover for BI conference)
Reasons for deviations on performance	Conference planning delayed for ASGC symposium
Measures taken to improve performance	When we knew conference was to be delayed we decided to roll over funding to assist with the education and youth track of an international behavioural change conference, which would directly input into the future work of the ASGC.
Monitoring mechanism by the receiving department.	Quarterly performance reports completed.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband Project
Expected outputs of the earmarked funding	To provide high speed network connectivity at provincial government buildings. The 100% milestone target (of 1875 sites) for phase 1 of the Broadband project was achieved in November 2017. The actual target to have 2000 sites connected was not achieved for the reasons explained below.
Actual outputs received	The 100% milestone delivery target for phase 1 of the Broadband project was achieved in the 2017/18 FY. Phase 2 of the project, to upgrade the minimum network connectivity speeds at sites to 100mbps, commenced on 1 October 2017.
Amount as per DORA (R'000)	R328 762
Amount received (R'000)	R328 762 (Adjusted Budget – R236 406)
Reasons for the funds unspent by the department	Negligible underspending (approx. R2m)
Reasons for deviations on performance	The 100% milestone target was revised to 1875 sites as a result of: - sites being excluded by departments; and - sites being placed on hold either due to renovations or relocations, and were thus not available for delivery of broadband services.
Measures taken to improve performance	Negligible underspending (approx. R2m). This amount represents only 0.85% of the adjusted budget allocation. In order to improve performance even further, more detailed planning (related to the Broadband rollout) will be done in future.
Monitoring mechanism by the receiving department.	The Broadband initiative has project governance forums that monitor the progress of the broadband rollout.

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	Provision and upgrading of network infrastructure for offices in buildings being renovated.
Actual outputs received	Network and cabling infrastructure installed and commissioned in new offices in buildings renovated.
Amount as per DORA (R'000)	R10 443

Amount received (R'000)	R10 443
Reasons for the funds unspent by the department	R1 492 637 was underspent due to delays in the completion of the renovations and therefore the network infrastructure could not be installed.
Reasons for deviations on performance	Delays in the completion of the renovations delayed.
Measures taken to improve performance	Better management of building projects to be delivered in accordance with the scheduled dates.
Monitoring mechanism by the receiving department.	Monthly reports and monthly project meetings.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Broadband municipalities (Roll-out of Wi-Fi Hotspot)
Expected outputs of the earmarked funding	To provide free public Wi-Fi access at over 1 600 Provincial buildings.
Actual outputs received	None
Amount as per DORA (R'000)	R15 000
Amount received (R'000)	R15 000
Reasons for the funds unspent by the department	The procurement of this service could not be completed, as we were waiting on the Cabinet approval to delegate responsibility to the DOTP for the roll-out of the Wi-Fi hotspots.
Reasons for deviations on performance	The procurement of this service could not be completed, as we were waiting on the Cabinet approval to delegate responsibility to the DOTP for the roll-out of the Wi-Fi hotspots.
Measures taken to improve performance	A formal procurement process has been followed, and the final submissions should be presented at the DBAC by 31 August 2018.
Monitoring mechanism by the receiving department.	The new agreement will make provision for governance forums which will monitor the progress of the Wi-Fi hotspots roll-out.

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Drought: Appointment of consultant for Integrated Provincial Response Plan
Expected outputs of the earmarked funding	Integrated Provincial Water Response Plan
Actual outputs received	<p>Revised Terms of Reference (TOR).</p> <p>The original idea was to do a brief overview of the drought/water situation to quantify what actions will be required to address the immediate as well as the medium-term needs.</p> <p>In compiling the TOR for the study, it became clear that that approach would provide a limited response and would not be able to address the medium- and long-term issues.</p> <p>It was decided to do a much broader and in-depth study. The planning horizon decided upon was the next ten years.</p>
Amount as per DORA (R'000)	R2 000
Amount received (R'000)	R2 000
Reasons for the funds unspent by the department	Scope of project changed
Reasons for deviations on performance	Scope of project changed
Measures taken to improve performance	Revised Terms of Reference prepared. Project transferred to the Department of Local Government as custodians of the WCG water response
Monitoring mechanism by the receiving department.	WCG Drought and Water Steering Committee (until February 2018). Project transferred to the Department of Local Government

Department who transferred the earmarked funding	Provincial Treasury
Purpose of the earmarked funding	Drought: Provincial Water and Communications Campaign.
Expected outputs of the earmarked funding	<p>Drought awareness and to encourage citizens and visitors to save water by providing useful information.</p> <p>Reduced water consumption</p>
Actual outputs received	<ul style="list-style-type: none"> <li>• Concept Strategy for Drought Campaign</li> <li>• <u>Paid for Media:</u></li> </ul> <p><u>Print:</u> Boland Gazette, Breede River Gazette, Die Hoorn, Eikestadnuus, Hermanus Times, Paarl Post, Swartland Gazette, Theewaterskloof Gazette, Weslander,</p>

	<p>Worcester Standard, Courier, Die Courant Swartland/Weskus, Die Herrie, Ons Kontrei, Suidernuus/Southern Post, Winelands Echo, Witzenberg Herald, Langeberg Bulletin, George Herald, Knysna Plett Herald, Mossel Bay Advertiser, Oudtshoorn Courant, South Cape Forum</p> <p><u>Radio</u>: RSG, KFM, Umhlobo Wenene, Disa FM, Eden FM, Gamka FM, Heartbeat FM, Radio KC, Knysna FM, MFM, Radio Namaqualand, Vallei FM, Radio West Coast, Radio Witzenberg, Heart FM, Good Hope FM</p> <p><u>Digital</u>: Facebook (promoted posts), Microsite, SMS</p> <p><u>OHH</u>: Various billboards in the following areas: Worcester, George, Huguenot Bypass, Paarl, Saldanha</p>
Amount as per DORA	R3 million
Amount received (R'000)	R3 million
Reasons for the funds unspent by the department	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department.	Campaign report (for the period Oct 2017 to March 2018).

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	To facilitate the recruitment of interns and provide training opportunities and interventions of interns.
Actual outputs received	Five graduate interns were recruited by DCAS and appointed.
Amount as per DORA (R'000)	R100
Amount received (R'000)	R100
Reasons for the funds unspent by the department	Priority was given to recruitment and training of the graduate interns for the After School (DCAS) and E-Learning (WCED) Game Changers. However, due to slow finalisation of recruitment of Interns by DCAS, and the indication by WCED that they will manage their own processes, the funding could not be utilised as planned.



Reasons for deviations on performance	There is a dependency on DCAS and WCED to appoint interns who can be trained. Despite continued engagement with the two departments to speed up the processes, progress is very limited. The low number of interns makes it difficult to run a structured development program.
Measures taken to improve performance	While still engaging DCAS and WCED, the funds will be utilised for recruitment and training of other interns.
Monitoring mechanism by the receiving department.	Progress on spending will be reported every second month at the Steercom meeting for implementation of Youth Development programs.

## 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 25 of the Annual Financial Statements. The asset register is updated immediately with acquisitions, disposals and any other movements of assets. Information Technology assets includes a three-year warranty in the event that an asset breaks down.

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



# PART C



# GOVERNANCE

## 1. INTRODUCTION

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

- an Executive Committee which facilitates decision making by top management on various strategic and governance matters requiring joint consideration and decision making. This Executive Committee also constitutes the Department's Enterprise Risk Management Committee (which is dealt with in more detail in paragraph 2), the Department's Ethics Committee as well as the Department's Information Technology Strategic Committee. For this purpose, EXCO convenes for a distinct meeting as the Department's Governance Committee. An independent shared Audit Committee provides independent oversight over governance, risk management and control processes of the Department;
- an independent Internal Audit function providing independent assurance that the controls that are 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) of the Department of the Premier takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (D: ERM) in the Department of the Premier (DoP) provides a centralised strategic support service to the Department.

In compliance with the National Treasury Public Sector Risk Management Framework (PSRMF) and to further embed risk management within the Department, the Western Cape Government (WCG) has adopted an ERM Policy Statement that sets out the WCG's overall intention with regard to ERM. The Department adopted an ERM Policy for the period 2016/17–2019/20, approved by the Accounting Officer on 29 April 2016; and an ERM Strategy and Implementation Plan for 2017/18, approved by the Accounting Officer on 7 April 2017. The ERM Implementation Plan gave effect to the departmental ERM Policy and Strategy and outlines the roles and responsibilities of management and staff in embedding risk management in the Department.

The Department assessed significant risks that could have an impact on the achievement of its objectives, both strategically and on a programme level, on a quarterly basis. Risks were prioritised based on their likelihood and impact (inherently and residually) and additional mitigations were agreed upon to reduce risks to acceptable levels. New/emerging risks were identified during the quarterly review processes.

The Department established a Governance Committee (GOVCOM) to assist the Accounting Officer in executing his responsibilities relating to risk management (refer to paragraph 1). The Committee operated under a Terms of Reference approved by the Accounting Officer on 4 May 2017. In their capacity as GOVCOM, the EXCO in the main evaluated the effectiveness of the mitigating strategies implemented to address the risks of the Department and recommended further action where relevant.

The Governance and Administration Cluster Audit Committee furthermore monitors the risk management process independently as part of its quarterly review of the Department.

During this financial year, the Department has seen further inclusion of ERM in management discourse and decision making. Risks are assessed at strategic and budget programme level and thus a risk-based approach to management is embedded in the Department. Quarterly reflection on progress with the implementation of the departmental risk management strategy and plans has become more robust, resulting in a more credible risk profile. Enterprise Risk Management is seen as a fundamental part of strategic and operational planning and implementation.

### **3. FRAUD AND CORRUPTION**

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

The Western Cape Government (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 attempt to do so.

The Department has an approved Fraud and Corruption Prevention Plan and a Fraud Prevention 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 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 Province and Department.

Employees 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 e.g. was made in good faith). In this regard the transversal Whistle-blowing Policy provides guidelines to employees 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 within 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.

Once fraud, theft or corruption is confirmed after completion of an investigation, the relevant employee who participated in these acts is subjected to a disciplinary hearing. In all such instances, 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:

Open cases as at 1 April 2017	0
New cases (2017/18)	2
Closed cases (2017/18)	0
Open cases as at 31 March 2018	2

#### 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 which may exist and if there is a conflict of interest, it is expected of the member to excuse him/herself from the proceedings. The officials from the Procurement unit of Supply Chain Management who render the secretariat service to the BAC also sign the Declaration of Interest Register.
- All bidders and prospective bidders need to register on the WC Supplier 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 conflict of interest which exists between bidders and employees of the state.
- The Provincial Treasury compares the identity numbers of all officials on the PERSAL salary system of Departments to those of service providers registered on the Western Cape Supplier 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.

- Lastly, the Department has a gift policy that indicates that all gifts must be declared in a gift register per Chief Directorate, and gifts above R350-00 must receive prior approval from the delegated authority. This is in addition to the declaration of gifts and hospitality from sources other than a family member that is part of the financial disclosure process indicated in the first bullet.

Should a conflict of interest be identified in any of the above-mentioned 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 for employees to work in. 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.

The Department scored 98% compliance against a safety index administered by the Department of Community Safety. The area of non-compliance related to the Departmental OHS Policy being drafted, but not completed yet and Contingency Plans not being in place in all the buildings (including the rental buildings) where departmental staff are accommodated.

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 De-

partment. 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 has commenced. Four (4) meetings of the Departmental Occupational Health and Safety Committee were held to consider Health, Safety and Environmental matters. Personal Protective Equipment policies were drafted for the staff using personal protective clothing i.e. at Kromme Rhee Training Institute. There was an OHS meeting at Norton Rose Building, chaired by the Department of Health to streamline health and safety related matters at that building. DotP was also present at the meeting.

Matters in the Occupational Health and Safety Committee which are unresolved, are referred to a newly established committee, the Maintenance Committee, as a further measure to deal with the maintenance issues of the Department.

Eight formal and informal OHS-related incidences were reported and attended to during the year under review. These ranged from a veld fire at Kromme Rhee, insect bites at Kromme Rhee, a trip and fall incident, and a back injury. The IOD related incidents were reported to CSC and are reflected elsewhere in the annual report.

In respect of contingency planning, the Department conducted evacuations and dry runs in twelve (12) buildings on forty (40) 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. DotP emergency team members at 7 & 15 Wale Street provided assistance to the Western Cape Provincial Parliament during the Opening of Parliament. A significant improvement has been observed in how staff responded to calls to evacuate the building.

Thirteen (13) awareness/information sharing interventions on occupational health and safety matters were conducted. These included information sharing to all the business units within the Department.

SHE Representative training was provided to the Health and Safety Representatives. Six OHS Representatives attended the Hazard Identification and Risk Assessment training, and Seven (7) attended the Preliminary Incident Investigation training. Three OHS Representatives successfully concluded the Introduction to SAMTRAC training – an internationally recognized foundational training for OHS practitioners.

Twenty-Two (22) first aiders, nine (9) floor marshals and thirteen (13) fire marshals went for their training.

Three (3) SHE Reps resigned and the democratic election process which was developed in-house was applied to elect and appoint new Health and Safety Representatives.

Work continued on the approved Departmental Business Continuity Plan and a water scarcity plan was also drafted, and consulted with various stakeholders. The Department participated in provincial transversal structures aimed at managing the drought and water scarcity. The SHE Reps played a critical part in the Water BCP as they all committed to become Water Champions in the Department.

The Department continued with the implementation of recommendations that emanated from an Internal Audit Consultative Engagement on the implementation of OHS in the Department.



During the period under review reporting on occupational health and safety related matters was done to the OHS Committee, the Departmental ERMCO and EXCO as well as the Department of Public Service and Administration.

SHERQ reports were submitted on a quarterly and annual basis.

The refurbishment of the Legislature and 4 Dorp Street buildings as a result of the implementation of a Fire Rationale project, required continuous and ongoing testing of evacuation routes as these changed as the contractors worked in different areas of the complex. Employees were continuously notified of these route changes.

It must further be noted that a number of incidences were successfully dealt with by members of the emergency teams, indicating a higher level of responsiveness than before. The fact that incidences were mitigated at the point where it occurred show the increased level of confidence and capacity of emergency teams.

## 7. PORTFOLIO COMMITTEES

### Standing Committee on Premier

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
6 June 2017	Standing Committee briefing on 2017/18 APP	Standing Committee briefing on 2017/18 APP	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
27 June 2017	Visit by the Standing Committee on Premier to Chief Directorate People Management Practices	Visit by the Standing Committee on Premier to Chief Directorate People Management Practices	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
15 August 2017	Standing Committee briefing on 2016/17 4 <sup>th</sup> Quarter Performance Report.	Standing Committee Briefing on 2016/17 fourth quarter performance	Department responded to Committee members' questions in the meeting.	Yes
12 Sept 2017	Standing Committee briefing on 2017/18 1 <sup>st</sup> Quarter Performance Report.	Standing Committee briefing on 2017/18 1 <sup>st</sup> Quarter Performance Report.	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
12 Oct 2017	Discussion of the Department of Premier's Annual Report (2016/17 financial year)	Discussion of the Department of Premier's Annual Report (2016/17 financial year)	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
24 Nov 2017	Adjustment Appropriation Bill (Vote 1)	Briefing on WC Adjustment Appropriation Bill: Vote 1	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
9 March 2018	Consideration of the <i>Western Cape Appropriation Bill, 2018</i> .	Consideration of the <i>Western Cape Appropriation Bill, 2018</i>	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 2017 – 31 March 2018):

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
21 June 2017	Briefing by Provincial Forensic Services on outcomes of investigations relating to 3 <sup>rd</sup> and 4 <sup>th</sup> quarters of 2016/17 financial year for Western Cape Government	Briefing by Provincial Forensic Services on outcomes of investigations relating to 3 <sup>rd</sup> and 4 <sup>th</sup> quarters of 2016/17 financial year for Western Cape Government	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
26 July 2017	Briefing by the department on:  1. The status of the 6 game changers and the allocated financial resources and expenditure  2. An update of the Western Cape Broadband project for the 4 <sup>th</sup> Quarter of 2016/17 and 1 <sup>st</sup> quarter of 2017/18 financial years  3. An update of inventory mechanism used to manage the Asset Register  4. The integration of the King IV principles in the Provincial Governance Structure of the Western Cape Government	Briefing by the department on:  1. The status of the 6 game changers and the allocated financial resources and expenditure  2. An update of the Western Cape Broadband project for the 4 <sup>th</sup> Quarter of 2016/17 and 1 <sup>st</sup> quarter of 2017/18 financial years  3. An update of inventory mechanism used to manage the Asset Register  4. The integration of the King IV principles in the Provincial Governance Structure of the Western Cape Government	Department responded to Committee members' questions in the meeting and detailed reply submitted to the Committee's requests for further information.	Yes
12 Oct 2017	Discussion of the Department of Premier's Annual Report (2016/17 financial year)	Discussion of the Department of Premier's Annual Report (2016/17 financial year)	Departments responded to Committee members' questions in a meeting and no list of information was requested.	Yes

### Vote 1: Premier

The Committee noted the Report of the AGSA regarding the Department of the Premier for the 2016/17 financial year, having obtained a clean audit outcome. This audit outcome remains unchanged from the 2015/16 financial year.

### Audit Opinion

The AGSA issued an unqualified audit opinion on the annual financial statements of the Department and did not raise any findings on compliance with laws and regulations, nor on predetermined objectives.

## Financial Management

The Department of the Premier spent R1 342,9 million of a budget of R1 364,8 million, which resulted in an overall under-expenditure of R21,9 million (1,6%).

The under-spending of R21,9 million occurred under the following five programmes:

- Programme 1 (Executive Support - Administration) – 2,73%.
- Programme 2 (Provincial Strategic Management) – 11,14%
- Programme 3 (People Management) – 2,26%
- Programme 4 (Centre for e-Innovation) – 0,29%
- Programme 5 (Corporate Assurance) – 4,76%

In addition, the economic classifications, within the programmes, which contributed to the under-spending, were as follows:

- Current payments – 1,60%
- Transfers and subsidies – 3,85%
- Payments for capital assets – 0,49%
- Payments for financial assets – 1,10%

The Committee is cognisant of the fact that the overall material under-spending within the aforementioned programmes were attributed to the following factors:

- the Delivery Support Unit that took longer than anticipated to finalise certain projects;
- the resignation of staff and delays with the filling of various posts;
- Goods and Services that reflected savings on the Business Process Optimisation project;
- the Broadband and the Integrated Financial Management System that took longer than anticipated to be finalised; and
- the transfer payment relating to infotainment monitors for health frontline facilities could not be processed in the interest of good governance, due to compliance issues with the prerequisites for transfers.

The Committee notes that the Department's revenue budget of R1,7 million was exceeded by R1,65 million (96,3 %), with receipts which amounted to R3,37 million.

## Resolutions

Resolution No.	Background/Concerns	Resolutions	Action date	Response by the department
1.	<p>Page: 182 of the Annual Report</p> <p>Heading: "Statement of Financial Performance"</p> <p>Description:</p> <p>The Committee takes cognisance of the fact that the economic classifications of "goods and services" and "transfers and subsidies" could lead to an audit finding in future financial years, if these classifications are not correctly stated.</p>	That the AGSA briefs the Committee on the required disclosure within the financial statements of the departments and entities of the WCG, for the economic classification of "goods and services" and "transfers and subsidies".	To be scheduled by PAC	Public Accounts Committee (PAC) to action.
2.	<p>Pages: 22 and 157 to 179 of the Annual Report.</p> <p>Heading: "Legislative mandates PFMA"</p> <p>Description:</p> <p>The Committee notes that the Department managed its finances in accordance to the PFMA of 1999). However, the Committee would want to probe the department's practice of the virement of funds between programmes, including the shifting of funds within the same programme; after the annual Adjustment Appropriation Act, 2017 has been passed by the WCPP.</p>	That the Department briefs the Committee on sections 41 to 44 of the PFMA in order to enable the Committee to monitor and evaluate the virements, and shifting of adequate funds within the Department, after the annual Western Cape Adjustments Appropriation Act, 2017 has been passed.	To be scheduled by PAC	The meeting was scheduled and took place on 13 June 2018.
3.	<p>Pages and ("Headings"):</p> <p>153-154 of the Annual Report ("Audit Scope of annual performance report")</p> <p>59-76 and 168-171 of the Annual Report ("Programme 3: People Management")</p> <p>Description:</p> <p>The Committee notes that Programme 3: People Management has not been included in the audit scope by the AGSA for the 2016/17 financial year, for the auditing of the performance information. However, due to the fact that Programme 3: People Management's strategy has been developed to facilitate and improve citizen experience through people efficiencies, the Committee expressed an interest in the development of a mechanism that would monitor and evaluate the performance indicators. This includes the monitoring of the overall value of the programme towards the goal of the facilitation and improvement of citizen experience through people efficiencies.</p>	That the Standing Committee on the Premier monitors and evaluates Programme 3: People Management and its performance indicators and overall value of towards the goal of the facilitation and improvement of citizen experience through people efficiencies.	To be scheduled by PAC	The PAC resolved as per Standing Rule 99 (2) to confer with the Standing Committee on the Premier for further oversight and monitoring.

### List of information requested

No list of information was requested.

## 9. PRIOR MODIFICATIONS TO AUDIT REPORTS

None

## 10. INTERNAL CONTROL UNIT

It is the responsibility of the Accounting Officer to continually assess and evaluate internal controls to ensure that control activities in place are effective, efficient and transparent and that they are improved when required. To achieve this, quarterly key control meetings are held with the Auditor General, Programme Managers of the Department and the Accounting Officer. This is an ongoing process to ensure that the Department maintains its clean audit outcome.

The unit remained under constant pressure as there was a continuous exit of staff to other government departments. The vacancy rate stood at 43% at the end of the reporting period.

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

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

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

Internal Audit work completed during the year under review for the Department included eight assurance engagements, three consulting engagements and 19 follow-ups. 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 Mervyn Burton	B Compt; B Compt (Hons); CA(SA)	External	N/A	01 January 2015 (2 <sup>nd</sup> term)	2 <sup>nd</sup> term expired 31 December 2017	6
Mr Kerry Raymond Larkin	B Compt; ND FIS; FI-IASA CIA; CRMA; CCSA	External	N/a	01 January 2018 (1 <sup>st</sup> term)	N/a	2
Ms Merle Kinnes	BA; LLB; Higher Certificate in Forensics Examination;  Attorney of the High Court	External	N/A	01 January 2016 (1 <sup>st</sup> term)	N/a	8
Mr Mohamed Yaseen Ismail	BCom, PGDA, Certificate in Advanced Taxation, Certificate in Forensic and Investigative auditing, CA(SA), RA(SA), CFE	External	N/A	1 May 2016 (1 <sup>st</sup> term)	N/a	8
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	1 January 2017 (1 <sup>st</sup> term)	N/a	6

## 12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2018.

### **Audit Committee Responsibility**

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

### **The Effectiveness of Internal Control**

In line with the PFMA and Treasury Regulations, 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 the internal audit during the year under review:

#### **Assurance Engagements:**

- DPSA Delegations Framework
- Policy Comment Coordination (Transversal Audit)
- Departmental Strategic Planning Processes (Transversal Audit)
- Service Excellence Awards
- Organisation Development
- Transfer Payments
- Implementation of ICT Governance Framework (ICT Audit Plan)
- Broadband (ICT Audit Plan)

#### **Consulting Engagements:**

- WCG Service Schedules
- SCM Compliance Management
- PFS – Data Analytics (ICT Audit Plan)

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; and
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements.

## **Compliance**

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

## **Provincial Forensics Services**

The Provincial Forensic Services (PFS) presented us with statistics. The Audit Committee monitors the progress of the PFS reports on a quarterly basis. There were no matters brought to our attention that required further reporting by the Audit Committee.

## **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 material findings.

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

A handwritten signature in black ink, appearing to read 'R. Parker', with a stylized flourish at the end.

