

BUDGET STATEMENT NUMBER 2

DEPARTMENTAL ESTIMATES

VOTE NUMBER 1

PREMIER, DIRECTOR-GENERAL AND CORPORATE SERVICES

Responsible Political Office Bearer: Premier
Provincial Minister of Housing and Leader of the House (also responsible for Corporate Services)
Provincial Minister of Finance, Business Promotion and Tourism (Minister in the Office of the Premier)

Administration Department: Provincial Administration: Western Cape
Accounting Officer: Director-General

1. OVERVIEW

Mission

To enable the Premier and Director-General to fulfil their statutory and other functions.

Core functions

Provide support services to the Premier, including a communication service.

Support the Premier in administering youth matters, gender equality, the rights of the disabled and poverty relief.

Provide support services to the Director-General.

Support the Premier and Director-General in respect of intergovernmental relations and planning co-ordination.

Render an internal audit service.

Render a forensic audit service.

Provide a comprehensive computer service and management information systems.

Provide and maintain a real time Information Technology (IT) network infrastructure across all institutions and departments.

Provide centralised corporate services to provincial departments:

- Human resource management services

- Operational support services

- Provincial Training

Provide centralised legal services to provincial departments.

Strategic objectives

Ensure the effective overall management of the Provincial Government as required by the relevant statutory provisions.

Provide professional management support to the Premier and Cabinet, including intra- and intergovernmental relations and planning co-ordination.

To effectively and efficiently support the Premier in respect of youth matters, gender equality and rights of the disabled in the Western Cape and to develop a policy framework for poverty relief.

To pro-actively assist management and staff in provincial departments by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes (internal audit).

Develop the potential of IT and the integration thereof in the management of the administration.

Provide IT application systems to appropriately and timeously serve the executive, management and institutions.

Provide intranet and e-mail facilities as a modern day business tool to enhance administrative and management efficiency.

Ensure effective and efficient human resource management policies and practices.

Contribute to the enhancement of the overall efficiency of the Provincial Government by the rendering of efficient and other operational support services.

Provide professional support to the Province's legislative programme as well as other legal processes within the Provincial Government.

Provide a strategic communication service.

Strategic directions with regard to capital expenditure:

- To provide for computer hardware and infrastructure under Programme 3: Information Technology to equip users from all departments.

Statement of key Government outcomes

Effective and efficient support of the Provincial Executive to enable it to execute its statutory assigned responsibilities.

Effective overall management of the Provincial Government as required by the relevant statutory provisions.

Effectively managed intergovernmental relations.

Needs-orientated corporate services which contribute to the enhancement of effective governance.

Increased efficiency and productivity through the use of information technology.

Efficient transversal planning and planning co-ordination.

2. REVIEW 2000/01

While the 2000/2001 budget provided for the continued delivery of most services at current levels, additional funding was provided for in respect of the following key priorities:

The efficient operation of the internal audit function.

Further investment in human resource development with particular reference to functional personnel services training and computer literacy training.

The overall upgrading of especially external communication initiatives.

With effect from 1 October 2000, provision for Provincial Planning, Poverty Relief and LANOK was transferred to this vote.

From a departmental policy perspective, other matters that received particular attention were the following:

Further roll-out of the "Cabinet to the People" project, which aimed to arrange for the Cabinet to hold its meetings outside of Cape Town at least three times per annum. This would allow the Cabinet to interact with local communities outside of the Cape Metropolitan area, as well as for the community to meet the Ministers.

Extension of existing and new co-operation agreements between the Western Cape and other regional governments (nationally and internationally).

Execution of the objectives of the National Youth Commission Act, 1996, through the establishment of departmental and provincial youth structures.

Establishment of departmental and provincial gender structures (Gender Focal Units). The formulation of guidelines and policy, as well as the development and implementation of a training and education programme would have received attention. A communication strategy and awareness raising campaign was developed and implemented.

Special projects for the protection, promotion and enhancement of the rights of persons with disabilities were implemented. Co-ordinated research, programme planning and development activities were also undertaken, and an integrated Provincial Disability Strategy was developed.

Enhancement of capacity in respect of internal financial administration, provisioning, personnel and other support services was carried out.

The Information Technology Chief Directorate was transferred from the Provincial Department of Finance.

The computer network was increased from 5 800 to 7 100 end-users at 84 sites throughout the Western Cape (including electronic mail).

Master systems plans for departments were updated and IT Domain Architectures developed.

An Internet Café for personnel was established.

The implementation of the New Hospital Information System was started.

Upgrade of network infrastructure at Grand Central.

Further network connections to reach the 1000th school.

A www (world wide web) site was developed for the whole Administration.

The adjusted budget for the 2000/2001 financial year amounted to R150,689 million compared to an actual expenditure level of R99,394 million in 1999/2000. The increase was mainly due to IT increased spending on the Hospital Information System (HIS) implementation and increased SITA expenses due to more users.