**Chairperson of the Governance & Administration Cluster Audit Committee  
Western Cape Department of the Premier  
7 August 2018**





## PART D



# HUMAN RESOURCE MANAGEMENT

## 1. INTRODUCTION

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

Consistently delivering improved services to the citizens of the Western Cape Province does not come 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 increased 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

- 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 were 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 organisation's values, highly engaged people;*
  - ✓ *a citizen-centric performance culture;*
  - ✓ *increased staff morale; and*
  - ✓ *an upward curve achieved in effectively managed Employee Health and Wellness issues, which in turn would assist the Department to achieve its strategic mandate.*

- The current 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.

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

## **2.3 Employee wellness**

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

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

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

During the year under review, the Department furthermore participated in the implementation of the annual Management Performance Assessment Tool (MPAT 1.7) coordinated by the Department of Planning Monitoring and Evaluation (DPME). In this regard, an average score of 3.7 out of 4 was achieved for the people management key performance area (KPA3). This is amongst the highest scores achieved for this performance area nationally.

### 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 Support (Administration)
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, 2017/18**

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Goods & Services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of Employees remunerated
Programme 1	101 449	83 217	98	16 078	82.0	504	165
Programme 2	50 284	36 013	62	13 471	71.6	429	84
Programme 3	185 796	155 796	3 511	27 617	83.9	368	423
Programme 4	903 040	197 155	1 490	642 189	21.8	482	409
Programme 5	117 716	100 778	933	16 156	85.6	560	180
<b>Total</b>	<b>1 358 285</b>	<b>572 959</b>	<b>6 094</b>	<b>715 511</b>	<b>42.2</b>	<b>454</b>	<b>1 261</b>

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns, but excluding the Minister. The number is accumulative and not a snapshot as at a specific date.



**Table 3.1.2: Personnel expenditure by salary band, 2017/18**

Salary bands	Personnel Expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Lower skilled (Levels 1-2)	7 071	1.2	53	134
Skilled (Levels 3-5)	27 738	4.8	187	148
Highly skilled production (Levels 6-8)	90 160	15.7	329	274
Highly skilled supervision (Levels 9-12)	358 694	62.4	575	624
Senior management (Levels 13-16)	90 804	15.8	1 121	81
<b>Total</b>	<b>574 468</b>	<b>100.0</b>	<b>456</b>	<b>1 261</b>

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns, but excluding the Minister. 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, 2017/18**

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	47 064	8.2	397	0.1	1 109	0.2	2 206	0.4
Programme 2	35 694	6.2	24	0.004	468	0.1	1 025	0.2
Programme 3	112 989	19.7	495	0.1	3 684	0.6	6 734	1.2
Programme 4	143 847	25.0	2 527	0.4	2 890	0.5	6 085	1.1
Programme 5	71 829	12.5	0	0.0	1 147	0.2	2 161	0.4
<b>Total</b>	<b>411 423</b>	<b>71.6</b>	<b>3 443</b>	<b>0.6</b>	<b>9 297</b>	<b>1.6</b>	<b>18 211</b>	<b>3.2</b>

**Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2017/18**

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
Lower skilled (Levels 1-2)	6 155	1.1	9	0.002	169	0.02	225	0.04
Skilled (Levels 3-5)	19 086	3.3	294	0.1	1 473	0.3	2 237	0.4
Highly skilled production (Levels 6-8)	64 507	11.2	1 252	0.2	2 506	0.4	5 472	1.0
Highly skilled supervision (Levels 9-12)	262 525	45.7	1 888	0.3	4 602	0.8	9 664	1.7
Senior management (Levels 13-16)	59 149	10.3	0	0.0	546	0.1	613	0.1
<b>Total</b>	<b>411 423</b>	<b>71.6</b>	<b>3 443</b>	<b>0.6</b>	<b>9 297</b>	<b>1.6</b>	<b>18 211</b>	<b>3.2</b>

### 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 Minister), 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 2018**

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	139	137	1.4%
Programme 2	72	72	0.0%
Programme 3	343	340	0.9%
Programme 4	339	339	0.0%
Programme 5	163	158	3.1%
<b>Total</b>	<b>1 056</b>	<b>1 046</b>	<b>0.9%</b>

**Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2018**

Salary Band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	22	22	0.0%
Skilled (Levels 3-5)	129	128	0.8%
Highly skilled production (Levels 6-8)	215	213	0.9%
Highly skilled supervision (Levels 9-12)	619	613	1.0%
Senior management (Levels 13-16)	71	70	1.4%
<b>Total</b>	<b>1056</b>	<b>1046</b>	<b>0.9%</b>

**Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2018**

Critical Occupations	Number of active posts	Number of posts filled	Vacancy rate %
Network Technologist	147	147	0.0%
<b>Total</b>	<b>147</b>	<b>147</b>	<b>0.0%</b>

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 2017 to 31 March 2018**

Salary Band	Number of active posts as at 31 March 2018	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)	22	0	0.0	0	0.0	0	0.0
Skilled (Levels 3-5)	129	1	0.1	0	0.0	0	0.0
Highly skilled production (Levels 6-8)	215	4	0.4	0	0.0	1	0.1
Highly skilled supervision (Levels 9-12)	619	5	0.5	0	0.0	0	0.0
Senior Management Service Band A (Level 13)	44	1	0.1	0	0.0	0	0.0
Senior Management Service Band B (Level 14)	17	0	0.0	0	0.0	0	0.0
Senior Management Service Band C (Level 15)	7	0	0.0	0	0.0	0	0.0
Senior Management Service Band D (Level 16)	3	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>1056</b>	<b>11</b>	<b>1.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>0.1</b>

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 2017 to 31 March 2018**

Beneficiaries	African	Coloured	Indian	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employees with a disability					0

Note: Table 3.3.2 is a breakdown of posts upgraded in table 3.3.1.

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 2017 to 31 March 2018**

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 2017 to 31 March 2018**

Beneficiaries	African	Coloured	Indian	White	Total
None					

Note: Table 3.3.4 is a breakdown of table 3.3.3 by race and gender.

### 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 intern information.

**Table 3.4.1: Annual turnover rates by salary band, 1 April 2017 to 31 March 2018**

Salary Band	Number of employees as at 31 March 2017	Turnover rate 2016/2017	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2017/2018
Lower skilled (Levels 1-2)	22	0.0%	3	0	3	0	13.6
Skilled (Levels 3-5)	137	13.2%	28	0	29	3	23.4
Highly skilled production (Levels 6-8)	208	12.5%	27	6	19	9	13.5
Highly skilled supervision (Levels 9-12)	615	5.9%	40	1	43	6	8.0
Senior Management Service Band A (Level 13)	46	10.6%	1	1	3	0	6.5
Senior Management Service Band B (Level 14)	15	6.7%	1	0	1	0	6.7
Senior Management Service Band C (Level 15)	8	0.0%	0	0	1	0	12.5
Senior Management Service Band D (Level 16)	2	0.0%	0	0	0	0	0.0
<b>Total</b>	<b>1053</b>	<b>8.3%</b>	<b>100</b>	<b>8</b>	<b>99</b>	<b>18</b>	<b>11.1</b>
			<b>108</b>		<b>117</b>		

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

**Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2017 to 31 March 2018**

Critical Occupation	Number of employees as at 31 March 2017	Turnover rate 2016/2017	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2017/2018
Network Technologist	171	4.2%	0	0	0	0	0.0
<b>Total</b>	<b>171</b>	<b>4.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
			<b>0</b>		<b>0</b>		

**Table 3.4.3: Staff leaving the employ of the Department, 1 April 2017 to 31 March 2018**

Exit Category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2017
Death	2	1.7	0.2
Resignation *	47	40.2	4.5
Expiry of contract	42	35.9	4.0
Dismissal – operational changes	0	0.0	0.0
Dismissal – misconduct	0	0.0	0.0
Dismissal – inefficiency	0	0.0	0.0
Discharged due to ill-health	0	0.0	0.0
Retirement	8	6.8	0.8
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	15.4	1.7
<b>Total</b>	<b>117</b>	<b>100.0</b>	<b>11.1</b>

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 2017 to 31 March 2018**

Resignation Reasons	Number	% of total resignations
Insufficient Progression Possibilities	3	6.4
No Reason Provided	26	55.3
Other Occupation	9	19.1
Starting Own Business	3	6.4
Transfer (Spouse)	4	8.5
Translation to Permanent	2	4.3
<b>Total</b>	<b>47</b>	<b>100.0</b>

**Table 3.4.5: Different age groups of staff who resigned, 1 April 2017 to 31 March 2018**

Age group	Number	% of total resignations
Ages <19	0	0.0
Ages 20 to 24	5	10.6
Ages 25 to 29	5	10.6
Ages 30 to 34	13	27.7
Ages 35 to 39	8	17.0
Ages 40 to 44	8	17.0
Ages 45 to 49	4	8.5
Ages 50 to 54	4	8.5
Ages 55 to 59	0	0.0
Ages 60 to 64	0	0.0
Ages 65 >	0	0.0
<b>Total</b>	<b>47</b>	<b>100.0</b>

**Table 3.4.6 Employee initiated severance packages.**

<b>Total number of employee initiated severance packages offered in 2017/18</b>	<b>None</b>
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**Table 3.4.7: Promotions by salary band, 1 April 2017 to 31 March 2018**

Salary Band	Number of Employees as at 31 March 2017	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)	22	0	0.0	6	27.3
Skilled (Levels 3-5)	137	0	0.0	74	54.0
Highly skilled production (Levels 6-8)	208	8	3.8	156	75.0
Highly skilled supervision (Levels 9-12)	615	7	1.1	358	58.2
Senior management (Levels 13-16)	71	1	1.4	40	56.3
<b>Total</b>	<b>1053</b>	<b>16</b>	<b>1.5</b>	<b>634</b>	<b>60.2</b>

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

**Table 3.4.8: Promotions by critical occupation, 1 April 2017 to 31 March 2018**

Critical Occupation	Number of Employees as at 31 March 2017	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	171	0	0.0	0	0.0
<b>Total</b>	<b>171</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

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 2018**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	1	3	0	3	0	0	0	3	0	0	<b>10</b>
Senior management (Levels 13-14)	4	13	1	15	2	13	3	10	0	0	<b>61</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	49	179	7	86	63	127	4	62	3	1	<b>581</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	24	57	1	14	33	100	2	19	0	0	<b>250</b>
Semi-skilled and discretionary decision making (Levels 3-5)	14	33	0	3	24	40	0	6	0	0	<b>120</b>
Unskilled and defined decision making (Levels 1-2)	2	6	0	0	1	9	0	0	0	0	<b>18</b>
<b>Total</b>	<b>94</b>	<b>291</b>	<b>9</b>	<b>121</b>	<b>123</b>	<b>289</b>	<b>9</b>	<b>100</b>	<b>3</b>	<b>1</b>	<b>1040</b>
Temporary employees	1	3	0	0	0	2	0	0	0	0	<b>6</b>
<b>Grand total</b>	<b>95</b>	<b>294</b>	<b>9</b>	<b>121</b>	<b>123</b>	<b>291</b>	<b>9</b>	<b>100</b>	<b>3</b>	<b>1</b>	<b>1046</b>

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 2018**

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	<b>0</b>
Senior management (Levels 13-14)	0	0	0	0	0	0	0	0	0	0	<b>0</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	2	0	7	1	2	0	3	0	0	<b>15</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	2	0	0	2	1	0	0	1	0	0	<b>6</b>
Semi-skilled and discretionary decision making (Levels 3-5)	0	1	0	0	0	2	0	1	0	0	<b>4</b>
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>25</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>25</b>

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 2017 to 31 March 2018**

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	<b>0</b>
Senior management (Levels 13-14)	0	0	0	2	0	0	1	0	0	0	<b>3</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	4	6	1	5	8	6	3	7	1	0	<b>41</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	5	2	0	2	7	15	0	2	0	0	<b>33</b>
Semi-skilled and discretionary decision making (Levels 3-5)	4	12	0	0	2	10	0	0	0	0	<b>28</b>
Unskilled and defined decision making (Levels 1-2)	0	1	0	0	1	1	0	0	0	0	<b>3</b>
<b>Total</b>	<b>13</b>	<b>21</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>32</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>108</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>13</b>	<b>21</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>32</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>108</b>

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 2017 to 31 March 2018**

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	<b>0</b>
Senior management (Levels 13-14)	0	0	0	0	0	1	0	0	0	0	<b>1</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	4	0	0	1	2	0	0	0	0	<b>7</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	1	0	1	2	2	0	1	0	0	<b>8</b>
Semi-skilled and discretionary decision making (Levels 3-5)	0	0	0	0	0	0	0	0	0	0	<b>0</b>
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>16</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>16</b>

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 2017 to 31 March 2018**

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	1	0	0	<b>1</b>
Senior management (Levels 13-14)	1	1	1	1	0	0	0	0	0	0	<b>4</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	5	10	1	8	9	8	3	5	0	0	<b>49</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	3	5	0	2	4	10	0	4	0	0	<b>28</b>
Semi-skilled and discretionary decision making (Levels 3-5)	5	12	0	0	2	13	0	0	0	0	<b>32</b>
Unskilled and defined decision making (Levels 1-2)	0	1	0	0	1	1	0	0	0	0	<b>3</b>
<b>Total</b>	<b>14</b>	<b>29</b>	<b>2</b>	<b>11</b>	<b>16</b>	<b>32</b>	<b>3</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>117</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>14</b>	<b>29</b>	<b>2</b>	<b>11</b>	<b>16</b>	<b>32</b>	<b>3</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>117</b>

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 2017 to 31 March 2018**

Disciplinary Actions	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
None											

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 2017 to 31 March 2018**

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15-16)	0	1	0	1	0	0	0	2	<b>4</b>
Senior management (Levels 13-14)	1	9	1	5	1	11	3	7	<b>38</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	31	95	5	54	42	102	5	52	<b>386</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	21	38	1	11	25	83	2	16	<b>197</b>
Semi-skilled and discretionary decision making (Levels 3-5)	13	29	0	2	13	37	0	8	<b>102</b>
Unskilled and defined decision making (Levels 1-2)	1	4	0	0	2	6	0	0	<b>13</b>
<b>Total</b>	<b>67</b>	<b>176</b>	<b>7</b>	<b>73</b>	<b>83</b>	<b>239</b>	<b>10</b>	<b>85</b>	<b>740</b>
Temporary employees	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>67</b>	<b>176</b>	<b>7</b>	<b>73</b>	<b>83</b>	<b>239</b>	<b>10</b>	<b>85</b>	<b>740</b>

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 2017**

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	1	1	1	100.0
Salary Level 15	8	8	8	100.0
Salary Level 14	16	15	15	100.0
Salary Level 13	47	45	45	100.0
<b>Total</b>	<b>73</b>	<b>70</b>	<b>70</b>	<b>100.0</b>

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 2017**

Reasons for not concluding Performance Agreements with all SMS
N/A

**Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2017**

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 2017**

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	0.0%
Salary level 16, but not DG	2	2	100.0%	0	0.0%
Salary level 15	8	8	100.0%	0	0.0%
Salary level 14	16	15	93.8%	1	6.3%
Salary level 13	45	45	100.0%	0	0.0%
<b>Total</b>	<b>72</b>	<b>71</b>	<b>98.6%</b>	<b>1</b>	<b>1.4%</b>

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 2018**

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	0.0%
Salary level 16, but not DG	2	2	100.0%	0	0.0%
Salary level 15	7	7	100.0%	0	0.0%
Salary level 14	17	17	100.0%	0	0.0%
Salary level 13	44	43	97.7%	1	2.3%
<b>Total</b>	<b>71</b>	<b>70</b>	<b>98.6%</b>	<b>1</b>	<b>1.4%</b>

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 2018**

SMS Level	Advertising	Filling of Posts	
	Number of Vacancies per Level Advertised in 6 Months of becoming Vacant	Number of Vacancies per Level Filled in 6 Months after becoming Vacant	Number of Vacancies per Level not Filled in 6 Months but Filled in 12 Months
Director-general	0	0	0
Salary level 16, but not DG	0	0	0
Salary level 15	1	0	1
Salary level 14	2	1	0
Salary level 13	3	2	0
<b>Total</b>	<b>6</b>	<b>3</b>	<b>1</b>

**Table 3.7.4: Reasons for not having complied with the filling of active vacant SMS posts – Advertised within 6 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 and 5 in their performance ratings).

**Table 3.8.1: Notch progressions by salary band, 1 April 2017 to 31 March 2018**

Salary Band	Employees as at 31 March 2017	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	22	6	27.3
Skilled (Levels 3-5)	137	74	54.0
Highly skilled production (Levels 6-8)	208	156	75.0
Highly skilled supervision (Levels 9-12)	615	358	58.2
Senior management (Levels 13-16)	71	40	56.3
<b>Total</b>	<b>1053</b>	<b>634</b>	<b>60.2</b>

**Table 3.8.2: Notch progressions by critical occupation, 1 April 2017 to 31 March 2018**

Critical Occupations	Employees as at 31 March 2017	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Network Technologist	171	0	0.0
<b>Total</b>	<b>171</b>	<b>0</b>	<b>0.0</b>

To encourage good performance, the Department has granted the following performance rewards to employees for the performance period 2016/2017, but paid in the financial year 2017/2018. 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 2017 to 31 March 2018**

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2017	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
<b>African</b>	<b>26</b>	<b>214</b>	<b>12.1</b>	<b>531</b>	<b>20 429</b>
Male	10	96	10.4	259	25 868
Female	16	118	13.6	272	17 030
<b>Coloured</b>	<b>148</b>	<b>587</b>	<b>25.2</b>	<b>3 128</b>	<b>21 134</b>
Male	62	299	20.7	1 567	25 267
Female	86	288	29.9	1 561	18 155
<b>Indian</b>	<b>5</b>	<b>18</b>	<b>27.8</b>	<b>169</b>	<b>33 767</b>
Male	4	10	40.0	113	28 187
Female	1	8	12.5	56	56 085
<b>White</b>	<b>66</b>	<b>210</b>	<b>31.4</b>	<b>2 024</b>	<b>30 665</b>
Male	31	114	27.2	953	30 750
Female	35	96	36.5	1 071	30 590
<b>Employees with a disability</b>	<b>5</b>	<b>24</b>	<b>20.8</b>	<b>126</b>	<b>25271</b>
<b>Total</b>	<b>250</b>	<b>1053</b>	<b>23.7</b>	<b>5 978</b>	<b>23 912</b>

**Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2017 to 31 March 2018**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2017	% 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)	3	22	13.6	13	4 475	0.0
Skilled (Levels 3-5)	17	137	12.4	126	7 410	0.0
Highly skilled production (Levels 6-8)	61	208	29.3	742	12 162	0.2
Highly skilled supervision (Levels 9-12)	134	615	21.8	3 104	23 167	0.6
<b>Total</b>	<b>215</b>	<b>982</b>	<b>21.9</b>	<b>3 985</b>	<b>18 538</b>	<b>0.8</b>

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 2017 to 31 March 2018**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2017	% 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)	16	46	34.8	733	45 841	0.8
Senior Management Service Band B (Level 14)	10	15	66.7	564	56 418	0.6
Senior Management Service Band C (Level 15)	7	8	87.5	512	73 182	0.6
Senior Management Service Band D (Level 16)	2	2	100.0	183	91 276	0.2
<b>Total</b>	<b>35</b>	<b>71</b>	<b>49.3</b>	<b>1 992</b>	<b>56 928</b>	<b>2.2</b>

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 2017 to 31 March 2018**

Critical Occupation	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2017	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
Network Technologist	4	171	2.3	50	12 483	0.0
<b>Total</b>	<b>4</b>	<b>171</b>	<b>2.3</b>	<b>50</b>	<b>12 483</b>	<b>0.0</b>

### 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 2017 to 31 March 2018**

Salary Band	1 April 2017		31 March 2018		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)	3	100.0	4	100.0	1	33.3
Senior management (Levels 13-16)	0	0.0	0	0.0	0	0
<b>Total</b>	<b>3</b>	<b>100.0</b>	<b>4</b>	<b>100.0</b>	<b>1</b>	<b>33.3</b>

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

**Table 3.9.2: Foreign Workers by major occupation, 1 April 2017 to 31 March 2018**

Major Occupation	1 April 2017		31 March 2018		Change	
	Number	% of total	Number	% of total	Number	% change
Law Advisor	1	33.3	1	25.0	0	0.0
Media Liaison Officer	1	33.3	1	25.0	0	0.0
M&E Officer	1	33.3	1	25.0	0	0.0
Deputy Director: ICT Audit	0	0.0	1	25.0	1	100
<b>Total</b>	<b>3</b>	<b>100.0</b>	<b>4</b>	<b>100.0</b>	<b>1</b>	<b>33.3</b>

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

### 3.10. Leave utilisation for the period 1 January 2017 to 31 December 2017

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 2017 to 31 December 2017**

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)
Lower skilled (Levels 1-2)	477	65.6	112	133	84.2	4	109
Skilled (Levels 3-5)	1107	77.1	132	148	89.2	8	667
Highly skilled production (Levels 6-8)	1945	76.9	222	274	81.0	9	1962
Highly skilled supervision (Levels 9-12)	4014	73.8	531	624	85.1	8	6740
Senior management (Levels 13-16)	329	69.6	50	77	64.9	7	953
<b>Total</b>	<b>7872</b>	<b>74.4</b>	<b>1047</b>	<b>1256</b>	<b>83.4</b>	<b>8</b>	<b>10 431</b>

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 2016 and ends in December 2018. 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 2017 to 31 December 2017**

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)
Lower skilled (Levels 1-2)	0	0.0	0	133	0.0	0	0
Skilled (Levels 3-5)	203	100.0	8	148	5.4	25	127
Highly skilled production (Levels 6-8)	377	100.0	11	274	4.0	34	362
Highly skilled supervision (Levels 9-12)	319	100.0	14	624	2.2	23	489
Senior management (Levels 13-16)	10	100.0	1	77	1.3	10	47
<b>Total</b>	<b>909</b>	<b>100.0</b>	<b>34</b>	<b>1256</b>	<b>2.7</b>	<b>27</b>	<b>1 025</b>

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 2017 to 31 December 2017**

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Lower skilled (Levels 1-2)	1746	198	9
Skilled (Levels 3-5)	2991	147	20
Highly skilled production (Levels 6-8)	5894	262	22
Highly skilled supervision (Levels 9-12)	14391	613	23
Senior management (Levels 13-16)	1788	75	24
<b>Total</b>	<b>26810</b>	<b>1295</b>	<b>21</b>

**Table 3.10.4: Capped leave, 1 January 2017 to 31 December 2017**

Salary Band	Total capped leave available as at 31 Dec 2016	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 2017	Total capped leave available as at 31 Dec 2017
Lower skilled (Levels 1-2)	36	0	0	0	0	0
Skilled (Levels 3-5)	285	0	0	0	5	153
Highly skilled production (Levels 6-8)	1555	5	2	3	34	831
Highly skilled supervision (Levels 9-12)	3000	11	5	2	87	2775
Senior management (Levels 13-16)	875	0	0	0	18	657
<b>Total</b>	<b>5 751</b>	<b>16</b>	<b>7</b>	<b>2</b>	<b>144</b>	<b>4416</b>

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 2017 to 31 March 2018**

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs during 2017/2018 due to non-utilisation of leave for the previous cycle	92	1	92432
Capped leave pay-outs on termination of service	467	5	93313
Current leave pay-outs on termination of service	943	63	14967
<b>Total</b>	<b>1502</b>	<b>69</b>	<b>21767</b>

### 3.11. Health promotion programmes, including HIV and AIDS

**Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2017 to 31 March 2018**

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
<p>The nature of the Department's work does not expose employees to increased risk of contracting HIV &amp; AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.</p>	<p>HIV &amp; AIDS Counselling and Testing (HCT) and Wellness screenings were conducted in general. The outsourced Health and Wellness contract for the Employee Health and Wellness Programme (EHWP) provides employees and their immediate family members (it means the spouse or partner of an employee or children living with an employee) with a range of services. These services include the following:</p> <ul style="list-style-type: none"> <li>▪ 24/7/365 telephone counselling;</li> <li>▪ Face-to-face counselling (4-session model);</li> <li>▪ Trauma and critical incident counselling;</li> <li>▪ Advocacy on HIV&amp;AIDS awareness, including online e-Care services; and</li> <li>▪ Training, coaching and targeted Interventions where these were required.</li> </ul>



**Table 3.11.2: Details of Health Promotion including HIV & AIDS Programmes, 1 April 2017 to 31 March 2018**

Question	Yes	No	Details, if yes
<p>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.</p>	√		<p>Ms Reygana Shade, Director: Organisational Behaviour, (Department of the Premier)</p>
<p>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>	√		<p>The Corporate Services Centre (CSC) within the Department of the Premier provides a transversal service to the eleven (11) departments, including the <b>Department of the Premier</b>.</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 (vacant from February 2018), three (3) Assistant Directors, and three (3) EHW Practitioners.</p> <p>Budget: R2.65 m</p>
<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 <b>ICAS</b> (external service provider) to render an Employee Health and Wellness Service to the eleven departments of the Corporate Services Centre (CSC).</p> <p>The following interventions were conducted: Stress and Resilience, Team Cohesion, Basic Counselling Skills (Wellness Ambassador), Self-Development, Cancer Awareness, Diversity Management,, Consumer Protection Awareness (Financial Literacy), Resilience Energiser, Positive Thinking, Empowering Women from within, Emotional Intelligence, GRIT (Guts, Resilience, Influence and Tenacity, EHW Policies and Governance Tools Information session, Enneagram Overview Information session, Stress and Work-Life Balance, Debriefing session, Employee Information session and Information desks, GEMS Information desk and walk about, e-Care Profiling and Information Desk, HIV &amp; STI Practices, Eye Screening, HCT and Wellness Screening and Coaching for managers.</p> <p>These interventions were planned based on the trends reported quarterly through the Employee Health and Wellness Programme (EHWP) reports provided by the service provider, ICAS, for the period 2016/17. The reports were based on the utilisation of the EHW</p>

Question	Yes	No	Details, if yes
			<p>services and management information in order to target appropriate interventions to address these trends.</p> <p>The targeted interventions were aimed at improving employee engagement through awareness and educational interventions that promote healthy lifestyles and coping skills. This involves presentations to create awareness and encourage employees to have a proactive approach to limit the impact of these problems in the workplace. The abovementioned interventions were conducted for employees and managers.</p> <p>Information sessions were also provided to inform employees of the EHW service and how to access the Employee Health and Wellness Programme (EHWP). 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 R Shade</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 on 10 August 2005.</p> <p>In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants.</p> <p>Whilst the four (4) Provincial Employee Health and Wellness Policies were ratified and approved during the previous financial year, the workplace practices are constantly monitored to ensure policy compliance and fairness.</p> <p>One of the policies, HIV &amp; AIDS and TB Management, responds to the prevention of discrimination against employees affected and infected by HIV &amp; AIDS and TB in the workplace.</p> <p>Further to this, the Department of Health, that is the lead department for HIV &amp; AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the Western Cape Government. The document is in line with the four pillars of the EHW Strategic Framework 2008.</p>

Question	Yes	No	Details, if yes
<p>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>	√		<p>The Provincial Strategic Plan on HIV &amp; 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 overarching aim of the said Provincial Strategic Plan is to protect HIV-positive employees by advocating to reduce the number of new HIV infections and the number of TB cases. Through expanded treatment and care services, the province aims to meet the 90-90-90 targets for both HIV and TB, as well as to achieve a 75% treatment success rate for drug-resistant TB.</p> <p><b>HIV 90-90-90 target, as recommended by UNAIDS, provides that by 2020:</b></p> <ul style="list-style-type: none"> <li>• 90% of all people living with HIV will know their HIV status;</li> <li>• 90% of all people with an HIV diagnosis receive sustained antiretroviral therapy; and</li> <li>• 90% of all people receiving antiretroviral therapy achieve viral suppression.</li> </ul> <p><b>TB 90-90-90 target provides for:</b></p> <ul style="list-style-type: none"> <li>• 90% of vulnerable groups should have been screened for TB</li> <li>• 90% of people with TB should be diagnosed and started on treatment, and</li> <li>• 90% of those treated for TB should be cured</li> </ul> <p>The Department participated in HCT and Wellness screenings to ensure that every employee is tested for HIV and screened for TB, at least annually.</p> <p>The aim was to:</p> <ul style="list-style-type: none"> <li>• Reduce HIV and TB discrimination in the workplace. This included campaigns against unfair discrimination and empowerment of employees.</li> <li>• 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.</li> </ul> <p>Other key elements that addressed anti HIV &amp; AIDS discrimination issues were:</p> <ul style="list-style-type: none"> <li>• conducting Wellness and TB Screenings with specific requests from departments;</li> <li>• distributing posters and pamphlets;</li> <li>• providing HCT and TB Screenings, condom distribution and spot talks; and</li> </ul>

Question	Yes	No	Details, if yes
			<ul style="list-style-type: none"> <li>commemoration of World AIDS Day and Wellness events.</li> </ul>
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><b>HCT SESSIONS:</b></p> <p>The following screening sessions were conducted:</p> <p>Blood pressure, Glucose, Cholesterol, TB, BMI [body mass index] and spot talks.</p> <p>The Department of the Premier participated in <b>10</b> HCT and Wellness screening sessions.</p> <p><b>89</b> employees were tested and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STIs). There were <b>0</b> clinical referrals for TB, HIV, STIs or any other similar condition.</p>
8. Has the Department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		<p>The impact of health promotion programmes is indicated through information provided through the Employee Health and Wellness Contract (external service provider).</p> <p>The Employee Health and Wellness Programme (EHWP) is monitored through Quarterly and Annual reporting. This reporting is provided by (ICAS). The most recent annual health review period was 1 April 2017 – 31 March 2018.</p> <p>The quarterly and annual review provides a breakdown of the EHWP Demographic i.e. age, gender, length of service, dependent utilisation, language utilisation, employee vs. manager utilisation, number of cases, etc.</p> <p>The review further provides, amongst others, details pertaining to service utilisation, problem profiling and trending, assessment of employee and organisational risk and the impact thereof on the individual functioning in 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 2017 to 31 March 2018**

Total collective agreements	None

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 2017 to 31 March 2018**

Outcomes of disciplinary hearings	Number of cases finalised	% of total
None		

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

**Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2017 to 31 March 2018**

Type of misconduct	Number	% of total
None		

**Table 3.12.4: Grievances lodged, 1 April 2017 to 31 March 2018**

Grievances lodged	Number	% of total
Number of grievances resolved	8	44.4
Number of grievances not resolved	10	55.6
<b>Total number of grievances lodged</b>	<b>18</b>	<b>100.0</b>

Note: Grievances lodged refers to cases that were finalised within the reporting period. Grievances not resolved refers to cases finalised, but where the outcome was not in favour of the aggrieved and found to be unsubstantiated.

**Table 3.12.5: Disputes lodged with Councils, 1 April 2017 to 31 March 2018**

Disputes lodged with Councils	Number	% of total
Number of disputes upheld	0	0.0
Number of disputes dismissed	6	100.0
<b>Total number of disputes lodged</b>	<b>6</b>	<b>100.0</b>

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 2017 to 31 March 2018**

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 2017 to 31 March 2018**

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 2017 to 31 March 2018**

Occupational Categories	Gender	Number of employees as at 1 April 2017	Training needs identified at start of reporting period			
			Learner-ships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	30	0	19	0	<b>19</b>
	Male	43	0	8	0	<b>8</b>
Professionals	Female	259	0	437	0	<b>437</b>
	Male	353	0	232	0	<b>232</b>
Technicians and associate professionals	Female	136	0	244	0	<b>244</b>
	Male	69	0	145	0	<b>145</b>
Clerks	Female	80	0	140	0	<b>140</b>
	Male	49	0	102	0	<b>102</b>
Service and sales workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Skilled agriculture and fishery workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Craft and related trades workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Plant and machine operators and assemblers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Elementary occupations	Female	12	0	0	0	<b>0</b>
	Male	13	0	2	0	<b>2</b>
Sub Total	Female	<b>517</b>	<b>0</b>	<b>840</b>	<b>0</b>	<b>840</b>
	Male	<b>527</b>	<b>0</b>	<b>489</b>	<b>0</b>	<b>489</b>
<b>Total</b>		<b>1044</b>	<b>0</b>	<b>1329</b>	<b>0</b>	<b>1329</b>
Employees with disabilities	Female	10	0	0	0	<b>0</b>
	Male	14	0	0	0	<b>0</b>

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 2017 to 31 March 2018**

Occupational Categories	Gender	Number of employees as at 31 March 2018	Training provided within the reporting period			
			Learner-ships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	31	0	52	0	<b>52</b>
	Male	40	0	38	0	<b>38</b>
Professionals	Female	257	0	386	0	<b>386</b>
	Male	324	0	292	0	<b>292</b>
Technicians and associate professionals	Female	154	0	356	0	<b>356</b>
	Male	96	0	265	0	<b>265</b>
Clerks	Female	72	0	179	0	<b>179</b>
	Male	54	0	91	0	<b>91</b>
Service and sales workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Skilled agriculture and fishery workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Craft and related trades workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Plant and machine operators and assemblers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Elementary occupations	Female	10	0	13	0	<b>13</b>
	Male	8	0	22	0	<b>22</b>
Sub Total	Female	<b>524</b>	<b>0</b>	<b>986</b>	<b>0</b>	<b>986</b>
	Male	<b>522</b>	<b>0</b>	<b>708</b>	<b>0</b>	<b>708</b>
<b>Total</b>		<b>1046</b>	<b>0</b>	<b>1694</b>	<b>0</b>	<b>1694</b>
Employees with disabilities	Female	11	0	0	0	<b>0</b>
	Male	14	0	0	0	<b>0</b>

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 2017 to 31 March 2018**

<b>Nature of injury on duty</b>	<b>Number</b>	<b>% of total</b>
Required basic medical attention only	0	0.0
Temporary disablement	3	100.0
Permanent disablement	0	0.0
Fatal	0	0.0
<b>Total</b>	<b>3</b>	<b>100.0</b>
Percentage of total employment		<b>0.2</b>



### 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	BBBEE LEVEL
Programme 1	Government Technical Advisory Centre	Advisory Services from GTAC to ensure the successful performance and impact of the six Game Changers adopted by the WCG through streamlining performance and operations	Advisory Services from GTAC to ensure the successful performance and impact of the six Game Changers adopted by the WCG through streamlining performance and operations	5	20 months	R 2 990 083.00	1	NCC
Programme 2	Tri Dev Worx	Provide external advocacy capacity building based on TQAT (Technical Quality Assessment Tools and Guidelines) using the Results-based M&E approach and Data Governance	Provide external advocacy capacity building based on TQAT (Technical Quality Assessment Tools and Guidelines) using the Results-based M&E approach and Data Governance	4	1 month	R490 00 0.00	1	1
	Tri Dev Worx	To conduct quality assessment on the annual performance plans for 2018/19 by using the Results-based M&E approach to improve the indicator quality	To conduct quality assessment on the annual performance plans for 2018/19 by using the Results-	3	12 months	R499 00 0.00	1	1

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	BBBEE LEVEL
			based M&E approach to improve the indicator quality					
	Tri Dev Worx	Provide advocacy on indicators, data sources and data co-ordination using the Results-based M&E approach using case studies on standards development	Provide advocacy on indicators, data sources and data co-ordination using the Results-based M&E approach using case studies on standards development	3	12 months	R499 000.00	1	1
	Mthente Research and Consulting	Develop and conduct an assessment of after school programmes	Develop and conduct an assessment of after school programmes	1	2 months	R 249 696.40	1	2
	Shanaaz Majiet Business Consulting	Recruitment and field workers to roll out a behavioural insight intervention in MOD Year Beyond schools	Recruitment and field workers to roll out a behavioural insight intervention in MOD Year Beyond schools	1	2 months	R 199 900.00	1	1
	University of Cape Town	Procurement of a service provider to assist with the facilitation of a	Procurement of a service provider to assist	2	2 months	R 300 563.99	1	NCC

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	BBBEE LEVEL
		study that seeks to unpack the lived realities of Western Cape Youth	with the facilitation of a study that seeks to unpack the lived realities of Western Cape Youth					
	Colorado Seminary	Procurement of a long term Quantitative IFS Modelling Support Service for FuturesCape	Procurement of a long term Quantitative IFS Modelling Support Service for FuturesCape	1	12 months	R 863 950.00	1	NCC
	Ikapadata	To conduct follow up audit of 30 DSD funded After School partial care centres as required by the After School Game Changer	To conduct follow up audit of 30 DSD funded After School partial care centres as required by the After School Game Changer	1	2 months	205 998.00	1	1
Programme 3	Theo Veldsman & Associates	Develop a future-fit guide for people professionals for the branch: People Management	Develop a future-fit guide for people professionals for the branch: People Management	1	5 months	R 386 791.74	1	4
	Cebano	Procurement of 13 x Leadership Values Assessments (LVAs) for the Department of Economic Development and Tourism	Procurement of 13 x Leadership Values Assessments (LVAs) for the Department of Economic Development and Tourism	2	35 months	R 1 134 220.00	1	4

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	BBBEE LEVEL
Programme 5	Morar	Fraud Risk Assessment	Fraud Risk Assessment	1	4 months	R 488 604.00	1	1
	Ernst and Young	Cyber Forensic Services	Cyber Forensic Services	1	12 months	R 367 638.40	1	1
TOTAL						<b>R 8 675 445.53</b>		

**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	BBBEE LEVEL
						NIL		





# PART E



# FINANCIAL INFORMATION

# Report of the Auditor-General to the Western Cape Provincial Parliament on vote no. 1: Western Cape Department of the Premier

## 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 174 to 242, which comprise the appropriation statement, the statement of financial position as at 31 March 2018, and the 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 2018, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (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, 2017 (Act No. 3 of 2017) (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 the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and 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 code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Emphasis of matter

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

### Underspending of the vote

7. As disclosed in note 4.1 to the appropriation statement, the department has underspent the overall budget by R39,8 million (2,8%). The explanations for material variances from amounts voted per programme and the standard classifications are set out in notes 4.1 and 4.2 to the appropriation statement.



### **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 242 to 253 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 Western Cape Department of the Premier'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 accounting officer 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.

## **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 material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
15. My procedures address the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the com-

pleteness and appropriateness of the performance indicators included in the planning documents. My procedures also did 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 programmes presented in the annual performance report of the department for the year ended 31 March 2018:

<b>Programmes</b>	<b>Pages in the annual performance report</b>
Programme 2 – provincial strategic management	64 – 65
Programme 4 – centre for e-innovation	83 – 84
Programme 5 – corporate assurance	91 – 92

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 raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:

Programme 2 – provincial strategic management

Programme 4 – centre for e-innovation

Programme 5 – corporate assurance

### **Other matter**

19. I draw attention to the matter below.

### **Achievement of planned targets**

20. Refer to the annual performance report on pages 64 to 65, 83 to 84 and 91 to 92 for information on the achievement of planned targets for the year and explanations provided for the under/over achievement of a significant number of targets.

## 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 compliance of the department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
22. I did not raise material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

### Other information

23. The department's 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 those selected programmes 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 programmes 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.

## Internal control deficiencies

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

Auditor-General

Cape Town

31 July 2018



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## 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 selected programmes 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:

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

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

evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer

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 related to events or conditions that may cast significant doubt on the Western Cape Department of the Premier’s ability 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 the 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 continuing as a going concern

evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and 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.

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, related safeguards.

# **ANNUAL FINANCIAL STATEMENTS**

## **DEPARTMENT OF THE PREMIER**

### **VOTE 1**

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**For the year ended  
31 March 2018**

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

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**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Appropriation per programme</b>									
<b>2017/18</b>								<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Programme</b>									
1. Executive Support (Administration)	106 026	-	15	106 041	101 449	4 592	95.7	96 392	93 764
2. Provincial Strategic Management	55 038	-	(15)	55 023	50 284	4 739	91.4	62 787	55 790
3. People Management (CSC)	190 471	-	360	190 831	185 796	5 035	97.4	182 004	177 886
4. Centre for e-Innovation (CSC)	922 599	-	500	923 099	903 040	20 059	97.8	906 686	904 094
5. Corporate Assurance (CSC)	123 990	-	(860)	123 130	117 716	5 414	95.6	116 981	111 410
<b>Subtotal</b>	<b>1 398 124</b>	<b>-</b>	<b>-</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>97.2</b>	<b>1 364 850</b>	<b>1 342 944</b>
<b>Statutory Appropriation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>1 398 124</b>	<b>-</b>	<b>-</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>97.2</b>	<b>1 364 850</b>	<b>1 342 944</b>
<b>TOTAL (brought forward)</b>									
<b>Reconciliation with statement of financial performance</b>									
<b>ADD</b>									
Departmental receipts				2 326				1 655	
NRF Receipts				-				-	
Aid assistance				-				-	
<b>Actual amounts per statement of financial performance (total revenue)</b>				<b>1 400 450</b>				<b>1 366 505</b>	
<b>ADD</b>									
Aid assistance					-				-
Prior year unauthorised expenditure approved without funding					-				-
<b>Actual amounts per statement of financial performance (total expenditure)</b>					<b>1 358 285</b>				<b>1 342 944</b>



**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

Appropriation per economic classification									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expendi- ture	Vari- ance	Expendi- ture as % of fi- nal appro- priation	Final Appropriation	Actual expendi- ture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic Classification</b>									
<b>Current payments</b>	<b>1 320 891</b>	<b>(1 585)</b>	<b>(500)</b>	<b>1 318 806</b>	<b>1 288 470</b>	<b>30 336</b>	<b>97.7</b>	<b>1 257 402</b>	<b>1 237 223</b>
<b>Compensation of employees</b>	<b>587 684</b>	<b>(866)</b>	<b>-</b>	<b>586 818</b>	<b>572 959</b>	<b>13 859</b>	<b>97.6</b>	<b>555 712</b>	<b>544 460</b>
Salaries and wages	522 942	(2 562)	-	520 380	507 220	13 160	97.5	492 561	482 926
Social contributions	64 742	1 696	-	66 438	65 739	699	98.9	63 151	61 534
<b>Goods and services</b>	<b>733 207</b>	<b>(719)</b>	<b>(500)</b>	<b>731 988</b>	<b>715 511</b>	<b>16 477</b>	<b>97.7</b>	<b>701 690</b>	<b>692 763</b>
Administrative fees	170	28	-	198	172	26	86.9	214	186
Advertising	11 986	554	-	12 540	11 913	627	95.0	7 467	7 429
Minor assets	6 628	(4 856)	-	1 772	1 650	122	93.1	2 533	2 265
Audit costs: External	5 200	(676)	-	4 524	4 523	1	100.0	5 438	5 437
Bursaries: Employees	800	287	-	1 087	1 086	1	99.9	638	637
Catering: Departmental activities	2 033	40	-	2 073	1 995	78	96.2	1 131	733
Communication	6 530	(1 372)	-	5 158	4 991	167	96.8	6 006	5 470
Computer services	626 400	11 569	(360)	637 609	629 295	8 314	98.7	588 544	585 516
Consultants: Business and advisory services	26 849	(3 293)	-	23 556	20 882	2 674	88.6	22 906	22 205
Legal services	672	(60)	-	612	402	210	65.7	796	748
Contractors	3 868	439	-	4 307	4 287	20	99.5	1 869	1 838
Agency and support / outsourced services	2 892	(1 368)	(500)	1 024	270	754	26.4	19 283	17 997
Entertainment	63	(27)	-	36	29	7	80.6	43	31
Fleet services	3 594	(15)	-	3 579	3 547	32	99.1	3 271	3 187
Inventory: Other Supplies	-	80	-	80	80	-	100.0	6 719	6 718
Consumable supplies	2 207	(581)	-	1 626	1 480	146	91.0	1 853	1 734
Consumable: Stationery, printing and office supplies	2 971	79	-	3 050	2 945	105	96.6	2 855	2 579
Operating leases	2 179	244	-	2 423	2 283	140	94.2	2 414	2 339
Property payments	1 913	(494)	360	1 779	1 771	8	99.6	2 278	2 273
Transport provided: Departmental activity	-	9	-	9	9	-	100.0	-	-
Travel and subsistence	9 019	123	-	9 142	8 246	896	90.2	8 106	7 214
Training and development	8 127	(1 437)	-	6 690	6 094	596	91.1	8 663	8 456

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

Appropriation per economic classification									
	2017/18							2016/17	
	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 payments	6 517	(450)	-	6 067	4 671	1 396	77.0	4 763	4 431
Venues and facilities	2 549	297	-	2 846	2 697	149	94.8	3 880	3 324
Rental and hiring	40	161	-	201	193	8	96.0	20	16
<b>Transfers and subsidies</b>	<b>23 199</b>	<b>915</b>	<b>500</b>	<b>24 614</b>	<b>23 340</b>	<b>1 274</b>	<b>94.8</b>	<b>22 960</b>	<b>21 654</b>
Departmental agencies and accounts	1 235	(1 190)	-	45	32	13	71.1	549	530
Departmental agencies and accounts	1 235	(1 190)	-	45	32	13	71.1	549	530
Non-profit institutions	21 000	1 600	500	23 100	21 858	1 242	94.6	20 688	19 462
Households	964	505	-	1 469	1 450	19	98.7	1 723	1 662
Social benefits	564	901	-	1 465	1 447	18	98.8	1 390	1 329
Other transfers to households	400	(396)	-	4	3	1	75.0	333	333
<b>Payments for capital assets</b>	<b>54 034</b>	<b>257</b>	<b>-</b>	<b>54 291</b>	<b>46 071</b>	<b>8 220</b>	<b>84.9</b>	<b>83 759</b>	<b>83 346</b>
Machinery and equipment	54 034	257	-	54 291	46 071	8 220	84.9	83 521	83 109
Transport equipment	6 035	672	-	6 707	6 401	306	95.4	5 935	5 878
Other machinery and equipment	47 999	(415)	-	47 584	39 670	7 914	83.4	77 586	77 231
Software and other intangible assets	-	-	-	-	-	-	-	238	237
<b>Payments for financial assets</b>	<b>-</b>	<b>413</b>	<b>-</b>	<b>413</b>	<b>404</b>	<b>9</b>	<b>97.8</b>	<b>729</b>	<b>721</b>
<b>Total</b>	<b>1 398 124</b>	<b>-</b>	<b>-</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>97.2</b>	<b>1 364 850</b>	<b>1 342 944</b>

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 1: EXECUTIVE SUPPORT (ADMINISTRATION)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
1. Programme Support	2 133	65	-	2 198	2 076	122	94.4	2 086	1 949
2. Office of the Premier	15 681	(216)	-	15 465	15 127	338	97.8	16 257	16 129
3. Executive Council Support	9 424	926	-	10 350	10 321	29	99.7	9 004	8 979
4. Departmental Strategy	5 582	(674)	-	4 908	4 163	745	84.8	4 128	4 095
5. Office of the Director-General	30 538	-	15	30 553	27 813	2 740	91.0	23 024	21 837
6. Financial Management	38 151	183	-	38 334	38 279	55	99.9	37 286	36 805
7. Strategic Communication	4 517	(284)	-	4 233	3 670	563	86.7	4 607	3 970
<b>Total for sub programmes</b>	<b>106 026</b>	<b>-</b>	<b>15</b>	<b>106 041</b>	<b>101 449</b>	<b>4 592</b>	<b>95.7</b>	<b>96 392</b>	<b>93 764</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>104 207</b>	<b>(334)</b>	<b>-</b>	<b>103 873</b>	<b>99 295</b>	<b>4 578</b>	<b>95.6</b>	<b>93 503</b>	<b>90 908</b>
<b>Compensation of employees</b>	83 901	(22)	-	83 879	83 217	662	99.2	77 339	76 585
Salaries and wages	76 410	(29)	-	76 381	75 748	633	99.2	70 515	69 882
Social contributions	7 491	7	-	7 498	7 469	29	99.6	6 824	6 703
<b>Goods and services</b>	<b>20 306</b>	<b>(312)</b>	<b>-</b>	<b>19 994</b>	<b>16 078</b>	<b>3 916</b>	<b>80.4</b>	<b>16 164</b>	<b>14 323</b>
Administrative fees	47	(15)	-	32	28	4	87.5	54	51
Advertising	1 236	(296)	-	940	398	542	42.3	219	217
Minor assets	206	(14)	-	192	185	7	96.4	466	454
Audit costs: External	5 200	(676)	-	4 524	4 523	1	100.0	5 438	5 437
Catering: Departmental activities	393	(8)	-	385	341	44	88.6	385	294
Communication	1 025	(467)	-	558	477	81	85.5	1 324	933

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 1: EXECUTIVE SUPPORT (ADMINISTRATION)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Computer services	589	264	-	853	751	102	88.0	556	553
Consultants: Business and advisory services	5 078	75	-	5 153	2 934	2 219	56.9	627	616
Contractors	59	451	-	510	505	5	99.0	200	196
Agency and support / outsourced services	155	(155)	-	-	-	-	-	1 693	746
Entertainment	19	(4)	-	15	14	1	93.3	15	12
Fleet services	437	130	-	567	561	6	98.9	389	383
Consumable supplies	415	(82)	-	333	303	30	91.0	261	232
Consumable: Stationery, printing and office supplies	1 056	420	-	1 476	1 427	49	96.7	1 107	914
Operating leases	489	260	-	749	620	129	82.8	628	600
Property payments	7	(1)	-	6	1	5	16.7	5	4
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	1 501	350	-	1 851	1 380	471	74.6	975	905
Training and development	624	(415)	-	209	98	111	46.9	477	462
Operating payments	508	(171)	-	337	322	15	95.5	338	323
Venues and facilities	1 250	1	-	1 251	1 161	90	92.8	993	979
Rental and hiring	12	41	-	53	49	4	92.5	14	12
<b>Transfers and subsidies</b>	<b>312</b>	<b>23</b>	<b>15</b>	<b>350</b>	<b>342</b>	<b>8</b>	<b>97.7</b>	<b>885</b>	<b>875</b>
Departmental agencies and accounts	6	1	-	7	3	4	42.9	10	4
Departmental agencies	6	1	-	7	3	4	42.9	10	4

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 1: EXECUTIVE SUPPORT (ADMINISTRATION)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Non-profit institutions	-	250	15	265	265	-	100.0	249	249
Households	306	(228)	-	78	74	4	94.9	626	622
Social benefits	56	18	-	74	71	3	95.9	626	622
Other transfers to households	250	(246)	-	4	3	1	75	-	-
<b>Payments for capital assets</b>	<b>1 507</b>	<b>257</b>	<b>-</b>	<b>1 764</b>	<b>1 759</b>	<b>5</b>	<b>99.7</b>	<b>1 312</b>	<b>1 290</b>
Machinery and equipment	1 507	257	-	1 764	1 759	5	99.7	1 312	1 290
Transport equipment	1 153	51	-	1 204	1 203	1	99.9	998	983
Other machinery and equipment	354	206	-	560	556	4	99.3	314	307
<b>Payments for financial assets</b>	<b>-</b>	<b>54</b>	<b>-</b>	<b>54</b>	<b>53</b>	<b>1</b>	<b>98.1</b>	<b>692</b>	<b>691</b>
<b>Total</b>	<b>106 026</b>	<b>-</b>	<b>15</b>	<b>106 041</b>	<b>101 449</b>	<b>4 592</b>	<b>95.7</b>	<b>96 392</b>	<b>93 764</b>

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>1.1 PROGRAMME SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>2 132</b>	<b>64</b>	-	<b>2 196</b>	<b>2 075</b>	<b>121</b>	<b>94.5</b>	<b>2 085</b>	<b>1 949</b>
Compensation of employees	1 916	65	-	1 981	1 976	5	99.7	1 876	1 875
Goods and services	216	(1)	-	215	99	116	46.0	209	74
<b>Transfers and subsidies</b>	<b>1</b>	-	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
<b>Payments for capital assets</b>	-	<b>1</b>	-	<b>1</b>	<b>1</b>	-	<b>100.0</b>	-	-
Machinery and equipment	-	1	-	1	1	-	100.0	-	-
<b>Total</b>	<b>2 133</b>	<b>65</b>	-	<b>2 198</b>	<b>2 076</b>	<b>122</b>	<b>94.4</b>	<b>2 086</b>	<b>1 949</b>

<b>1.2 OFFICE OF THE PREMIER</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>15 269</b>	<b>4</b>	-	<b>15 273</b>	<b>14 939</b>	<b>334</b>	<b>97.8</b>	<b>15 838</b>	<b>15 712</b>
Compensation of employees	13 566	29	-	13 595	13 585	10	99.9	14 384	14 374
Goods and services	1 703	(25)	-	1 678	1 354	324	80.7	1 454	1 338
<b>Transfers and subsidies</b>	<b>58</b>	-	-	<b>58</b>	<b>55</b>	<b>3</b>	<b>94.8</b>	<b>301</b>	<b>300</b>
Departmental agencies and accounts	2	-	-	2	1	1	50.0	2	1
Households	56	-	-	56	54	2	96.4	299	299
<b>Payments for capital assets</b>	<b>354</b>	<b>(245)</b>	-	<b>109</b>	<b>109</b>	-	<b>100.0</b>	<b>103</b>	<b>102</b>
Machinery and equipment	354	(245)	-	109	109	-	100.0	103	102
<b>Payments for financial assets</b>	-	<b>25</b>	-	<b>25</b>	<b>24</b>	<b>1</b>	<b>96.0</b>	<b>15</b>	<b>15</b>
<b>Total</b>	<b>15 681</b>	<b>(216)</b>	-	<b>15 465</b>	<b>15 127</b>	<b>338</b>	<b>97.8</b>	<b>16 257</b>	<b>16 129</b>

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>1.3 EXECUTIVE COUNCIL SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>9 107</b>	<b>923</b>	-	<b>10 030</b>	<b>10 003</b>	<b>27</b>	<b>99.7</b>	<b>8 717</b>	<b>8 694</b>
Compensation of employees	7 359	27	-	7 386	7 381	5	99.9	6 934	6 930
Goods and services	1 748	896	-	2 644	2 622	22	99.2	1 783	1 764
<b>Transfers and subsidies</b>	<b>-</b>	<b>19</b>	-	<b>19</b>	<b>18</b>	<b>1</b>	<b>94.7</b>	<b>1</b>	<b>1</b>
Departmental agencies and accounts	-	1	-	1	1	-	100.0	1	1
Households	-	18	-	18	17	1	94.4	-	-
<b>Payments for capital assets</b>	<b>317</b>	<b>(16)</b>	-	<b>301</b>	<b>300</b>	<b>1</b>	<b>99.7</b>	<b>286</b>	<b>284</b>
Machinery and equipment	317	(16)	-	301	300	1	99.7	286	284
<b>Total</b>	<b>9 424</b>	<b>926</b>	-	<b>10 350</b>	<b>10 321</b>	<b>29</b>	<b>99.7</b>	<b>9 004</b>	<b>8 979</b>

<b>1.4 DEPARTMENTAL STRATEGY</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>5 508</b>	<b>(665)</b>	-	<b>4 843</b>	<b>4 101</b>	<b>742</b>	<b>84.7</b>	<b>4 099</b>	<b>4 070</b>
Compensation of employees	4 309	(214)	-	4 095	3 847	248	93.9	3 483	3 479
Goods and services	1 199	(451)	-	748	254	494	34.0	616	591
<b>Transfers and subsidies</b>	<b>-</b>	<b>1</b>	-	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>
Departmental agencies and accounts	-	1	-	1	-	1	-	1	-
<b>Payments for capital assets</b>	<b>74</b>	<b>(10)</b>	-	<b>64</b>	<b>62</b>	<b>2</b>	<b>96.9</b>	<b>28</b>	<b>25</b>
Machinery and equipment	74	(10)	-	64	62	2	96.9	28	25
<b>Total</b>	<b>5 582</b>	<b>(674)</b>	-	<b>4 908</b>	<b>4 163</b>	<b>745</b>	<b>84.8</b>	<b>4 128</b>	<b>4 095</b>

**DEPARTMENT OF THE PREMIER  
VOTE 1**

**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>1.5 OFFICE OF THE DIRECTOR-GENERAL</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>30 264</b>	<b>(12)</b>	-	<b>30 252</b>	<b>27 514</b>	<b>2 738</b>	<b>90.9</b>	<b>22 712</b>	<b>21 531</b>
Compensation of employees	24 000	(3)	-	23 997	23 622	375	98.4	20 075	19 689
Goods and services	6 264	(9)	-	6 255	3 892	2 363	62.2	2 637	1 842
<b>Transfers and subsidies</b>	<b>251</b>	<b>3</b>	<b>15</b>	<b>269</b>	<b>268</b>	<b>1</b>	<b>99.6</b>	<b>261</b>	<b>258</b>
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Non-profit institutions	-	250	15	265	265	-	100.0	249	249
Households	250	(247)	-	3	2	1	66.7	11	8
<b>Payments for capital assets</b>	<b>23</b>	<b>9</b>	<b>-</b>	<b>32</b>	<b>31</b>	<b>1</b>	<b>96.9</b>	<b>51</b>	<b>48</b>
Machinery and equipment	23	9	-	32	31	1	96.9	51	48
<b>Total</b>	<b>30 538</b>	<b>-</b>	<b>15</b>	<b>30 553</b>	<b>27 813</b>	<b>2 740</b>	<b>91.0</b>	<b>23 024</b>	<b>21 837</b>



**DEPARTMENT OF THE PREMIER  
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*for the year ended 31 March 2018*

<b>1.6 FINANCIAL MANAGEMENT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>37 467</b>	<b>(421)</b>	-	<b>37 046</b>	<b>36 993</b>	<b>53</b>	<b>99.9</b>	<b>35 460</b>	<b>34 986</b>
Compensation of employees	30 235	12	-	30 247	30 232	15	100.0	27 880	27 601
Goods and services	7 232	(433)	-	6 799	6 761	38	99.4	7 580	7 385
<b>Transfers and subsidies</b>	<b>1</b>	<b>1</b>	-	<b>2</b>	<b>1</b>	<b>1</b>	<b>50.0</b>	<b>318</b>	<b>315</b>
Departmental agencies and accounts	1	-	-	1	-	1	-	3	1
Households	-	1	-	1	1	-	100	315	314
<b>Payments for capital assets</b>	<b>683</b>	<b>574</b>	-	<b>1 257</b>	<b>1 256</b>	<b>1</b>	<b>99.9</b>	<b>831</b>	<b>828</b>
Machinery and equipment	683	574	-	1 257	1 256	1	99.9	831	828
<b>Payments for financial assets</b>	<b>-</b>	<b>29</b>	-	<b>29</b>	<b>29</b>	<b>-</b>	<b>100.0</b>	<b>677</b>	<b>676</b>
<b>Total</b>	<b>38 151</b>	<b>183</b>	-	<b>38 334</b>	<b>38 279</b>	<b>55</b>	<b>99.9</b>	<b>37 286</b>	<b>36 805</b>

<b>1.7 STRATEGIC COMMUNICATION</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>4 460</b>	<b>(227)</b>	-	<b>4 233</b>	<b>3 670</b>	<b>563</b>	<b>86.7</b>	<b>4 592</b>	<b>3 966</b>
Compensation of employees	2 516	62	-	2 578	2 574	4	99.8	2 707	2 637
Goods and services	1 944	(289)	-	1 655	1 096	559	66.2	1 885	1 329
<b>Transfers and subsidies</b>	<b>1</b>	<b>(1)</b>	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>1</b>
Departmental agencies and accounts	1	(1)	-	-	-	-	-	1	-
Households	-	-	-	-	-	-	-	1	1
<b>Payments for capital assets</b>	<b>56</b>	<b>(56)</b>	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>3</b>
Machinery and equipment	56	(56)	-	-	-	-	-	13	3
<b>Total</b>	<b>4 517</b>	<b>(284)</b>	-	<b>4 233</b>	<b>3 670</b>	<b>563</b>	<b>86.7</b>	<b>4 607</b>	<b>3 970</b>

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*for the year ended 31 March 2018*

<b>Programme 2: PROVINCIAL STRATEGIC MANAGEMENT</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
1. Programme Support	3 254	-	-	3 254	2 434	820	74.8	3 159	2 987
2. Policy and Strategy	14 538	-	-	14 538	13 515	1 023	93.0	12 904	11 247
3. Strategic Management Information	19 073	1 333	-	20 406	19 220	1 186	94.2	28 346	24 872
4. Strategic Programmes	18 173	(1 333)	(15)	16 825	15 115	1 710	89.8	18 378	16 684
<b>Total for sub programmes</b>	<b>55 038</b>	<b>-</b>	<b>(15)</b>	<b>55 023</b>	<b>50 284</b>	<b>4 739</b>	<b>91.4</b>	<b>62 787</b>	<b>55 790</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>53 912</b>	<b>(179)</b>	<b>-</b>	<b>53 733</b>	<b>49 484</b>	<b>4 249</b>	<b>92.1</b>	<b>61 331</b>	<b>54 511</b>
<b>Compensation of employees</b>	<b>39 893</b>	<b>(153)</b>	<b>-</b>	<b>39 740</b>	<b>36 013</b>	<b>3 727</b>	<b>90.6</b>	<b>37 552</b>	<b>34 462</b>
Salaries and wages	35 942	(281)	-	35 661	32 005	3 656	89.7	33 716	30 679
Social contributions	3 951	128	-	4 079	4 008	71	98.3	3 836	3 783
<b>Goods and services</b>	<b>14 019</b>	<b>(26)</b>	<b>-</b>	<b>13 993</b>	<b>13 471</b>	<b>522</b>	<b>96.3</b>	<b>23 779</b>	<b>20 049</b>
Administrative fees	39	-	-	39	32	7	82.1	35	30
Advertising	3 810	255	-	4 065	3 985	80	98.0	3 878	3 847
Minor assets	81	(46)	-	35	16	19	45.7	72	31
Catering: Departmental activities	249	(66)	-	183	178	5	97.3	256	232
Communication	301	(117)	-	184	159	25	86.4	238	163
Computer services	600	(235)	-	365	278	87	76.2	8 851	7 086
Consultants: Business and advisory services	5 208	99	-	5 307	5 306	1	100.0	5 634	5 082
Contractors	750	(576)	-	174	173	1	99.4	382	372
Agency and support / outsourced services	-	-	-	-	-	-	-	403	403
Entertainment	12	(6)	-	6	5	1	83.3	6	3
Fleet services	37	(5)	-	32	24	8	75.0	37	32
Consumable supplies	198	(85)	-	113	87	26	77.0	100	81
Consumable: Stationery, printing and office supplies	175	(50)	-	125	109	16	87.2	188	157

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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 2: PROVINCIAL STRATEGIC MANAGEMENT</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Operating leases	118	92	-	210	206	4	98.1	166	160
Property payments	-	-	-	-	-	-	-	1	-
Transport provided: Departmental activity	-	9	-	9	9	-	100.0	-	-
Travel and subsistence	1 685	279	-	1 964	1 844	120	93.9	2 189	1 576
Training and development	74	19	-	93	62	31	66.7	68	56
Operating payments	96	117	-	213	171	42	80.3	296	205
Venues and facilities	583	291	-	874	825	49	94.4	976	531
Rental and hiring	3	(1)	-	2	2	-	100.0	3	2
<b>Transfers and subsidies</b>	<b>654</b>	<b>153</b>	<b>(15)</b>	<b>792</b>	<b>746</b>	<b>46</b>	<b>94.2</b>	<b>1 212</b>	<b>1 177</b>
Departmental agencies and accounts	4	-	-	4	1	3	25.0	504	500
Departmental agencies	4	-	-	4	1	3	25.0	504	500
Non-profit institutions	500	150	(15)	635	593	42	93.4	639	613
Households	150	3	-	153	152	1	99.3	69	64
Social benefits	-	153	-	153	152	1	99.3	69	64
Other transfers to households	150	(150)	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>472</b>	<b>-</b>	<b>-</b>	<b>472</b>	<b>30</b>	<b>442</b>	<b>6.4</b>	<b>243</b>	<b>101</b>
Machinery and equipment	472	-	-	472	30	442	6.4	243	101
Transport equipment	49	-	-	49	24	25	49.0	61	31
Other machinery and equipment	423	-	-	423	6	417	1.4	182	70
<b>Payments for financial assets</b>	<b>-</b>	<b>26</b>	<b>-</b>	<b>26</b>	<b>24</b>	<b>2</b>	<b>92.3</b>	<b>1</b>	<b>1</b>
<b>Total</b>	<b>55 038</b>	<b>-</b>	<b>(15)</b>	<b>55 023</b>	<b>50 284</b>	<b>4 739</b>	<b>91.4</b>	<b>62 787</b>	<b>55 790</b>

**DEPARTMENT OF THE PREMIER  
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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>2.1 PROGRAMME SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>3 245</b>	<b>(134)</b>	-	<b>3 111</b>	<b>2 301</b>	<b>810</b>	<b>74.0</b>	<b>3 152</b>	<b>2 987</b>
Compensation of employees	2 991	(134)	-	2 857	2 108	749	73.8	2 865	2 712
Good and services	254	-	-	254	193	61	76.0	287	275
<b>Transfers and subsidies</b>	<b>1</b>	<b>134</b>	-	<b>135</b>	<b>133</b>	<b>2</b>	<b>98.5</b>	<b>1</b>	<b>-</b>
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Households	-	134	-	134	133	1	99.3	-	-
<b>Payments for capital assets</b>	<b>8</b>	-	-	<b>8</b>	-	<b>8</b>	-	<b>6</b>	<b>-</b>
Machinery and equipment	8	-	-	8	-	8	-	6	-
<b>Total</b>	<b>3 254</b>	<b>-</b>	<b>-</b>	<b>3 254</b>	<b>2 434</b>	<b>820</b>	<b>74.8</b>	<b>3 159</b>	<b>2 987</b>

<b>2.2 POLICY AND STRATEGY</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>13 949</b>	<b>(19)</b>	-	<b>13 930</b>	<b>12 994</b>	<b>936</b>	<b>93.3</b>	<b>12 363</b>	<b>10 730</b>
Compensation of employees	10 152	(19)	-	10 133	9 358	775	92.4	8 604	7 790
Goods and services	3 797	-	-	3 797	3 636	161	95.8	3 759	2 940
<b>Transfers and subsidies</b>	<b>501</b>	<b>19</b>	-	<b>520</b>	<b>519</b>	<b>1</b>	<b>99.8</b>	<b>501</b>	<b>500</b>
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Non-profit institutions	500	-	-	500	500	-	100.0	500	500
Households	-	19	-	19	19	-	100.0	-	-
<b>Payments for capital assets</b>	<b>88</b>	-	-	<b>88</b>	<b>2</b>	<b>86</b>	<b>2.3</b>	<b>40</b>	<b>17</b>
Machinery and equipment	88	-	-	88	2	86	2.3	40	17
<b>Total</b>	<b>14 538</b>	<b>-</b>	<b>-</b>	<b>14 538</b>	<b>13 515</b>	<b>1 023</b>	<b>93.0</b>	<b>12 904</b>	<b>11 247</b>

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*for the year ended 31 March 2018*

<b>2.3 STRATEGIC MANAGEMENT INFORMATION</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>18 891</b>	<b>1 318</b>	-	<b>20 209</b>	<b>19 202</b>	<b>1 007</b>	<b>95.0</b>	<b>28 326</b>	<b>24 856</b>
Compensation of employees	16 645	-	-	16 645	15 683	962	94.2	15 672	14 016
Goods and services	2 246	1 318	-	3 564	3 519	45	98.7	12 654	10 840
<b>Transfers and subsidies</b>	<b>1</b>	-	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
<b>Payments for capital assets</b>	<b>181</b>	-	-	<b>181</b>	<b>4</b>	<b>177</b>	<b>2.2</b>	<b>19</b>	<b>16</b>
Machinery and equipment	181	-	-	181	4	177	2.2	19	16
<b>Payments for financial assets</b>	<b>-</b>	<b>15</b>	-	<b>15</b>	<b>14</b>	<b>1</b>	<b>93.3</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>19 073</b>	<b>1 333</b>	-	<b>20 406</b>	<b>19 220</b>	<b>1 186</b>	<b>94.2</b>	<b>28 346</b>	<b>24 872</b>

<b>2.4 STRATEGIC PROGRAMMES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>17 827</b>	<b>(1 344)</b>	-	<b>16 483</b>	<b>14 987</b>	<b>1 496</b>	<b>90.9</b>	<b>17 490</b>	<b>15 938</b>
Compensation of employees	10 105	-	-	10 105	8 864	1 241	87.7	10 411	9 944
Goods and services	7 722	(1 344)	-	6 378	6 123	255	96.0	7 079	5 994
<b>Transfers and subsidies</b>	<b>151</b>	-	<b>(15)</b>	<b>136</b>	<b>94</b>	<b>42</b>	<b>69.1</b>	<b>709</b>	<b>677</b>
Departmental agencies and accounts	1	-	-	1	1	-	100.0	501	500
Non-profit institutions	-	150	(15)	135	93	42	68.9	139	113
Households	150	(150)	-	-	-	-	-	69	64
<b>Payments for capital assets</b>	<b>195</b>	-	-	<b>195</b>	<b>24</b>	<b>171</b>	<b>12.3</b>	<b>178</b>	<b>68</b>
Machinery and equipment	195	-	-	195	24	171	12.3	178	68
<b>Payments for financial assets</b>	<b>-</b>	<b>11</b>	-	<b>11</b>	<b>10</b>	<b>1</b>	<b>90.9</b>	<b>1</b>	<b>1</b>
<b>Total</b>	<b>18 173</b>	<b>(1 333)</b>	<b>(15)</b>	<b>16 825</b>	<b>15 115</b>	<b>1 710</b>	<b>89.8</b>	<b>18 378</b>	<b>16 684</b>

**DEPARTMENT OF THE PREMIER  
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*for the year ended 31 March 2018*

<b>Programme 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
1. Programme Support	3 228	(82)	-	3 146	2 684	462	85.3	2 675	2 625
2. Organisation Development	57 274	(806)	-	56 468	54 338	2 130	96.2	58 582	56 127
3. People Training and Empowerment	32 278	2 240	360	34 878	34 651	227	99.3	32 320	31 038
4. People Management Practices	97 691	(1 352)	-	96 339	94 123	2 216	97.7	88 427	88 096
<b>Total for sub programmes</b>	<b>190 471</b>	<b>-</b>	<b>360</b>	<b>190 831</b>	<b>185 796</b>	<b>5 035</b>	<b>97.4</b>	<b>182 004</b>	<b>177 886</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>187 949</b>	<b>(392)</b>	<b>360</b>	<b>187 917</b>	<b>183 413</b>	<b>4 504</b>	<b>97.6</b>	<b>179 696</b>	<b>175 604</b>
<b>Compensation of employees</b>	160 442	(312)	-	160 130	155 796	4 334	97.3	151 549	148 537
Salaries and wages	139 067	117	-	139 184	135 229	3 955	97.2	131 828	129 119
Social contributions	21 375	(429)	-	20 946	20 567	379	98.2	19 721	19 418
<b>Goods and services</b>	<b>27 507</b>	<b>(80)</b>	<b>360</b>	<b>27 787</b>	<b>27 617</b>	<b>170</b>	<b>99.4</b>	<b>28 147</b>	<b>27 067</b>
Administrative fees	14	57	-	71	65	6	91.5	65	58
Advertising	3 585	456	-	4 041	4 038	3	99.9	2 617	2 615
Minor assets	341	87	-	428	421	7	98.4	802	609
Bursaries	500	263	-	763	762	1	99.9	394	393
Catering: Departmental activities	1 113	129	-	1 242	1 234	8	99.4	245	(27)
Communication	944	(293)	-	651	627	24	96.3	692	652
Computer services	2 378	497	-	2 875	2 870	5	99.8	2 926	2 919
Consultants: Business and advisory services	6 507	(2 791)	-	3 716	3 707	9	99.8	3 323	3 320
Legal Services	106	(106)	-	-	-	-	-	-	-
Contractors	2 543	910	-	3 453	3 450	3	99.9	338	333
Agency and support / outsourced services	-	-	-	-	-	-	-	4 787	4 720
Entertainment	2	(2)	-	-	-	-	-	4	1
Fleet services	877	(168)	-	709	700	9	98.7	677	650
Consumable supplies	164	64	-	228	209	19	91.7	172	152

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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable: Stationery, printing and office supplies	612	(128)	-	484	474	10	97.9	566	544
Operating leases	652	(261)	-	391	389	2	99.5	647	615
Property payments	1 361	(491)	360	1 230	1 229	1	99.9	1 771	1 769
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	2 443	(31)	-	2 412	2 365	47	98.1	2 186	2 063
Training and development	2 231	1 283	-	3 514	3 511	3	99.9	3 295	3 152
Operating payments	693	422	-	1 115	1 111	4	99.6	909	891
Venues and facilities	420	27	-	447	439	8	98.2	1 731	1 638
Rental and hiring	21	(4)	-	17	16	1	94.1	-	-
<b>Transfers and subsidies</b>	<b>420</b>	<b>313</b>	<b>-</b>	<b>733</b>	<b>727</b>	<b>6</b>	<b>99.2</b>	<b>617</b>	<b>609</b>
Departmental agencies and accounts	16	1	-	17	16	1	94.1	16	14
Departmental agencies	16	1	-	17	16	1	94.1	16	14
Households	404	312	-	716	711	5	99.3	601	595
Social benefits	404	312	-	716	711	5	99.3	268	262
Other transfers to households	-	-	-	-	-	-	-	333	333
<b>Payments for capital assets</b>	<b>2 102</b>	<b>-</b>	<b>-</b>	<b>2 102</b>	<b>1 578</b>	<b>524</b>	<b>75.1</b>	<b>1 684</b>	<b>1 670</b>
Machinery and equipment	2 102	-	-	2 102	1 578	524	75.1	1 684	1 670
Transport equipment	1 253	28	-	1 281	1 021	260	79.7	995	989
Other machinery and equipment	849	(28)	-	821	557	264	67.8	689	681
<b>Payments for financial assets</b>	<b>-</b>	<b>79</b>	<b>-</b>	<b>79</b>	<b>78</b>	<b>1</b>	<b>98.7</b>	<b>7</b>	<b>3</b>
<b>Total</b>	<b>190 471</b>	<b>-</b>	<b>360</b>	<b>190 831</b>	<b>185 796</b>	<b>5 035</b>	<b>97.4</b>	<b>182 004</b>	<b>177 886</b>

**DEPARTMENT OF THE PREMIER  
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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>3.1 PROGRAMME SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>3 217</b>	<b>(83)</b>	-	<b>3 134</b>	<b>2 684</b>	<b>450</b>	<b>85.6</b>	<b>2 674</b>	<b>2 625</b>
Compensation of employees	2 982	-	-	2 982	2 540	442	85.2	2 450	2 445
Good and services	235	(83)	-	152	144	8	94.7	224	180
<b>Transfers and subsidies</b>	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-	-	-
Departmental agencies and accounts	-	1	-	1	-	1	-	-	-
<b>Payments for capital assets</b>	<b>11</b>	-	-	<b>11</b>	-	<b>11</b>	-	<b>1</b>	-
Machinery and equipment	11	-	-	11	-	11	-	1	-
<b>Total</b>	<b>3 228</b>	<b>(82)</b>	-	<b>3 146</b>	<b>2 684</b>	<b>462</b>	<b>85.3</b>	<b>2 675</b>	<b>2 625</b>

<b>3.2 ORGANISATION DEVELOPMENT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>56 646</b>	<b>(960)</b>	-	<b>55 686</b>	<b>53 746</b>	<b>1 940</b>	<b>96.5</b>	<b>58 319</b>	<b>55 870</b>
Compensation of employees	46 576	(135)	-	46 441	44 564	1 877	96.0	46 392	44 456
Goods and services	10 070	(825)	-	9 245	9 182	63	99.3	11 927	11 414
<b>Transfers and subsidies</b>	<b>321</b>	<b>134</b>	-	<b>455</b>	<b>454</b>	<b>1</b>	<b>99.8</b>	<b>21</b>	<b>20</b>
Departmental agencies and accounts	1	(1)	-	-	-	-	-	1	-
Households	320	135	-	455	454	1	99.8	20	20
<b>Payments for capital assets</b>	<b>307</b>	-	-	<b>307</b>	<b>118</b>	<b>189</b>	<b>38.4</b>	<b>238</b>	<b>234</b>
Machinery and equipment	307	-	-	307	118	189	38.4	238	234
<b>Payments for financial assets</b>	-	<b>20</b>	-	<b>20</b>	<b>20</b>	-	<b>100.0</b>	<b>4</b>	<b>3</b>
<b>Total</b>	<b>57 274</b>	<b>(806)</b>	-	<b>56 468</b>	<b>54 338</b>	<b>2 130</b>	<b>96.2</b>	<b>58 582</b>	<b>56 127</b>



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*for the year ended 31 March 2018*

<b>3.3 PEOPLE TRAINING AND EMPOWERMENT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>31 428</b>	<b>2 205</b>	<b>360</b>	<b>33 993</b>	<b>33 947</b>	<b>46</b>	<b>99.9</b>	<b>31 608</b>	<b>30 332</b>
Compensation of employees	26 178	300	-	26 478	26 465	13	100.0	24 908	23 938
Goods and services	5 250	1 905	360	7 515	7 482	33	99.6	6 700	6 394
<b>Transfers and subsidies</b>	<b>13</b>	<b>35</b>	<b>-</b>	<b>48</b>	<b>46</b>	<b>2</b>	<b>95.8</b>	<b>81</b>	<b>78</b>
Departmental agencies and accounts	13	-	-	13	13	-	100.0	13	12
Households	-	35	-	35	33	2	94.3	68	66
<b>Payments for capital assets</b>	<b>837</b>	<b>-</b>	<b>-</b>	<b>837</b>	<b>658</b>	<b>179</b>	<b>78.6</b>	<b>631</b>	<b>628</b>
Machinery and equipment	837	-	-	837	658	179	78.6	631	628
<b>Total</b>	<b>32 278</b>	<b>2 240</b>	<b>360</b>	<b>34 878</b>	<b>34 651</b>	<b>227</b>	<b>99.3</b>	<b>32 320</b>	<b>31 038</b>

<b>3.4 PEOPLE MANAGEMENT PRACTICES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>96 658</b>	<b>(1 554)</b>	<b>-</b>	<b>95 104</b>	<b>93 036</b>	<b>2 068</b>	<b>97.8</b>	<b>87 095</b>	<b>86 777</b>
Compensation of employees	84 706	(477)	-	84 229	82 227	2 002	97.6	77 799	77 698
Goods and services	11 952	(1 077)	-	10 875	10 809	66	99.4	9 296	9 079
<b>Transfers and subsidies</b>	<b>86</b>	<b>143</b>	<b>-</b>	<b>229</b>	<b>227</b>	<b>2</b>	<b>99.1</b>	<b>515</b>	<b>511</b>
Departmental agencies and accounts	2	1	-	3	3	-	100.0	2	2
Households	84	142	-	226	224	2	99.1	513	509
<b>Payments for capital assets</b>	<b>947</b>	<b>-</b>	<b>-</b>	<b>947</b>	<b>802</b>	<b>145</b>	<b>84.7</b>	<b>814</b>	<b>808</b>
Machinery and equipment	947	-	-	947	802	145	84.7	814	808
<b>Payments for financial assets</b>	<b>-</b>	<b>59</b>	<b>-</b>	<b>59</b>	<b>58</b>	<b>1</b>	<b>98.3</b>	<b>3</b>	<b>-</b>
<b>Total</b>	<b>97 691</b>	<b>(1 352)</b>	<b>-</b>	<b>96 339</b>	<b>94 123</b>	<b>2 216</b>	<b>97.7</b>	<b>88 427</b>	<b>88 096</b>

**DEPARTMENT OF THE PREMIER  
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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 4: CENTRE FOR e-INNOVATION (CORPORATE SERVICES CENTRE)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
1. Programme Support	8 334	287	-	8 621	8 340	281	96.7	7 809	7 786
2. Strategic ICT Services	101 713	(5 659)	500	96 554	87 856	8 698	91.0	87 570	86 283
3. GITO Management Services	521 659	4 634	-	526 293	519 109	7 184	98.6	559 978	559 794
4. Connected Government and Unified Communications	236 406	-	-	236 406	232 521	3 885	98.4	181 998	180 927
5. Transversal Applications Development and Support	54 487	738	-	55 225	55 214	11	100.0	69 331	69 304
<b>Total for sub programmes</b>	<b>922 599</b>	<b>-</b>	<b>500</b>	<b>923 099</b>	<b>903 040</b>	<b>20 059</b>	<b>97.8</b>	<b>906 686</b>	<b>904 094</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>851 703</b>	<b>(580)</b>	<b>-</b>	<b>851 123</b>	<b>839 344</b>	<b>11 779</b>	<b>98.6</b>	<b>807 102</b>	<b>805 781</b>
<b>Compensation of employees</b>	<b>199 901</b>	<b>(300)</b>	<b>-</b>	<b>199 601</b>	<b>197 155</b>	<b>2 446</b>	<b>98.8</b>	<b>190 072</b>	<b>188 947</b>
Salaries and wages	178 794	(1 793)	-	177 001	174 584	2 417	98.6	168 796	167 694
Social contributions	21 107	1 493	-	22 600	22 571	29	99.9	21 276	21 253
<b>Goods and services</b>	<b>651 802</b>	<b>(280)</b>	<b>-</b>	<b>651 522</b>	<b>642 189</b>	<b>9 333</b>	<b>98.6</b>	<b>617 030</b>	<b>616 834</b>
Administrative fees	55	(20)	-	35	29	6	82.9	38	30
Advertising	30	36	-	66	65	1	98.5	60	58
Minor assets	5 870	(4 924)	-	946	876	70	92.6	1 083	1 070
Bursaries	300	24	-	324	324	-	100.0	244	244
Catering: Departmental activities	139	44	-	183	164	19	89.6	109	103
Communication	3 919	(1 380)	-	2 539	2 528	11	99.6	3 459	3 444
Computer services	619 978	11 829	-	631 807	624 473	7 334	98.8	573 536	573 519
Consultants: Business and advisory services	5 166	(634)	-	4 532	4 530	2	100.0	10 302	10 301
Contractors	375	(310)	-	65	59	6	90.8	757	749
Agency and support / outsourced services	1 546	(1 359)	-	187	19	168	10.2	9 371	9 368

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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>Programme 4: CENTRE FOR e-INNOVATION (CORPORATE SERVICES CENTRE)</b>									
	2017/18							2016/17	
	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	15	(1)	-	14	10	4	71.4	14	12
Fleet services	2 099	(17)	-	2 082	2 078	4	99.8	1 997	1 990
Inventory: Other	-	80	-	80	80	-	100.0	6 719	6 718
Consumable supplies	1 264	(438)	-	826	791	35	95.8	1 226	1 190
Consumable: Stationery, printing and office supplies	798	(68)	-	730	711	19	97.4	607	588
Operating leases	609	185	-	794	790	4	99.5	699	695
Property payments	545	(2)	-	543	541	2	99.6	501	500
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	2 596	(516)	-	2 080	1 890	190	90.9	1 990	1 950
Training and development	4 040	(2 415)	-	1 625	1 490	135	91.7	4 022	4 016
Operating payments	2 311	(463)	-	1 848	526	1 322	28.5	173	168
Venues and facilities	145	71	-	216	215	1	99.5	123	121
Rental and hiring	2	(2)	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>21 758</b>	<b>345</b>	<b>500</b>	<b>22 603</b>	<b>21 395</b>	<b>1 208</b>	<b>94.7</b>	<b>20 137</b>	<b>18 894</b>
Departmental agencies and accounts	1 206	(1 194)	-	12	9	3	75.0	11	9
Departmental agencies	1 206	(1 194)	-	12	9	3	75.0	11	9
Non-profit institutions	20 500	1 200	500	22 200	21 000	1 200	94.6	19 800	18 600
Households	52	339	-	391	386	5	98.7	326	285
Social benefits	52	339	-	391	386	5	98.7	326	285
<b>Payments for capital assets</b>	<b>49 138</b>	<b>-</b>	<b>-</b>	<b>49 138</b>	<b>42 070</b>	<b>7 068</b>	<b>85.6</b>	<b>79 418</b>	<b>79 393</b>
Machinery and equipment	49 138	-	-	49 138	42 070	7 068	85.6	79 180	79 156
Transport equipment	3 295	529	-	3 824	3 821	3	99.9	3 565	3 563
Other machinery and equipment	45 843	(529)	-	45 314	38 249	7 065	84.4	75 615	75 593
Software and other intangible assets	-	-	-	-	-	-	-	238	237
<b>Payments for financial assets</b>	<b>-</b>	<b>235</b>	<b>-</b>	<b>235</b>	<b>231</b>	<b>4</b>	<b>98.3</b>	<b>29</b>	<b>26</b>
<b>Total</b>	<b>922 599</b>	<b>-</b>	<b>500</b>	<b>923 099</b>	<b>903 040</b>	<b>20 059</b>	<b>97.8</b>	<b>906 686</b>	<b>904 094</b>

**DEPARTMENT OF THE PREMIER  
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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>4.1 PROGRAMME SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>8 332</b>	<b>265</b>	-	<b>8 597</b>	<b>8 317</b>	<b>280</b>	<b>96.7</b>	<b>7 808</b>	<b>7 785</b>
Compensation of employees	7 882	279	-	8 161	8 149	12	99.9	7 642	7 633
Good and services	450	(14)	-	436	168	268	38.5	166	152
<b>Transfers and subsidies</b>	-	<b>2</b>	-	<b>2</b>	<b>1</b>	<b>1</b>	<b>50.0</b>	<b>1</b>	<b>1</b>
Departmental agencies and accounts	-	1	-	1	1	-	100.0	1	1
Households	-	1	-	1	-	1	-	-	-
<b>Payments for capital assets</b>	<b>2</b>	<b>6</b>	-	<b>8</b>	<b>8</b>	-	<b>100.0</b>	-	-
Machinery and equipment	2	6	-	8	8	-	100.0	-	-
<b>Payments for financial assets</b>	-	<b>14</b>	-	<b>14</b>	<b>14</b>	-	<b>100.0</b>	-	-
<b>Total</b>	<b>8 334</b>	<b>287</b>	-	<b>8 621</b>	<b>8 340</b>	<b>281</b>	<b>96.7</b>	<b>7 809</b>	<b>7 786</b>

<b>4.2 STRATEGIC ICT SERVICES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>79 465</b>	<b>(6 107)</b>	-	<b>73 358</b>	<b>65 870</b>	<b>7 488</b>	<b>89.8</b>	<b>67 089</b>	<b>67 016</b>
Compensation of employees	33 016	(2 447)	-	30 569	28 398	2 171	92.9	27 081	27 065
Goods and services	46 449	(3 660)	-	42 789	37 472	5 317	87.6	40 008	39 951
<b>Transfers and subsidies</b>	<b>21 742</b>	<b>59</b>	<b>500</b>	<b>22 301</b>	<b>21 098</b>	<b>1 203</b>	<b>94.6</b>	<b>19 879</b>	<b>18 674</b>
Departmental agencies and accounts	1 202	(1 199)	-	3	2	1	66.7	3	2
Non-profit institutions	20 500	1 200	500	22 200	21 000	1 200	94.6	19 800	18 600
Households	40	58	-	98	96	2	98.0	76	72
<b>Payments for capital assets</b>	<b>506</b>	<b>383</b>	-	<b>889</b>	<b>884</b>	<b>5</b>	<b>99.4</b>	<b>601</b>	<b>593</b>
Machinery and equipment	506	383	-	889	884	5	99.4	384	376
Software and other intangible assets	-	-	-	-	-	-	-	217	217
<b>Payments for financial assets</b>	-	<b>6</b>	-	<b>6</b>	<b>4</b>	<b>2</b>	<b>66.7</b>	<b>1</b>	-
<b>Total</b>	<b>101 713</b>	<b>(5 659)</b>	<b>500</b>	<b>96 554</b>	<b>87 856</b>	<b>8 698</b>	<b>91.0</b>	<b>87 570</b>	<b>86 283</b>

**DEPARTMENT OF THE PREMIER  
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**APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

<b>4.3 GITO MANAGEMENT SERVICES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>473 013</b>	<b>4 526</b>	-	<b>477 539</b>	<b>477 423</b>	<b>116</b>	<b>100.0</b>	<b>481 684</b>	<b>481 554</b>
Compensation of employees	156 436	1 829	-	158 265	158 237	28	100.0	148 229	148 201
Goods and services	316 577	2 697	-	319 274	319 186	88	100.0	333 455	333 353
<b>Transfers and subsidies</b>	<b>16</b>	<b>282</b>	-	<b>298</b>	<b>295</b>	<b>3</b>	<b>99.0</b>	<b>255</b>	<b>218</b>
Departmental agencies and accounts	4	2	-	6	5	1	83.3	5	5
Households	12	280	-	292	290	2	99.3	250	213
<b>Payments for capital assets</b>	<b>48 630</b>	<b>(389)</b>	-	<b>48 241</b>	<b>41 178</b>	<b>7 063</b>	<b>85.4</b>	<b>78 011</b>	<b>77 996</b>
Machinery and equipment	48 630	(389)	-	48 241	41 178	7 063	85.4	78 011	77 996
<b>Payments for financial assets</b>	<b>-</b>	<b>215</b>	-	<b>215</b>	<b>213</b>	<b>2</b>	<b>99.1</b>	<b>28</b>	<b>26</b>
<b>Total</b>	<b>521 659</b>	<b>4 634</b>	-	<b>526 293</b>	<b>519 109</b>	<b>7 184</b>	<b>98.6</b>	<b>559 978</b>	<b>559 794</b>

<b>4.4 CONNECTED GOVERNMENT AND UNIFIED COMMUNICATIONS</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>236 406</b>	<b>(1)</b>	-	<b>236 405</b>	<b>232 521</b>	<b>3 884</b>	<b>98.4</b>	<b>181 580</b>	<b>180 509</b>
Compensation of employees	2 567	-	-	2 567	2 335	232	91.0	3 286	2 226
Goods and services	233 839	(1)	-	233 838	230 186	3 652	98.4	178 294	178 283
<b>Transfers and subsidies</b>	<b>-</b>	<b>1</b>	-	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>
Departmental agencies and accounts	-	1	-	1	-	1	-	1	1
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>417</b>	<b>417</b>
Machinery and equipment	-	-	-	-	-	-	-	417	417
<b>Total</b>	<b>236 406</b>	<b>-</b>	-	<b>236 406</b>	<b>232 521</b>	<b>3 885</b>	<b>98.4</b>	<b>181 998</b>	<b>180 927</b>

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<b>4.5 TRANSVERSAL APPLICATIONS DEVELOPMENT AND SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>54 487</b>	<b>737</b>	-	<b>55 224</b>	<b>55 213</b>	<b>11</b>	<b>100.0</b>	<b>68 941</b>	<b>68 917</b>
Compensation of employees	-	39	-	39	36	3	92.3	3 834	3 822
Goods and services	54 487	698	-	55 185	55 177	8	100.0	65 107	65 095
<b>Transfers and subsidies</b>	-	<b>1</b>	-	<b>1</b>	<b>1</b>	-	<b>100.0</b>	<b>1</b>	-
Departmental agencies and accounts	-	1	-	1	1	-	100.0	1	-
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	<b>389</b>	<b>387</b>
Machinery and equipment	-	-	-	-	-	-	-	368	367
Software and other intangible assets	-	-	-	-	-	-	-	21	20
<b>Total</b>	<b>54 487</b>	<b>738</b>	-	<b>55 225</b>	<b>55 214</b>	<b>11</b>	<b>100.0</b>	<b>69 331</b>	<b>69 304</b>

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*for the year ended 31 March 2018*

<b>Programme 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
1. Programme Support	2 609	174	-	2 783	2 769	14	99.5	2 621	2 608
2. Enterprise Risk Management	7 548	(1 179)	-	6 369	5 542	827	87.0	6 822	6 146
3. Internal Audit	40 358	704	(860)	40 202	39 314	888	97.8	40 905	40 151
4. Provincial Forensic Services	15 301	132	-	15 433	14 101	1 332	91.4	15 264	13 484
5. Legal Services	41 328	-	-	41 328	39 193	2 135	94.8	37 597	35 940
6. Corporate Communication	16 846	169	-	17 015	16 797	218	98.7	13 772	13 081
<b>Total for sub programmes</b>	<b>123 990</b>	<b>-</b>	<b>(860)</b>	<b>123 130</b>	<b>117 716</b>	<b>5 414</b>	<b>95.6</b>	<b>116 981</b>	<b>111 410</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>123 120</b>	<b>(100)</b>	<b>(860)</b>	<b>122 160</b>	<b>116 934</b>	<b>5 226</b>	<b>95.7</b>	<b>115 770</b>	<b>110 419</b>
<b>Compensation of employees</b>	103 547	(79)	-	103 468	100 778	2 690	97.4	99 200	95 929
Salaries and wages	92 729	(576)	-	92 153	89 654	2 499	97.3	87 706	85 552
Social contributions	10 818	497	-	11 315	11 124	191	98.3	11 494	10 377
<b>Goods and services</b>	<b>19 573</b>	<b>(21)</b>	<b>(860)</b>	<b>18 692</b>	<b>16 156</b>	<b>2 536</b>	<b>86.4</b>	<b>16 570</b>	<b>14 490</b>
Administrative fees	15	6	-	21	18	3	85.7	22	17
Advertising	3 325	103	-	3 428	3 427	1	100.0	693	692
Minor assets	130	41	-	171	152	19	88.9	110	101
Catering: Departmental activities	139	(59)	-	80	78	2	97.5	136	131
Communication	341	885	-	1 226	1 200	26	97.9	293	278
Computer services	2 855	(786)	(360)	1 709	923	786	54.0	2 675	1 439
Consultants: Business and advisory services	4 890	(42)	-	4 848	4 405	443	90.9	3 020	2 886
Legal services	566	46	-	612	402	210	65.7	796	748
Contractors	141	(36)	-	105	100	5	95.2	192	188
Agency and support / outsourced services	1 191	146	(500)	837	251	586	30.0	3 029	2 760
Entertainment	15	(14)	-	1	-	1	-	4	3
Fleet services	144	45	-	189	184	5	97.4	171	132

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<b>Programme 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE)</b>									
	<b>2017/18</b>							<b>2016/17</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable supplies	166	(40)	-	126	90	36	71.4	94	79
Consumable: Stationery, printing and office supplies	330	(95)	-	235	224	11	95.3	387	376
Operating leases	311	(32)	-	279	278	1	99.6	274	269
Travel and subsistence	794	41	-	835	767	68	91.9	766	720
Training and development	1 158	91	-	1 249	933	316	74.7	801	770
Operating payments	2 909	(355)	-	2 554	2 541	13	99.5	3 047	2 844
Venues and facilities	151	(93)	-	58	57	1	98.3	57	55
Rental and hiring	2	127	-	129	126	3	97.7	3	2
<b>Transfers and subsidies</b>	<b>55</b>	<b>81</b>	<b>-</b>	<b>136</b>	<b>130</b>	<b>6</b>	<b>95.6</b>	<b>109</b>	<b>99</b>
Departmental agencies and accounts	3	2	-	5	3	2	60.0	8	3
Departmental agencies	3	2	-	5	3	2	60.0	8	3
Households	52	79	-	131	127	4	96.9	101	96
Social benefits	52	79	-	131	127	4	96.9	101	96
<b>Payments for capital assets</b>	<b>815</b>	<b>-</b>	<b>-</b>	<b>815</b>	<b>634</b>	<b>181</b>	<b>77.8</b>	<b>1 102</b>	<b>892</b>
Machinery and equipment	815	-	-	815	634	181	77.8	1 102	892
Transport equipment	285	64	-	349	332	17	95.1	316	312
Other machinery and equipment	530	(64)	-	466	302	164	64.8	786	580
<b>Payments for financial assets</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>94.7</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>123 990</b>	<b>-</b>	<b>(860)</b>	<b>123 130</b>	<b>117 716</b>	<b>5 414</b>	<b>95.6</b>	<b>116 981</b>	<b>111 410</b>



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*for the year ended 31 March 2018*

<b>5.1 PROGRAMME SUPPORT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>2 607</b>	<b>174</b>	-	<b>2 781</b>	<b>2 769</b>	<b>12</b>	<b>99.6</b>	<b>2 593</b>	<b>2 583</b>
Compensation of employees	2 426	152	-	2 578	2 572	6	99.8	2 398	2 395
Good and services	181	22	-	203	197	6	97.0	195	188
<b>Transfers and subsidies</b>	<b>1</b>	-	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
<b>Payments for capital assets</b>	<b>1</b>	-	-	<b>1</b>	-	<b>1</b>	-	<b>27</b>	<b>25</b>
Machinery and equipment	1	-	-	1	-	1	-	27	25
<b>Total</b>	<b>2 609</b>	<b>174</b>	-	<b>2 783</b>	<b>2 769</b>	<b>14</b>	<b>99.5</b>	<b>2 621</b>	<b>2 608</b>

<b>5.2 ENTERPRISE RISK MANAGEMENT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>7 525</b>	<b>(1 184)</b>	-	<b>6 341</b>	<b>5 518</b>	<b>823</b>	<b>87.0</b>	<b>6 818</b>	<b>6 144</b>
Compensation of employees	6 646	(1 157)	-	5 489	5 060	429	92.2	6 026	5 954
Goods and services	879	(27)	-	852	458	394	53.8	792	190
<b>Transfers and subsidies</b>	<b>20</b>	-	-	<b>20</b>	<b>20</b>	-	<b>100.0</b>	-	-
Households	20	-	-	20	20	-	100.0	-	-
<b>Payments for capital assets</b>	<b>3</b>	-	-	<b>3</b>	-	<b>3</b>	-	<b>4</b>	<b>2</b>
Machinery and equipment	3	-	-	3	-	3	-	4	2
<b>Payments for financial assets</b>	-	<b>5</b>	-	<b>5</b>	<b>4</b>	<b>1</b>	<b>80.0</b>	-	-
<b>Total</b>	<b>7 548</b>	<b>(1 179)</b>	-	<b>6 369</b>	<b>5 542</b>	<b>827</b>	<b>87.0</b>	<b>6 822</b>	<b>6 146</b>

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<b>5.3 INTERNAL AUDIT</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>40 110</b>	<b>597</b>	<b>(860)</b>	<b>39 847</b>	<b>38 962</b>	<b>885</b>	<b>97.8</b>	<b>40 141</b>	<b>39 391</b>
Compensation of employees	33 575	970	-	34 545	34 540	5	100.0	34 476	33 871
Goods and services	6 535	(373)	(860)	5 302	4 422	880	83.4	5 665	5 520
<b>Transfers and subsidies</b>	<b>25</b>	<b>37</b>	<b>-</b>	<b>62</b>	<b>60</b>	<b>2</b>	<b>96.8</b>	<b>36</b>	<b>34</b>
Departmental agencies and accounts	-	2	-	2	1	1	50.0	2	1
Households	25	35	-	60	59	1	98.3	34	33
<b>Payments for capital assets</b>	<b>223</b>	<b>70</b>	<b>-</b>	<b>293</b>	<b>292</b>	<b>1</b>	<b>99.7</b>	<b>728</b>	<b>726</b>
Machinery and equipment	223	70	-	293	292	1	99.7	728	726
<b>Total</b>	<b>40 358</b>	<b>704</b>	<b>(860)</b>	<b>40 202</b>	<b>39 314</b>	<b>888</b>	<b>97.8</b>	<b>40 905</b>	<b>40 151</b>

<b>5.4 PROVINCIAL FORENSIC SERVICES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>15 221</b>	<b>(48)</b>	<b>-</b>	<b>15 173</b>	<b>13 846</b>	<b>1 327</b>	<b>91.3</b>	<b>15 219</b>	<b>13 443</b>
Compensation of employees	12 808	(34)	-	12 774	12 050	724	94.3	12 074	10 938
Goods and services	2 413	(14)	-	2 399	1 796	603	74.9	3 145	2 505
<b>Transfers and subsidies</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>34</b>	<b>33</b>	<b>1</b>	<b>97.1</b>	<b>22</b>	<b>20</b>
Departmental agencies and accounts	-	-	-	-	-	-	-	1	-
Households	-	34	-	34	33	1	97.1	21	20
<b>Payments for capital assets</b>	<b>80</b>	<b>132</b>	<b>-</b>	<b>212</b>	<b>208</b>	<b>4</b>	<b>98.1</b>	<b>23</b>	<b>21</b>
Machinery and equipment	80	132	-	212	208	4	98.1	23	21
<b>Payments for financial assets</b>	<b>-</b>	<b>14</b>	<b>-</b>	<b>14</b>	<b>14</b>	<b>-</b>	<b>100.0</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>15 301</b>	<b>132</b>	<b>-</b>	<b>15 433</b>	<b>14 101</b>	<b>1 332</b>	<b>91.4</b>	<b>15 264</b>	<b>13 484</b>

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*for the year ended 31 March 2018*

<b>5.5 LEGAL SERVICES</b>									
Economic classification	2017/18							2016/17	
	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
<b>Current payments</b>	<b>41 118</b>	<b>(10)</b>	-	<b>41 108</b>	<b>39 093</b>	<b>2 015</b>	<b>95.1</b>	<b>37 557</b>	<b>35 907</b>
Compensation of employees	38 910	(10)	-	38 900	37 517	1 383	96.4	35 209	33 758
Goods and services	2 208	-	-	2 208	1 576	632	71.4	2 348	2 149
<b>Transfers and subsidies</b>	<b>8</b>	<b>10</b>	-	<b>18</b>	<b>16</b>	<b>2</b>	<b>88.9</b>	<b>35</b>	<b>32</b>
Departmental agencies and accounts	1	-	-	1	1	-	100.0	2	1
Households	7	10	-	17	15	2	88.2	33	31
<b>Payments for capital assets</b>	<b>202</b>	-	-	<b>202</b>	<b>84</b>	<b>118</b>	<b>41.6</b>	<b>5</b>	<b>1</b>
Machinery and equipment	202	-	-	202	84	118	41.6	5	1
<b>Total</b>	<b>41 328</b>	-	-	<b>41 328</b>	<b>39 193</b>	<b>2 135</b>	<b>94.8</b>	<b>37 597</b>	<b>35 940</b>

<b>5.6 CORPORATE COMMUNICATION</b>									
	2017/18							2016/17	
	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
<b>Current payments</b>	<b>16 539</b>	<b>371</b>	-	<b>16 910</b>	<b>16 746</b>	<b>164</b>	<b>99.0</b>	<b>13 442</b>	<b>12 951</b>
Compensation of employees	9 182	-	-	9 182	9 039	143	98.4	9 017	9 013
Goods and services	7 357	371	-	7 728	7 707	21	99.7	4 425	3 938
<b>Transfers and subsidies</b>	<b>1</b>	-	-	<b>1</b>	<b>1</b>	-	<b>100.0</b>	<b>15</b>	<b>13</b>
Departmental agencies and accounts	1	-	-	1	1	-	100.0	2	1
Households	-	-	-	-	-	-	-	13	12
<b>Payments for capital assets</b>	<b>306</b>	<b>(202)</b>	-	<b>104</b>	<b>50</b>	<b>54</b>	<b>48.1</b>	<b>315</b>	<b>117</b>
Machinery and equipment	306	(202)	-	104	50	54	48.1	315	117
<b>Total</b>	<b>16 846</b>	<b>169</b>	-	<b>17 015</b>	<b>16 797</b>	<b>218</b>	<b>98.7</b>	<b>13 772</b>	<b>13 081</b>

## **NOTES TO THE APPROPRIATION STATEMENT**

*for the year ended 31 March 2018*

**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	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Executive Support (Administration)	106 041	101 449	4 592	4.33
Provincial Strategic Management	55 023	50 284	4 739	8.61
People Management (CSC)	190 831	185 796	5 035	2.64
Centre for e-Innovation (CSC)	923 099	903 040	20 059	2.17
Corporate Assurance (CSC)	123 130	117 716	5 414	4.40
<b>Total</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>2.84</b>

Underspending under Executive Support (Administration) is due to changes in terms of the Water Resilience Plan from a short term approach to a more medium to long term approach in order to address all the issues.

Underspending under Provincial Strategic Management is due to staff exits and slower than anticipated filling of posts.

Underspending under People Management is due to staff exits and slower than anticipated filling of posts.

Underspending under Centre for e-Innovation is due to staff exits and slower than anticipated filling of posts, the delay in the procurement process for the Client Relationship Management System through SITA, a shift from capital expenditure to operating expenditure on the server side to cloud based services and delays in the delivery of network equipment. The payment with regard to the infotainment monitors for frontline facilities could not be processed in the interest of good governance due to the entity not complying with the prerequisites for transfers.

Underspending under Corporate Assurance is due to staff exits and slower than anticipated filling of posts.

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4.2 Per economic classification	Final Approp- riation	Actual Ex- penditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
<b>Current payments</b>				
Compensation of employees	586 818	572 959	13 859	2.36
Goods and services	731 988	715 511	16 477	2.25
<b>Transfers and subsidies</b>				
Provinces and municipalities				
Departmental agencies and ac- counts	45	32	13	28.89
Non-profit institutions	23 100	21 858	1 242	5.38
Households	1 469	1 450	19	1.29
<b>Payments for capital assets</b>				
Machinery and equipment	54 291	46 071	8 220	15.14
<b>Payments for financial assets</b>	413	404	9	2.18
<b>Total</b>	<b>1 398 124</b>	<b>1 358 285</b>	<b>39 839</b>	<b>2.84</b>

Underspending under Compensation of Employees is due to staff exits and slower than anticipated filling of posts.

Underspending under Goods and Services is due to changes in terms of the Water Resilience Plan from a short term approach to a more medium to long term approach in order to address all the issues and the delay in the procurement process for the Client Relationship Management System through SITA.

Underspending on Transfer Payments is due to the payment with regard to the infotainment monitors for frontline facilities which could not be processed in the interest of good governance due to the entity not complying with the prerequisites for transfers.

Underspending under Payments for capital assets is due to a shift from capital expenditure to operating expenditure on the server side to cloud based services platform and delays in the delivery of network equipment.

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**STATEMENT OF FINANCIAL PERFORMANCE**

*for the year ended 31 March 2018*

	Note	2017/18 R'000	2016/17 R'000
<b>REVENUE</b>			
Annual appropriation	1	1 398 124	1 364 850
Departmental revenue	2	2 326	1 655
<b>TOTAL REVENUE</b>		<b>1 400 450</b>	<b>1 366 505</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	3	572 959	544 460
Goods and services	4	715 511	692 763
<b>Total current expenditure</b>		<b>1 288 470</b>	<b>1 237 223</b>
<b>Transfers and subsidies</b>	6	<b>23 340</b>	<b>21 654</b>
<b>Expenditure for capital assets</b>			
Tangible assets	7	46 071	83 109
Intangible assets	7	-	237
<b>Total expenditure for capital assets</b>		<b>46 071</b>	<b>83 346</b>
<b>Payments for financial assets</b>	5	<b>404</b>	<b>721</b>
<b>TOTAL EXPENDITURE</b>		<b>1 358 285</b>	<b>1 342 944</b>
<b>SURPLUS FOR THE YEAR</b>		<b>42 165</b>	<b>23 561</b>
<b>Reconciliation of Net Surplus for the year</b>			
Voted funds	11	39 839	21 906
Departmental revenue	12	2 326	1 655
<b>SURPLUS FOR THE YEAR</b>		<b>42 165</b>	<b>23 561</b>

**DEPARTMENT OF THE PREMIER  
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**STATEMENT OF FINANCIAL POSITION  
as at 31 March 2018**

	Note	2017/18 R'000	2016/17 R'000
<b>ASSETS</b>			
<b>Current assets</b>		<b>39 475</b>	<b>21 802</b>
Cash and cash equivalents	8	33 045	19 278
Prepayments and advances	9	-	41
Receivables	10	6 430	2 483
<b>Non-current assets</b>		<b>1 273</b>	<b>634</b>
Receivables	10	1 273	634
<b>TOTAL ASSETS</b>		<b>40 748</b>	<b>22 436</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>		<b>40 580</b>	<b>22 311</b>
Voted funds to be surrendered to the Revenue Fund	11	39 839	21 906
Departmental revenue to be surrendered to the Revenue Fund	12	705	365
Payables	13	36	40
<b>TOTAL LIABILITIES</b>		<b>40 580</b>	<b>22 311</b>
<b>NET ASSETS</b>		<b>168</b>	<b>125</b>
<b>Represented by:</b>			
Recoverable revenue		168	125
<b>TOTAL</b>		<b>168</b>	<b>125</b>

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**STATEMENT OF CHANGES IN NET ASSETS  
for the year ended 31 March 2018**

	<i>Note</i>	2017/18 R'000	2016/17 R'000
<b>Recoverable revenue</b>			
Opening balance		125	111
Transfers:		<b>43</b>	<b>14</b>
Irrecoverable amounts written off	5.2	(6)	(28)
Debts recovered (included in departmental receipts)		49	42
Closing balance		<b>168</b>	<b>125</b>
<b>TOTAL</b>		<b>168</b>	<b>125</b>



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**CASH FLOW STATEMENT  
for the year ended 31 March 2018**

	<i>Note</i>	2017/18 R'000	2016/17 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		<b>1 402 172</b>	<b>1 368 219</b>
Annual appropriated funds received	1.1	1 398 124	1 364 850
Departmental revenue received	2	4 032	3 353
Interest received	2.2	16	16
Net (increase)/decrease in working capital		(4 549)	1 154
Surrendered to Revenue Fund		(25 646)	(75 139)
Current payments		(1 288 470)	(1 237 223)
Payments for financial assets	5	(404)	(721)
Transfers and subsidies paid	6	(23 340)	(21 654)
<b>Net cash flow available from operating activities</b>	<b>14</b>	<b>59 763</b>	<b>34 636</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	7	(46 071)	(83 346)
Proceeds from sale of capital assets	2.3	32	4
<b>Net cash flows from investing activities</b>		<b>(46 039)</b>	<b>(83 342)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in net assets		43	14
<b>Net cash flows from financing activities</b>		<b>43</b>	<b>14</b>
Net increase/(decrease) in cash and cash equivalents		13 767	(48 692)
Cash and cash equivalents at beginning of period		19 278	67 970
<b>Cash and cash equivalents at end of period</b>	<b>8</b>	<b>33 045</b>	<b>19 278</b>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>Summary of significant accounting policies</b>	
<p>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.</p> <p>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.</p> <p>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.</p>	
<b>1</b>	<p><b>Basis of preparation</b></p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard.</p>
<b>2</b>	<p><b>Going concern</b></p> <p>The financial statements have been prepared on a going concern basis.</p>
<b>3</b>	<p><b>Presentation currency</b></p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.</p>
<b>4</b>	<p><b>Rounding</b></p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
<b>5</b>	<p><b>Foreign currency translation</b></p> <p>Cash flows arising from foreign currency transactions are translated into South African Rand using the spot exchange rates prevailing at the date of payment / receipt.</p>
<b>6</b>	<p><b>Comparative information</b></p>
<b>6.1</b>	<p><b>Prior period comparative information</b></p> <p>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.</p>
<b>6.2</b>	<p><b>Current year comparison with budget</b></p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>7</b>	<b>Revenue</b>
<b>7.1</b>	<p><b>Appropriated funds</b></p> <p>Appropriated funds comprised of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).</p> <p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>
<b>7.2</b>	<p><b>Departmental revenue</b></p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
<b>8</b>	<b>Expenditure</b>
<b>8.1</b>	<b>Compensation of employees</b>
<b>8.1.1</b>	<p><b>Salaries and wages</b></p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
<b>8.1.2</b>	<p><b>Social contributions</b></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>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>8.2</b>	<p><b>Other expenditure</b></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>
<b>8.3</b>	<p><b>Accruals and payables not recognised</b></p> <p>Accrued expenditure payable is recorded in the notes to the financial statements at cost at the reporting date.</p>
<b>8.4</b>	<p><b>Leases</b></p>
<b>8.4.1</b>	<p><b>Operating leases</b></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>
<b>8.4.2</b>	<p><b>Finance leases</b></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"> <li>• cost, being the fair value of the asset; or</li> <li>• the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.</li> </ul>
<b>9</b>	<p><b>Cash and cash equivalents</b></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>
<b>10</b>	<p><b>Prepayments and advances</b></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>
<b>11</b>	<p><b>Loans and receivables</b></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>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>12</b>	<p><b>Payables</b></p> <p>Loans and payables are recognised in the statement of financial position at cost.</p>
<b>13</b>	<p><b>Capital assets</b></p>
<b>13.1</b>	<p><b>Immovable capital assets</b></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>
<b>13.2</b>	<p><b>Movable capital assets</b></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>
<b>13.3</b>	<p><b>Intangible assets</b></p> <p>Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department / entity in which case the completed project costs are transferred to that department.</p>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>14</b>	<b>Provisions and contingents</b>
<b>14.1</b>	<p><b>Provisions</b></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>
<b>14.2</b>	<p><b>Contingent liabilities</b></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>
<b>14.3</b>	<p><b>Contingent assets</b></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>
<b>14.4</b>	<p><b>Commitments</b></p> <p>Commitments (other than for transfers and subsidies) are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.</p>
<b>15</b>	<p><b>Unauthorised expenditure</b></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"> <li>• approved by Parliament or the Provincial Legislature with funding and the related funds are received; or</li> <li>• approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or</li> <li>• transferred to receivables for recovery.</li> </ul> <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>16</b>	<p><b>Fruitless and wasteful expenditure</b></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 for recovery.</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>
<b>17</b>	<p><b>Irregular expenditure</b></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 or not condoned and is not recoverable.</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>
<b>18</b>	<p><b>Changes in accounting policies, accounting estimates and errors</b></p> <p>Changes in accounting policies that are effected by management have been applied retrospectively 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 change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</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>
<b>19</b>	<p><b>Events after the reporting date</b></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>

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**ACCOUNTING POLICIES  
for the year ended 31 March 2018**

<b>20</b>	<p><b>Recoverable revenue</b></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 National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
<b>21</b>	<p><b>Related party transactions</b></p> <p>A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions within the Minister's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.</p> <p>Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.</p>
<b>22</b>	<p><b>Inventories</b></p> <p>At the date of acquisition, inventories are recognised at cost in the statement of financial performance.</p> <p>Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.</p> <p>The cost of inventories is assigned by using the weighted average cost basis.</p>
<b>23</b>	<p><b>Employee benefits</b></p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.</p>



**DEPARTMENT OF THE PREMIER  
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

**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	2017/18			2016/17	
	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 Support (Administration)	106 041	106 041	-	96 392	96 392
Provincial Strategic Management	55 023	55 023	-	62 787	62 787
People Management (CSC)	190 831	190 831	-	182 004	182 004
Centre for e-Innovation (CSC)	923 099	923 099	-	906 686	906 686
Corporate Assurance (CSC)	123 130	123 130	-	116 981	116 981
<b>Total</b>	<b>1 398 124</b>	<b>1 398 124</b>	<b>-</b>	<b>1 364 850</b>	<b>1 364 850</b>

**2. Departmental revenue**

	Note	2017/18 R'000	2016/17 R'000
Tax revenue			
Sales of goods and services other than capital assets	2.1	1 859	2 933
Interest, dividends and rent on land	2.2	16	16
Sales of capital assets	2.3	32	4
Transactions in financial assets and liabilities	2.4	2 173	420
Total revenue collected		<b>4 080</b>	<b>3 373</b>
Less: Own revenue included in appropriation	12	1 754	1 718
<b>Departmental revenue collected</b>		<b>2 326</b>	<b>1 655</b>

**2.1 Sales of goods and services other than capital assets**

Sales of goods and services produced by the department

		2017/18 R'000	2016/17 R'000
Sales by market establishment <sup>1</sup>	2	725	1 367
Administrative fees	2	1	-
Other sales <sup>2</sup>	2	1 133	1 566
<b>Total</b>		<b>1 859</b>	<b>2 933</b>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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	<i>Note</i>	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
<b>2.2 Interest, dividends and rent on land</b>			
Interest	2	16	16
<b>Total</b>		<b>16</b>	<b>16</b>
<b>2.3 Sales of capital assets</b>			
<b>Tangible assets</b>	2	<b>32</b>	<b>4</b>
Machinery and equipment	25.2	32	4
<b>Total</b>		<b>32</b>	<b>4</b>
<b>2.4 Transactions in financial assets and liabilities</b>			
Receivables	2	4	-
Other Receipts including Recoverable Revenue <sup>1</sup>	2	2 169	420
<b>Total</b>		<b>2 173</b>	<b>420</b>

1. The increase is mostly due to:

1.1 Long outstanding cases regarding losses arising from criminal acts that were found to be irrecoverable and written off against Revenue.

1.2 An unspent portion of a Provincial Unconditional grant paid to the City of Cape Town in respect of the 2015/2016 financial year that was refunded due to a scope change to the Western Cape Government Broadband Project – R1,62m.

**3. Compensation of employees**

**3.1 Salaries and wages**

	<i>Note</i>	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
Basic salary		408 971	386 224
Performance award		6 006	5 426
Service Based		407	719
Compensative/circumstantial		5 726	6 573
Periodic payments		2 053	2 939
Other non-pensionable allowances		84 057	81 045
<b>Total</b>		<b>507 220</b>	<b>482 926</b>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

	Note	2017/18 R'000	2016/17 R'000
<b>3.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		47 549	44 466
Medical		18 099	16 982
Bargaining council		91	86
<b>Total</b>		<b>65 739</b>	<b>61 534</b>
<b>Total compensation of employees</b>		<b>572 959</b>	<b>544 460</b>
Average number of employees		1 086	1 108
<b>4. Goods and services</b>			
Administrative fees <sup>1</sup>		172	186
Advertising <sup>2</sup>		11 913	7 429
Minor assets	4.1	1 650	2 265
Bursaries (employees)		1 086	637
Catering		1 995	733
Communication <sup>3</sup>		4 991	5 470
Computer services <sup>4</sup>	4.2	629 295	585 516
Consultants: Business and advisory services <sup>5</sup>		20 882	22 205
Legal services		402	748
Contractors <sup>6</sup>		4 287	1 838
Agency and support / outsourced services <sup>7</sup>		270	17 997
Entertainment		29	31
Audit cost – external	4.3	4 523	5 437
Fleet services <sup>8</sup>		3 547	3 187
Inventory <sup>9</sup>	4.4	80	6 718
Consumables	4.5	4 425	4 313
Operating leases		2 283	2 339
Property payments	4.6	1 771	2 273
Rental and hiring <sup>10</sup>		193	16
Transport provided as part of the departmental activities		9	-
Travel and subsistence	4.7	8 246	7 214
Venues and facilities <sup>11</sup>		2 697	3 324
Training and development <sup>12</sup>		6 094	8 456
Other operating expenditure	4.8	4 671	4 431
<b>Total</b>		<b>715 511</b>	<b>692 763</b>

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1	<u>Administrative fees</u> : Includes expenditure relating to Banking charges (R0,013m) and Travel Agency fees (R 0,159m).
2.	<u>Advertising</u> : Includes expenditure relating to Promotional items (R0,422m), Marketing rights and campaigns (R7,672m), Advertising and recruitment (R 3,816m) and Tenders (R 0,003m). The increase is mostly due to expenses relating to the WCG Water and Drought Communication campaign.
3.	<u>Communication</u> : Includes expenditure relating to the usage of cellular phone for communication purposes (R1,40m), franking costs (R0,022m), radio & TV transmissions costs (R1, 08m), cost relating to monthly subscription for DSTV (R 0,029m), telephones, faxes, telegraphs and telex for communication purposes (R2,120m) and payments made for the installation or relocation of telephone systems (R0,333m). The decrease is mostly due to expenses relating to the usage of telephones, faxes, telegraphs and telex for communication purposes.
4.	<u>Computer services</u> : Expenditure for the utilisation of information technology, information systems and related services (R629,295m). The increase is due to the Broadband roll-out.
5.	<u>Consultants</u> : Includes amongst other expenditure relating to Business and Advisory services (R13,507m), specialist services and skills provided by the Audit Committee Members, Accountants and Auditors (R2,790m), Human Resource Management (R1,366m), Project Management, Qualification Verification Editors and Translators (R2,800m).
6.	<u>Contractors</u> : Includes costs relating to hiring of Artists and Performers (R0, 019), Event Promoters (R 0,136m), Interior Decorators (R0,001m), Plants & Flowers (R0,024m), Graphic Designers (R0, 051m), Photographers (R0,079m), Transport and relocation costs (R0,066m), Stage and Sound Crew (R 0,057m), Security services and safeguarding (R 0,977m), Maintenance and Repairs of assets (R0,070m), Audio-visual material (R 0,681m), Employee Wellness (R2, 126m). The increase is mostly due to expenses relating to Audio-visual material and Employee Wellness.
7.	<u>Agency and support/outsourced services</u> : Agency and support services of administrative and support staff (R0,270m). The significant decrease is due to the change that took place in SCOA from 1/4/2018 when the lower level items were terminated by NT.
8.	<u>Fleet services</u> : Total kilometres travelled by Government Garage vehicles per logged trip (R 3,518m)
9.	<u>Inventory Assets for distribution</u> : Telephones for distribution to other departments (R 0,080m).
10	<u>Rental and Hiring</u> : Once-off payment for the temporary use of an item which is owned by an external party (R0,193m). The increase is due to short term rental and hiring of equipment required by PTE for training interventions e.g. PAY Interns.
11.	<u>Venues and facilities</u> : Cost incurred when using venues and/or facilities not available within the normal business premises of the department (R2,697m). The decrease is due the implementation of cost containment measures.
12.	<u>Training and development</u> : Training and development provided to employees and non-employees as well as training materials (R6,094m) The demand for training particularly within the IT environment decreased.

**4.1 Minor assets**

	Note	2017/18 R'000	2016/17 R'000
<b>Tangible assets</b>		<b>1 650</b>	<b>2 265</b>
Machinery and equipment	4	1 650	2 265
<b>Total</b>	25.4	<b>1 650</b>	<b>2 265</b>

**4.2 Computer services**

SITA computer services <sup>1</sup>	4	304 324	261 601
External computer service providers	4	324 971	323 915
<b>Total</b>		<b>629 295</b>	<b>585 516</b>

<sup>1</sup> The increase of SITA computer services is due to the Broadband roll-out.

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	Note	2017/18 R'000	2016/17 R'000
<b>4.3 Audit cost – External</b>			
Regularity audits	4	4 523	5 437
<b>Total</b>		<b>4 523</b>	<b>5 437</b>
<b>4.4 Inventory</b>			
Other Supplies	4	80	6 718
<b>Total</b>	4.4.1	<b>80</b>	<b>6 718</b>
<b>4.4.1 Other supplies</b>			
Assets for distribution		80	6 718
Machinery and equipment	4.4	80	6 718
<b>Total</b>	Annex 8	<b>80</b>	<b>6 718</b>
<b>4.5 Consumables</b>			
Consumable supplies		1 480	1 684
Uniform and clothing	4	114	107
Household supplies	4	672	522
IT Consumables	4	562	962
Other consumables <sup>1</sup>	4	132	93
Stationery, printing and office supplies	4	2 945	2 629
<b>Total</b>		<b>4 425</b>	<b>4 313</b>

<sup>1</sup> Included in this note is mostly expenditure for gifts and awards (R0,076m), bags and accessories (R0,055m).

<b>4.6 Property payments</b>			
Property management fees	4	6	5
Other <sup>1</sup>	4	1 765	2 268
<b>Total</b>		<b>1 771</b>	<b>2 273</b>

<sup>1</sup> Included in this note is mostly expenditure for security services (R0,275m), gardening services (R0,097m), cleaning services (R0,137m) at various offices, fees for the management of the cafeteria at the Provincial Training Institute (R0,699m) and day to day maintenance and the activation of two boreholes by external contractors at the Provincial Training Institute (R0,555m).

<b>4.7 Travel and subsistence</b>			
Local	4	6 936	6 289
Foreign <sup>1</sup>	4	1 310	925
<b>Total</b>		<b>8 246</b>	<b>7 214</b>

<sup>1</sup> In the reporting period the Premier, supported by relevant officials, has undertaken four official visits abroad. Destinations included England, Ghana, Thailand and Vietnam.

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	Note	2017/18 R'000	2016/17 R'000
<b>4.8 Other operating expenditure</b>			
Professional bodies, membership and subscription fees	4	1 069	898
Resettlement costs	4	200	285
Printing and publication costs	4	3 326	3 217
Other <sup>1</sup>	4	76	31
<b>Total</b>		<b>4 671</b>	<b>4 431</b>

<sup>1</sup>Included in "Other" is expenditure for courier services (R0,046m) and an amount of (R0,030m) that was paid for achievements and awards material.

**5. Payments for financial assets**

Other material losses written off	5.1	14	693
Debts written off	5.2	6	28
Material losses through criminal conduct		384	-
Theft	5.3	384	-
Other material losses		-	-
<b>Total</b>		<b>404</b>	<b>721</b>

**5.1 Other material losses written off**

**Nature of losses**

Damages to Government Garage Vehicles (3 cases)	5	14	19
Amount found irregular, not condoned and not recoverable	5	-	1
Penalties raised by SARS on prescribed cases	5	-	434
Transfer payments to NPO's irrecoverable	5	-	239
<b>Total</b>		<b>14</b>	<b>693</b>

**5.2 Debts written off**

**Other debt written off**

Irrecoverable debt written off (10 cases)	5	6	28
<b>Total debt written off</b>		<b>6</b>	<b>28</b>

**5.3 Details of theft**

**Nature of theft**

Machinery and Equipment <sup>1</sup>	5	384	-
<b>Total</b>		<b>384</b>	<b>-</b>

<sup>1</sup>Number of cases: 22

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	Note	2017/18 R'000	2016/17 R'000
<b>6. Transfers and subsidies</b>			
Departmental agencies and accounts	Annex 1	32	530
Non-profit institutions	Annex 2	21 500	19 100
Households	Annex 3	1 808	2 024
<b>Total</b>		<b>23 340</b>	<b>21 654</b>
<b>7. Expenditure for capital assets</b>			
<b>Tangible assets</b>		<b>46 071</b>	<b>83 109</b>
Machinery and equipment <sup>1</sup>	25.1 & 27.1	46 071	83 109
<b>Intangible assets</b>		<b>-</b>	<b>237</b>
Software	26.1	-	237
<b>Total</b>		<b>46 071</b>	<b>83 346</b>

<sup>1</sup>The downward movement is mostly due to the following:

<sup>1.1</sup> A reduced budget allocation in 2017/2018.

<sup>1.2</sup> A shift from capital expenditure to operating expenditure on the server side to cloud based services and delays in the delivery of network equipment.

**7.1 Analysis of funds utilised to acquire capital assets – 2017/18**

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
<b>Tangible assets</b>	<b>46 071</b>	<b>-</b>	<b>46 071</b>
Machinery and equipment	46 071	-	46 071
<b>Intangible assets</b>	<b>-</b>	<b>-</b>	<b>-</b>
Software	-	-	-
<b>Total</b>	<b>46 071</b>	<b>-</b>	<b>46 071</b>

**7.2 Analysis of funds utilised to acquire capital assets – 2016/17**

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
<b>Tangible assets</b>	<b>83 109</b>	<b>-</b>	<b>83 109</b>
Machinery and equipment	83 109	-	83 109
<b>Intangible assets</b>	<b>237</b>	<b>-</b>	<b>237</b>
Software	237	-	237
<b>Total</b>	<b>83 346</b>	<b>-</b>	<b>83 346</b>

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**7.3 Finance lease expenditure included in Expenditure for capital assets**

	Note	2017/18 R'000	2016/17 R'000
<b>Tangible assets</b>			
Machinery and equipment		6 820	6 150
<b>Total</b>		<b>6 820</b>	<b>6 150</b>

**8. Cash and cash equivalents**

Consolidated Paymaster General Account <sup>1</sup>		33 014	19 247
Cash on hand		31	31
<b>Total</b>		<b>33 045</b>	<b>19 278</b>

*1. The cash surplus is mainly due to:*

*1.1 Underspending on Compensation of Employees:*

*Staff exits and slow filling of posts.*

*1.2 Underspending on Goods and Services:*

*Change in the Water Resilience Plan from a short term to a more medium to long term approach.*

*Delay in the procurement process for the Client Relationship Management System through SITA.*

*1.3 Underspending on Transfer Payment:*

*The payment with regard to the infotainment monitors for frontline facilities could not be processed in the interest of good governance as the entity did not comply with the prerequisites for transfers.*

*1.4 Underspending on Payments for capital assets:*

*A shift from capital expenditure to operating expenditure on the server side to cloud based services and delays in the delivery of network equipment.*



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	<i>Note</i>	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
<b>9. Prepayments and advances</b>			
Travel and subsistence		-	41
<b>Total</b>		-	41

	<i>Note</i>	<b>Amount as at 1 April 2017 R'000</b>	<b>Less: Re- ceived in the current year R'000</b>	<b>Add: Current Year prepay- ments R'000</b>	<b>Amount as at 31 March 2018 R'000</b>
<b>9.1 Prepayments (Expensed)</b>					
Transfers and subsidies <sup>1</sup>	<i>Annex 2</i>	2 763	20 253	21 500	4 010
<b>Total</b>		2 763	20 253	21 500	4 010

<sup>1</sup> The above amount relates to the unspent funds of Library Business Corners (LBC) and Cape Higher Education Consortium (CHEC) i.r.o. the 2016/2017 and 2017/2018 transfer payments.

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**10. Receivables**

		2017/18		2016/17			
	Current	Non-cur- rent	Total	Current	Non-cur- rent		
	R'000	R'000	R'000	R'000	R'000		
					Total		
					R'000		
Claims recov- erable	10.1	6 150	384	6 534	2 036	312	2 348
Recoverable expenditure	10.2	86	74	160	74	23	97
Staff debt	10.3	172	815	987	373	299	672
Fruitless and wasteful ex- penditure	10.4	22	-	22	-	-	-
<b>Total</b>		<b>6 430</b>	<b>1 273</b>	<b>7 703</b>	<b>2 483</b>	<b>634</b>	<b>3 117</b>

**10.1 Claims recoverable**

	Note	2017/18	2016/17
		R'000	R'000
National departments	Annex 6	48	102
Provincial departments	Annex 6	5 789	1 626
Public entities	Annex 6	85	78
Private enterprises	Annex 6	72	88
Local governments	Annex 6	540	454
<b>Total</b>	10	<b>6 534</b>	<b>2 348</b>

**10.2 Recoverable expenditure (disallowance accounts)**

Damages to Government Garage vehicles	10	155	97
Disallowance Miscellaneous account	10	5	-
<b>Total</b>		<b>160</b>	<b>97</b>

**10.3 Staff debt**

Departmental debt account	10	987	672
<b>Total</b>		<b>987</b>	<b>672</b>

**10.4 Fruitless and wasteful expenditure**

Transfers from note 22.1 Fruitless & Wasteful expenditure	10	22	-
<b>Total</b>	22.1	<b>22</b>	<b>-</b>

**10.5 Impairment of receivables**

Estimate of impairment of receivables		139	119
<b>Total</b>		<b>139</b>	<b>119</b>

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	<i>Note</i>	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
<b>11. Voted funds to be surrendered to the Revenue Fund</b>			
Opening balance		21 906	71 835
Prior period error		-	-
As restated		<u>21 906</u>	<u>71 835</u>
Transfer from statement of financial performance (as re-stated)		39 839	21 906
Paid during the year		<u>(21 906)</u>	<u>(71 835)</u>
<b>Closing balance</b>		<b><u>39 839</u></b>	<b><u>21 906</u></b>
<b>12. Departmental revenue to be surrendered to the Revenue Fund</b>			
Opening balance		365	296
Prior period error		-	-
As restated		<u>365</u>	<u>296</u>
Transfer from Statement of Financial Performance (as restated)		2 326	1 655
Own revenue included in appropriation		1 754	1 718
Paid during the year		<u>(3 740)</u>	<u>(3 304)</u>
<b>Closing balance</b>		<b><u>705</u></b>	<b><u>365</u></b>
<b>13. Payables – current</b>			
Clearing accounts	13.1	<u>36</u>	<u>40</u>
<b>Total</b>		<b><u>36</u></b>	<b><u>40</u></b>
<b>13.1 Clearing accounts</b>			
Disallowance Miscellaneous	13	-	20
Salary: Disallowance account	13	27	20
Unallocated receipts	13	<u>9</u>	<u>-</u>
<b>Total</b>		<b><u>36</u></b>	<b><u>40</u></b>
<b>14. Net cash flow available from operating activities</b>			
Net surplus as per Statement of Financial Performance		42 165	23 561
Add back non cash/cash movements not deemed operating activities		17 598	11 075
(Increase)/decrease in receivables – current		(4 586)	1 189
(Increase)/decrease in prepayments and advances		41	(41)
Increase/(decrease) in payables – current		(4)	6
Proceeds from sale of capital assets		(32)	(4)
Expenditure on capital assets		46 071	83 346
Surrenders to Revenue Fund		(25 646)	(75 139)
Own revenue included in appropriation		1 754	1 718
<b>Net cash flow generated by operating activities</b>		<b><u>59 763</u></b>	<b><u>34 636</u></b>

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	Note	2017/18 R'000	2016/17 R'000
<b>15. Reconciliation of cash and cash equivalents for cash flow purposes</b>			
Consolidated Paymaster General account		33 014	19 247
Cash on hand		31	31
<b>Total</b>		<b>33 045</b>	<b>19 278</b>

**16. Contingent liabilities and contingent assets**

**16.1 Contingent liabilities**

<b>Liable to</b>	<b>Nature</b>			
Housing loan guarantees	Employees	<i>Annex 4</i>	111	111
Claims against the department		<i>Annex 5</i>	428	3 586
Intergovernmental payables (unconfirmed balances)		<i>Annex 7</i>	3 781	1 196
<b>Total</b>			<b>4 320</b>	<b>4 893</b>

**16.2 Contingent assets**

*There are currently 149 PILIR cases under investigation at the Department of the Premier and at this stage the department is not able to reliably measure the PILIR cases.*

*For the year under review 86 cases were approved, 60 cases were declined and 3 cases are pending. The Corporate Services Centre continuously monitors these cases with Alexander Forbes. The amount cannot be reliably estimated.*

*At this stage the Department is not able to reliably measure the contingent asset in terms of the Government Employees Housing Scheme (GEHS) of the Individually Linked Savings Facility (ILSF), relating to resignations and termination of service.*

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**17. Commitments**

	Note	2017/18 R'000	2016/17 R'000
<b>Current expenditure</b>			
Approved and contracted		3 812 334	3 748 343
Approved but not yet contracted		1 808	1 808
		<u>3 814 142</u>	<u>3 750 151</u>
<b>Capital expenditure</b>			
Approved and contracted		10 145	10 182
		<u>10 145</u>	<u>10 182</u>
<b>Total Commitments</b>		<u>3 824 287</u>	<u>3 760 333</u>

*The following commitments are for longer than a year:*

- *Provision of Broadband services to the Western Cape Government (WCG) - R 3,193bn*
- *Procurement of a contracted Network Management service for the WCG - R 130m*
- *Procurement of Enterprise Architecture Services - R 17,21m*
- *Procurement of Business Analysis (Information Technology) Services - R 70m*
- *Procurement of a ICT Managed Security Service Provider for the Western Cape Government for a period of 24 months – R 10,93m*
- *Procurement of Corporate Governance Information Technology (IT) services for the WCG for – R 32m*
- *Procurement of Datacentre Colocation facilities to the WCG - R 38,1m*
- *Procurement of 13 x Leadership Values Assessments (LVA's) - R 0,8m*
- *Provision of Suitability Checks for a period of 36 months - R 3,4m*
- *Procurement of Personality Measure and Job Profiling Tool – R 2,4m*
- *Service Provider to provide a Suitable Queue Management Solution as a Service for the WCG – R 0,67m*
- *The Publishing and Distribution of the WCG Provincial Gazettes and Bills and Acts of Parliament - R 5m*
- *Rendering of Catering, Cleaning Services and Management of Accommodation - R 0,40m*
- *Provision of SITA services to the Western Cape Government (WCG) - R 99m*

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**18. Accruals and payables not recognised**

			2017/18	2016/17
			R'000	R'000
<b>18.1 Accruals</b>				
<b>Listed by economic classification</b>	<b>30 Days</b>	<b>30+ Days</b>	<b>Total</b>	<b>Total</b>
Goods and services	38 341	4 194	42 535	19 911
Capital assets	46	-	46	27
<b>Total</b>	<b>38 387</b>	<b>4 194</b>	<b>42 581</b>	<b>19 938</b>
<b>Listed by programme level</b>				
Executive Support (Administration)			2 592	1 747
Provincial Strategic Management			55	263
People Management (CSC)			719	1 724
Centre for e-Innovation (CSC)			39 058	15 878
Corporate Assurance (CSC)			157	326
<b>Total</b>			<b>42 581</b>	<b>19 938</b>

*Includes amongst other:*

- Audit costs in respect of March 2018 - R1,107 m
- External computer services for March 2018 - R5,817 m
- SITA computer services for March 2018 - R26,941 m
- Telkom services for March 2018 - R0,516 m
- Fleetman services for March 2018 - R0,898 m

**18.2 Payables not recognised**

			2017/18	2016/17
			R'000	R'000
<b>Listed by economic classification</b>	<b>30 Days</b>	<b>30+ Days</b>	<b>Total</b>	<b>Total</b>
Goods and services	291	8 577	8 868	92
Capital assets	-	143	143	-
<b>Total</b>	<b>291</b>	<b>8 720</b>	<b>9 011</b>	<b>92</b>
<b>Listed by programme level</b>				
Executive Support (Administration)			156	9
Provincial Strategic Management			14	3
People Management (CSC)			161	2
Centre for e-Innovation (CSC)			8 456	21
Corporate Assurance (CSC)			224	57
<b>Total</b>			<b>9 011</b>	<b>92</b>

*Includes amongst other:*

- External computer services for March 2018 – R8,374m

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	<i>Note</i>	<b>2017/18</b>	<b>2016/17</b>
		<b>R'000</b>	<b>R'000</b>
Confirmed balances with other departments	<i>Annex 7</i>	1	29
Confirmed balances with other government entities	<i>Annex 7</i>	897	834
<b>Total</b>		<b>898</b>	<b>863</b>

**19. Employee benefits**

Leave entitlement <sup>1</sup>	16 025	15 148
Service bonus (Thirteenth cheque)	12 668	11 848
Performance awards	3 158	5 994
Capped leave commitments	8 467	8 585
Long service awards <sup>2</sup>	471	306
Other <sup>3</sup>	290	116
<b>Total</b>	<b>41 079</b>	<b>41 997</b>

<sup>1</sup> A credit amount of R 1,539m 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.

<sup>2</sup> At this stage the department is not able to reliably measure the long term portion of the long service awards.

<sup>3</sup> Included in "Other" is an amount of R 0,290m in respect of overtime work performed in March 2018.

**20. Lease commitments**

**20.1 Operating leases expenditure**

<b>2017/18</b>	<b>Machinery and equip- ment</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>
Not later than 1 year	2 052	2 052
Later than 1 year and not later than 5 years	1 511	1 511
<b>Total lease commitments</b>	<b>3 562</b>	<b>3 562</b>
<b>2016/17</b>	<b>Machinery and equip- ment</b>	<b>Total</b>
	<b>R'000</b>	<b>R'000</b>
Not later than 1 year	1 877	1 877
Later than 1 year and not later than 5 years	2 032	2 032
<b>Total lease commitments</b>	<b>3 909</b>	<b>3 909</b>

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Included in the above totals are 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 expenditure (machinery and equipment)  
2017/18**

	<i>Note</i>	<b>Machinery and equip- ment R'000</b>	<b>Total R'000</b>
Not later than 1 year		250	250
Later than 1 year and not later than 5 years		25	25
<b>Total lease commitments</b>		<b>275</b>	<b>275</b>

**2016/17**

		<b>Machinery and equip- ment R'000</b>	<b>Total R'000</b>
Not later than 1 year		236	236
Later than 1 year and not later than 5 years		8	8
<b>Total lease commitments</b>		<b>244</b>	<b>244</b>

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 are presented below:

**20.3 Finance leases expenditure (Government Motor Transport)  
2017/18**

		<b>Machinery and equip- ment R'000</b>	<b>Total R'000</b>
Not later than 1 year		6 576	6 576
Later than 1 year and not later than 5 years		9 986	9 986
<b>Total lease commitments</b>		<b>16 562</b>	<b>16 562</b>

**2016/17**

		<b>Machinery and equip- ment R'000</b>	<b>Total R'000</b>
Not later than 1 year		5 837	5 837
Later than 1 year and not later than 5 years		9 425	9 425
<b>Total lease commitments</b>		<b>15 262</b>	<b>15 262</b>



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**21. Irregular expenditure**

**21.1 Reconciliation of irregular expenditure**

	Note	2017/18 R'000	2016/17 R'000
Opening balance		4 449	6 866
Prior period error		-	-
As restated		4 449	6 866
Add: Irregular expenditure – relating to prior year		2	-
Add: Irregular expenditure – relating to current year		474	900
Less: Prior year amounts condoned		(4 246)	(2 703)
Less: Current year amounts condoned		(2)	(51)
Less: Amounts not condoned and recoverable		(6)	-
Less: Amounts not condoned and not recoverable		(197)	(563)
<b>Closing balance</b>		<b>474</b>	<b>4 449</b>
<b>Analysis of awaiting condonation per age classification</b>			
Current year		472	849
Prior years		2	3 600
<b>Total</b>		<b>474</b>	<b>4 449</b>

*Subsequent to year end, six cases amounting to R81,280.30 were condoned and one case amounting to R33,763.45 was deemed as valid expenditure, therefore not recoverable (not condoned).*

**21.2 Details of irregular expenditure – added current year (relating to current and prior years)**

Incident	Disciplinary steps taken/criminal proceedings	2017/18 R'000
Non-compliance with procurement prescripts	Where applicable, cases as approved by the Accounting Officer are forwarded to the Employee Relations component for possible disciplinary action.	476
<b>Total</b>		<b>476</b>

**21.3 Details of irregular expenditure condoned**

Incident	Condoned by (condoning authority)	2017/18 R'000
The following relates to goods and services procured without approval:		
Repairs & maintenance and catering services	Accounting Officer	45
Venues & Facilities	Accounting Officer	499
Non-compliance to standard government procedures	Accounting Officer	12
Printing and copying services procured using an expired contract	Accounting Officer	219
SITA Engagement Model by DTPW	Accounting Officer	3 473
<b>Total</b>		<b>4 248</b>

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<b>21.4</b>	<b>Details of irregular expenditure recoverable (not condoned)</b>		<b>2017/18</b>
	<b>Incident</b>	<b>Not condoned by (condoning authority)</b>	<b>R'000</b>
	Overpayment of printing costs – recovered from supplier	Accounting Officer	6
	<b>Total</b>		<b>6</b>
<b>21.5</b>	<b>Details of irregular expenditure not recoverable (not condoned)</b>		<b>2017/18</b>
	<b>Incident</b>	<b>Not condoned by (condoning authority)</b>	<b>R'000</b>
	Course facilitators – work readiness programme – valid expense	Accounting Officer	34
	ADSL services rendered – valid expense	Accounting Officer	12
	Printing and copying services procured – valid expense	Accounting Officer	37
	Catering services – valid expense	Accounting Officer	3
	Printing costs – valid expense	Accounting Officer	6
	Venue & facilities – valid expense	Accounting Officer	105
	<b>Total</b>		<b>197</b>
<b>21.6</b>	<b>Prior period error</b>		<b>2017/18</b>
		<i>Note</i>	<b>R'000</b>
	<b>Nature of prior period error</b>		
	Relating to 2016/17 - Printing and copying services procured using an expired contract		2
	Total prior period errors		<b>2</b>
<b>22.</b>	<b>Fruitless and wasteful expenditure</b>		
<b>22.1</b>	<b>Reconciliation of fruitless and wasteful expenditure</b>		
		<b>2017/18</b>	<b>2016/17</b>
		<b>R'000</b>	<b>R'000</b>
	Opening balance	4	10
	Prior period error	-	-
	As restated	4	10
	Fruitless and wasteful expenditure – relating to prior year	-	-
	Fruitless and wasteful expenditure – relating to current year	26	-
	Less: Amounts resolved	(5)	(6)
	Less: Amounts transferred to receivables for recovery	10.4 (22)	-
	<b>Closing balance</b>	<b>3</b>	<b>4</b>

*Subsequent to year end, five cases amounting to R1,738.50 were resolved. These cases should not be regarded as a loss and are not fruitless and wasteful expenses but rather valid expenses.*

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	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
<b>22.2 Analysis of awaiting resolution per economic classification</b>		
Current	3	4
<b>Total</b>	<b>3</b>	<b>4</b>

**22.3 Analysis of Current year's (relating to current and prior years) fruitless and wasteful expenditure**

<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>	<b>2017/18 R'000</b>
Cancellation fees, penalty fees and after-hours service fees paid in respect of pre-booked flights, shuttle services and car hire	None	4
Cancellation fees, paid in respect of pre-booked car hire, accommodation and flights – transferred to receivables for recovery	None	2
Non-attendance of training programme – transferred to receivables for recovery	None	12
Duplicate Payment made to a supplier	None	2
External Facilitator procured due to rescheduled dates – transferred to receivables for recovered	None	6
		<b>26</b>
<b>Total</b>		

**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

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- 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**

	<b>No. of Individuals</b>	<b>2017/18 R'000</b>	<b>2016/17 R'000</b>
Political office bearers	1	2 261	2 173
Officials:			
Level 15 to 16	9	15 743	15 174
Level 14 <sup>1</sup>	19	22 555	20 241
<b>Total</b>		<b>40 559</b>	<b>37 588</b>

**Note:** Responsible Political office bearer – Premier Helen Zille

<sup>1</sup> Expenditure increase in the current year is due to an increase in the number of officials (x2).

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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**25. Movable Tangible Capital Assets**

**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance R'000	Value ad- justments R'000	Additions R'000	Disposals R'000	Closing Bal- ance R'000
<b>HERITAGE ASSETS</b>	-	-	-	-	-
Heritage assets	-	-	-	-	-
<b>MACHINERY AND EQUIP- MENT</b>	<b>436 504</b>	<b>4</b>	<b>52 228</b>	<b>11 408</b>	<b>477 328</b>
Transport assets	17 131	-	4 763	3 062	18 832
Computer equipment	405 871	4	45 590	7 899	443 566
Furniture and office equip- ment	8 431	-	446	184	8 693
Other machinery and equip- ment	5 071	-	1 429	263	6 237
<b>TOTAL MOVABLE TANGI- BLE CAPITAL ASSETS</b>	<b>436 504</b>	<b>4</b>	<b>52 228</b>	<b>11 408</b>	<b>477 328</b>

Movable Tangible Capital Assets under investigation	Number	Value R'000
<b>Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:</b>		
Machinery and equipment	79	1 279

*Included above are:*

- 36 assets that are less than 5 years old (original purchase value equals R0,682m) that have not yet been verified in the 2017/18 stock take.
- 38 assets that are more than 5 years but less than 10 years old (original purchase value equals R0,515m) that have not yet been verified in the 2017/18 stock take.
- 5 assets that are more than 10 years old (original purchase value equals R0,082m) that have not yet been verified in the 2017/18 stock take.
- Note that 1 of these assets valued at R0,021m has been reported as thefts and losses.

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**25.1 Additions**

**ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease pay- ments)	Received current, not paid (Paid cur- rent year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>HERITAGE ASSETS</b>	-	-	-	-	-
Heritage assets	-	-	-	-	-
<b>MACHINERY AND EQUIP- MENT</b>	<b>45 191</b>	<b>13 806</b>	<b>(6 820)</b>	<b>51</b>	<b>52 228</b>
Transport assets	6 406	4 763	(6 406)	-	4 763
Computer equipment	36 515	9 043	-	32	45 590
Furniture and office equipment	446	-	-	-	446
Other machinery and equip- ment	1 824	-	(414)	19	1 429
<b>TOTAL ADDITIONS TO MOV- ABLE TANGIBLE CAPITAL ASSETS</b>	<b>45 191</b>	<b>13 806</b>	<b>(6 820)</b>	<b>51</b>	<b>52 228</b>

**25.2 Disposals**

**DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Sold for cash	Non-cash disposal	Total dis- posals	Cash Re- ceived Ac- tual
	R'000	R'000	R'000	R'000
<b>HERITAGE ASSETS</b>	-	-	-	-
Heritage assets	-	-	-	-
<b>MACHINERY AND EQUIP- MENT</b>	<b>1 674</b>	<b>9 734</b>	<b>11 408</b>	<b>32</b>
Transport assets	-	3 062	3 062	-
Computer equipment	1 652	6 247	7 899	31
Furniture and office equipment	6	178	184	-
Other machinery and equipment	16	247	263	1
<b>TOTAL DISPOSAL OF MOVA- BLE TANGIBLE CAPITAL AS- SETS</b>	<b>1 674</b>	<b>9 734</b>	<b>11 408</b>	<b>32</b>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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**25.3 Movement for 2016/17**

**MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance	Value adjust- ments	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000	R'000
<b>HERITAGE ASSETS</b>	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-
<b>MACHINERY AND EQUIP- MENT</b>	<b>353 107</b>	-	-	<b>89 847</b>	<b>6 450</b>	<b>436 504</b>
Transport assets	17 379	-	-	-	248	17 131
Computer equipment	323 537	-	-	88 126	5 792	405 871
Furniture and office equipment	8 259	-	-	367	195	8 431
Other machinery and equipment	3 932	-	-	1 354	215	5 071
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>353 107</b>	-	-	<b>89 847</b>	<b>6 450</b>	<b>436 504</b>

**25.4 Minor assets**

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT  
31 MARCH 2018**

	Intangible assets	Heritage as- sets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Opening balance	-	-	21 665	21 665
Additions	4.1 -	-	1 605	1 605
Disposals	-	-	1 446	1 446
<b>TOTAL MINOR ASSETS</b>	-	-	<b>21 824</b>	<b>21 824</b>
	Intangible assets	Heritage as- sets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Number of minor assets at cost	-	-	11 792	11 792
<b>TOTAL NUMBER OF MINOR ASSETS</b>	-	-	<b>11 792</b>	<b>11 792</b>

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<b>Minor Capital Assets under investigation</b>	<b>Number</b>	<b>Value R'000</b>
<b>Included in the above total of the minor capital assets per the asset register are assets that are under investigation:</b>		
Machinery and equipment	215	342

*Included above are:*

- 118 assets that are less than 5 years old (original purchase value equals R0,178m) that have not yet been verified in the 2017/18 stock take.
- 89 assets that are more than 5 years but less than 10 years old (original purchase value equals R0,144m) that have not yet been verified in the 2017/18 stock take.
- 8 assets that are more than 10 years old (original purchase value equals R0,020m) that have not yet been verified in the 2017/18 stock take.

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2017**

	Intangible assets	Heritage assets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Opening balance	-	-	23 420	23 420
Additions	-	-	2 265	2 265
Disposals	-	-	4 020	4 020
<b>TOTAL MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>21 665</b>	<b>21 665</b>

	Intangible assets	Heritage assets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Number of minor assets at cost	-	-	11 799	11 799
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>11 799</b>	<b>11 799</b>

**25.5 Movable assets written off**

**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2018**

	Intangible assets	Heritage assets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Assets written off	-	-	3 058	3 058
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>3 058</b>	<b>3 058</b>



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**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2017**

	Intangible assets	Heritage assets	Machinery and equip- ment	Total
	R'000	R'000	R'000	R'000
Assets written off	-	-	12 585	12 585
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>12 585</b>	<b>12 585</b>

**26. Intangible Capital Assets**

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance	Value ad- justments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Software	31 845	-	-	-	31 845
<b>TOTAL INTANGIBLE CAPI- TAL ASSETS</b>	<b>31 845</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31 845</b>

**26.1 Movement for 2016/17**

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance	Prior pe- riod error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
Software	31 608	-	237	-	31 845
<b>TOTAL INTANGIBLE CAPI- TAL ASSETS</b>	<b>31 608</b>	<b>-</b>	<b>237</b>	<b>-</b>	<b>31 845</b>

**27. Immovable Tangible Capital Assets**

**MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance	Value ad- justments	Additions	Disposals	Closing Balance
	R'000		R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>271</b>	<b>-</b>	<b>880</b>	<b>-</b>	<b>1 151</b>
Other fixed structures	271	-	880	-	1 151
<b>TOTAL IMMOVABLE TAN- GIBLE CAPITAL ASSETS</b>	<b>271</b>	<b>-</b>	<b>880</b>	<b>-</b>	<b>1 151</b>

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**27.1 Additions**

**ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Cash R'000	Non-cash R'000	(Capital Work in Progress current costs and finance lease pay- ments) R'000	Received current, not paid (Paid cur- rent year, received prior year) R'000	Total R'000
<b>BUILDING AND OTHER FIXED STRUCTURES</b>	<b>880</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>880</b>
Other fixed structures	880	-	-	-	880
<b>TOTAL ADDITIONS TO IM- MOVABLE TANGIBLE CAPI- TAL ASSETS</b>	<b>880</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>880</b>

**27.2 Movement for 2016/17**

**MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Prior pe- riod error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>187</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>271</b>
Other fixed structures	187	-	84	-	271
<b>TOTAL IMMOVABLE TAN- GIBLE CAPITAL ASSETS</b>	<b>187</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>271</b>

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**28. Prior period errors**

**28.1 Correction of prior period errors**

	<i>Note</i>	<b>Amount be- fore error correction</b>	<b>Prior period error</b>	<b>Restated Amount</b>
		<b>2016/17 R'000</b>	<b>2017/18 R'000</b>	<b>2017/18 R'000</b>
<b>Other: Irregular expenditure</b>				
Relating to 2016/17 - Printing and copying services procured using an expired contract	21.1	4 449	2	4 451
<b>Net effect</b>		<b>4 449</b>	<b>2</b>	<b>4 451</b>

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**ANNEXURE 1**  
**STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

AGENCY	TRANSFER ALLOCATION				TRANSFER		2016/17 Appropriation Act R'000
	Adjusted Appropriation	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	
South African Broadcasting Corporation Limited	35	-	10	45	32	71	30
WESGRO	-	-	-	-	-	-	500
<b>TOTAL</b>	<b>35</b>	<b>-</b>	<b>10</b>	<b>45</b>	<b>32</b>	<b>-</b>	<b>530</b>

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ANNEXURE 2  
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	TRANSFER ALLOCATION				EXPENDITURE		2016/17 Appropriation Act R'000
	Adjusted Appropriation Act R'000	Roll overs	Adjust- ments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	
<b>Transfers</b>							
Library Business Corners	20 500	-	500	21 000	21 000	100	18 600
Cape Higher Education Consortium	500	-	-	500	500	100	500
<b>TOTAL</b>	<b>21 000</b>	<b>-</b>	<b>500</b>	<b>21 500</b>	<b>21 500</b>		<b>19 100</b>

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ANNEXURE 3  
STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2016/17 Appropriation Act
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	
<b>Transfers</b>							
Employees – Leave gratuities	564	-	847	1 411	1 397	99	1 289
Injury on duty	-	-	54	54	51	94	40
Claims against the State	-	-	4	4	3	75	333
Non-profit institutions - Donations	300	-	-	300	265	88	249
Non-profit institutions - Sponsorship	100	-	-	100	92	92	113
<b>TOTAL</b>	<b>964</b>	<b>-</b>	<b>905</b>	<b>1 869</b>	<b>1 808</b>	<b>-</b>	<b>2 024</b>

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**ANNEXURE 4**  
**STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2018 – LOCAL**

Guarantor institution	Guarantee in respect of	Original guarantee capital amount	Opening balance 1 April 2017	Guarantees drawn during the year	Guarantees repaid/ cancelled/ reduced/ re-leased during the year	Revaluations	Closing balance 31 March 2018	Guaranteed interest for year ended 31 March 2018	Realised losses not recoverable i.e. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Standard Bank	Housing	-	111	-	-	-	111	-	-
<b>TOTAL</b>		-	<b>111</b>	-	-	-	<b>111</b>	-	-

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ANNEXURE 5  
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2018

Nature of Liability	Opening Balance 1 April 2017 R'000	Liabilities incurred during the year R'000	Liabilities paid/cancelled/reduced during the year R'000	Liabilities recoverable R'000	Closing Balance 31 March 2018 R'000
<b>Claims against the department</b>					
Legal Services – Alleged unfair labour practice and interpretation of collective agreement (OSD) <sup>1</sup>	3 158	-	3 158	-	-
Ex-employee of the Provincial Development Council – Labour dispute	428	-	-	-	428
<b>TOTAL</b>	<b>3 586</b>	<b>-</b>	<b>3 158</b>	<b>-</b>	<b>428</b>

Note: <sup>1</sup> The legal advisors have not taken further steps to advance the litigation herein

Additional to the above, the application by the Premier, seeking a review and setting aside of the Public Protector's findings and remedial action in connection with the Premier's tweets on the legacy of colonialism, was issued in the High Court in Gauteng and served on the Public Protector and the Speaker of the Western Cape Provincial Parliament on 04 July 2018. The Department of the Premier will be responsible to pay for the services of, and expenses incurred by, the advocates whom the state attorney has briefed to prepare the application and to represent the Premier in court. These costs are difficult to estimate.



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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ANNEXURE 6  
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	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
<b>Department</b>								
WC Local Government	7	34	7	-	14	34	05.04.2018	7
WC Provincial Treasury	105	-	14	201	119	201	05.04.2018	96
WC Social Development	335	-	38	254	373	254	05.04.2018	335
WC Transport and Public Works	410	34	3	-	413	34	05.04.2018	3
WC Economic Development and Tourism	302	-	3	463	305	463	05.04.2018	300
WC Human Settlements	535	-	-	8	535	8	05.04.2018	535
WC Agriculture	78	-	4	1	82	1	05.04.2018	4
WC Health	-	-	982	38	982	38	05.04.2018	982
WC Cultural Affairs and Sport	-	-	2 001	-	2 001	-	05.04.2018	2 001
WC Community Safety	-	-	55	46	55	46	05.04.2018	6
WC Environmental Affairs and Development Planning	-	-	217	488	217	488	05.04.2018	209
WC Education	-	-	693	25	693	25	-	-
WC Parliament	-	33	-	-	-	33	-	-
South African Police Services	-	-	1	1	1	1	-	-
EC Roads and Public Works	-	-	-	30	-	30	-	-
Statistics South Africa	-	-	-	1	-	1	-	-
EC Education	-	-	33	33	33	33	-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018

ANNEXURE 6  
CLAIMS RECOVERABLE – CONTINUE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	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
<b>Department</b>								
Department: Public Works	-	-	-	23	-	23	-	-
Government Motor Transport	14	-	-	-	14	-	-	-
Department: Transport	-	-	-	15	-	15	-	-
Department: Social Development	-	-	15	-	15	-	-	-
<b>Sub-total</b>	<b>1 786</b>	<b>101</b>	<b>4 066</b>	<b>1 627</b>	<b>5 852</b>	<b>1 728</b>	-	<b>4 478</b>
<b>Other Government Entities</b>								
Western Cape Nature Board	-	-	1	4	1	4	-	-
Western Cape Liquor Authority	-	-	11	17	11	17	-	-
Independent Electoral Commission	-	-	1	-	1	-	-	-
Beaufort West Municipality	-	-	2	2	2	2	-	-
Bitou Municipality	-	-	28	21	28	21	-	-
Breede River Municipality	-	-	18	17	18	17	-	-
Cape Agulhas Municipality	-	-	2	-	2	-	-	-
Cederberg Municipality	-	-	4	3	4	3	-	-
Central Karoo Municipality	-	-	-	2	-	2	-	-
City of Cape Town Municipality	-	-	271	238	271	238	-	-

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018

ANNEXURE 6  
CLAIMS RECOVERABLE – CONTINUE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	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
Drakenstein Municipality	-	-	8	1	8	1	-	-
Eden District Municipality	-	-	6	-	6	-	-	-
George Municipality	-	-	4	2	4	2	-	-
Hessequa Municipality	-	-	(3)	8	(3)	8	-	-
Kannaland Municipality	-	-	35	33	35	33	-	-
Knysna Municipality	-	-	10	12	10	12	-	-
Laingsburg Municipality	-	-	(6)	(7)	(6)	(7)	-	-
Langeberg Municipality	-	-	4	4	4	4	-	-
Matzikama Municipality	-	-	19	15	19	15	-	-
Mosselbay Municipality	-	-	33	7	33	7	-	-
Municipal Demarcation Board	-	-	54	54	54	54	-	-
Overstrand Municipality	-	-	56	46	56	46	-	-
Prince Albert Municipality	-	-	1	1	1	1	-	-
Petroleum Agency SA	-	-	-	3	-	3	-	-
Saldanha Bay Municipality	-	-	4	4	4	4	-	-
Stellenbosch Municipality	-	-	11	1	11	1	-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018

**ANNEXURE 6  
CLAIMS RECOVERABLE – CONTINUE**

GOVERNMENT ENTITY	Confirmed balance out-standing		Unconfirmed balance out-standing		Total		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	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
Swartland Municipality	-	-	(8)	5	(8)	5	-	-
Swellendam Municipality	-	-	(6)	(5)	(6)	(5)	-	-
Theewaterskloof Municipality	-	-	17	15	17	15	-	-
West Coast Municipality	-	-	-	(1)	-	(1)	-	-
Witzenberg Municipality	-	-	32	30	32	30	-	-
<b>Sub-total</b>	-	-	<b>609</b>	<b>532</b>	<b>609</b>	<b>532</b>		
<b>PRIVATE ENTERPRISES</b>								
Other	-	-	73	88	73	88	-	-
<b>Sub-total</b>	-	-	<b>73</b>	<b>88</b>	<b>73</b>	<b>88</b>	-	-
<b>TOTAL</b>	<b>1 786</b>	<b>101</b>	<b>4 748</b>	<b>2 247</b>	<b>6 534</b>	<b>2 348</b>	-	-

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018

ANNEXURE 7  
INTER-GOVERNMENT PAYABLES

	Confirmed balance out-standing		Unconfirmed balance out-standing		TOTAL		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
<b>GOVERNMENT ENTITY</b>								
<b>DEPARTMENTS</b>								
<b>Current</b>								
Department: National School of Government	-	-	601	207	601	207	-	-
Department: Justice and Constitutional Development	-	-	738	234	738	234	-	-
South African Police Services	-	-	-	-	-	-	-	-
WC Health	-	20	-	-	-	20	-	-
WC Cultural Affairs & Sport	1	9	-	-	1	9	-	-
Department: Government Printing Works	-	-	-	1	-	1	-	-
WC Transport and Public Works	-	-	2 178	-	2 178	-	-	-
Department: Cooperative Governance	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>1</b>	<b>29</b>	<b>3 517</b>	<b>442</b>	<b>3 518</b>	<b>471</b>	<b>-</b>	<b>-</b>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2018

ANNEXURE 7  
INTER-GOVERNMENT PAYABLES – CONTINUE

GOVERNMENT ENTITY	Confirmed balance out-standing		Unconfirmed balance out-standing		TOTAL		Cash in transit at year end 2017/18	
	31/03/18	31/03/17	31/03/18	31/03/17	31/03/18	31/03/17	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
<b>Non-current</b>								
Department: Justice and Constitutional Development	-	-	-	491	-	-	-	-
Department: National School of Government	-	-	244	263	244	263	-	-
<b>Subtotal</b>	-	-	<b>244</b>	<b>754</b>	<b>244</b>	<b>754</b>	-	-
<b>TOTAL</b>	<b>1</b>	<b>29</b>	<b>3 761</b>	<b>1 196</b>	<b>3 762</b>	<b>1 225</b>	-	-
<b>OTHER GOVERNMENT ENTITY</b>								
<b>Current</b>								
Government Motor Transport	897	834	20	-	917	834	-	-
<b>Subtotal</b>	<b>897</b>	<b>834</b>	<b>20</b>	<b>-</b>	<b>917</b>	<b>834</b>	-	-
<b>TOTAL</b>	<b>898</b>	<b>863</b>	<b>3 781</b>	<b>1 196</b>	<b>4 679</b>	<b>2 059</b>	-	-

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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ANNEXURE 8  
INVENTORIES

	Note	2017/18		2016/17	
		Quantity	R'000	Quantity	R'000
INVENTORY					
Opening balance		3 925	6 180	-	-
Add/(Less): Adjustments to prior year balance <sup>1</sup>		(1)	2	-	-
Add: Additions/Purchases - Cash	4.4.1	250	80	4 971	6 718
Add: Additions - Non-cash		-	-	2 951	5 941
(Less): Disposals		(1 944)	(3 503)	-	-
(Less): Issues		(200)	(365)	(4 003)	(6 534)
Add/(Less): Adjustments <sup>2</sup>		-	1 238	6	55
<b>Closing balance</b>		<b>2 030</b>	<b>3 632</b>	<b>3 925</b>	<b>6 180</b>

Note: <sup>1</sup> the adjustment to the prior year balance, is as a result of a discrepancy identified between counting of physical telephones versus the balance on the system.

<sup>2</sup> the adjustment was done to reconcile quantities and values at year – end to balance on the system.











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**Western Cape  
Government**

Department of the Premier

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