The more logical combination of human resource management functions in order to maximise the strategic utilisation of scarce capacity was obtained through internal re-organisation.

Development of a strategic capacity regarding policy analysis and functional human resource management training was vested in the Directorate: Personnel Management.

Further development and implementation of the new management model, received special attention.

A methodology regarding Project: Transformation: Human Resource Management was implemented. A new management model for the public service was implemented with the coming into effect of the Public Service Act, 1994 (as amended) and the Public Service Regulations, 1999 (substituted by the Public Service Regulations, 2001 as from 1 January 2001). This regulatory framework necessitates the Province to develop and implement its own human resource and work organisation policies and practices according to its service delivery objectives and unique circumstances. This project, managed by the Branch: Corporate Services of the Provincial Administration: Western Cape, gives effect to the development of these transversal policy frameworks in a structured manner and will enable executing authorities and heads of department to optimally exercise the powers and responsibilities entrusted to them in terms of the aforementioned regulatory framework.

Vote 1

A new strategy regarding labour relations was implemented.

Implementation of the Employment Equity Act and the Basic Conditions of Services Act was initiated.

The organisational and human resource management aspects of Transformation 2000 were attended to. This project aimed at giving effect to the instruction by Cabinet that the management capacity of the Western Cape Provincial Administration be enhanced and the additional capacity consequently created on the establishment, systematically utilised, where possible, to improve the demographic profile of the provincial management echelon (i.e. to make it more representative of the population of the Western Cape to whom a service is to be provided). A total of 58 posts were involved.

Decentralisation of personnel administrative services received further attention.

With Provincial training, the following highlights can be reported:

During the year under review various programmes entailing more than 500 courses and seminars were presented during which more than 8 000 officers were trained.

More than 600 computer training courses involving almost 6 000 officials were presented by staff from the Academy as well as private service providers.

The third Provincial Executive Programme aimed at developing management potential was completed during November 2000.

A Xhosa course, involving 80 employees, was launched in order to improve communication and service delivery of all departments.

A co-operative agreement was concluded with the British Civil Service College.

National training interventions (e.g. SARS and regional offices of national departments in the Western Cape) were facilitated.

Leadership development programmes involving 52 officers were conducted.

An intervention on protocol for ministerial staff was initiated.

A total of 80 work study related projects were completed.

General support services (including reprographic, typing, registry and messenger services) were devolved to provincial departments with effect from 1 September 2000.

The 2000 matric final exam papers totaling ±20 million copies were reproduced.

A total of 159 Provincial Gazettes were published during the first six months of the financial year.

The first phase of the "Card and Camera" access control system was completed.

Seventeen courses in respect of Occupational Health and Safety and related fields were presented during which in excess of 400 officials were trained.

Media productions, media liaison, corporate marketing and language services were rendered to various clients on a continuous basis.

Improvement of the overall level of legal services by particularly fulfilling the Province's legislative obligations as imposed by the Constitution of the Western Cape, and the rationalisation of provincial legislation (provincial ordinances and assigned legislation). The macro-management structure was also expanded.

3. OUTLOOK FOR 2001/02

To develop a structure to accommodate the computer audit needs of individual departments, an inherent risk model and a control risk framework for all processes within departments. An annual audit plan detailing computer audit projects for the year. Annual forensic fraud report summarising the main areas of fraud and theft, as well as successes and recoveries and recovery of losses to the Province.

To develop a policy framework for transversal planning co-ordination.

To develop a policy framework for strategic interventions in respect of poverty relief.

To restructure LANOK.

Legal Services will expand its capacity to meet the growing demand for specialist contractual skills in the fields of Information Technology and Property Management, and specialist drafting skills in the area of Legislative drafting. Allied to this will be the creation of a support services unit to provide sorely needed administrative and secretarial services for the component's professional staff.

Proceed with implementation of the Hospital Information System at the academic hospitals, and laying the foundation for successful roll-out to non-teaching hospitals in 2002/03.

Further development of the provincial web site and implementation of a document management system.

Establishment of a network connectivity at a further 400 schools.

Upgrade/redevelopment of legacy systems.

Development of systems as per Master Systems Plans.

Implementation of additional electronic mail facilities.

Upgrade of Novell Network Services to additional users.

Hardware and network support for Matric Exam Systems and the computerised payment system for social grants.

Infrastructure upgrade for rationalisation of accommodation.

Start with implementation of a Network Management Centre.

Start with Education Khanya Project.

Development of a human resource management guide containing, amongst others, policy frameworks, as well as delegations.

Refinement of resource deployment based on function analysis, more logical/meaningful function combinations, optimal utilisation of scarce resources and capacity.

Further decentralisation of the human resource management functions, as well as further empowerment of line managers (functional training and development).

Further professionalisation of strategic management and support functions including policy frameworks within the senior management framework.

Practical analysis and implementation of national initiatives in respect of salary and service benefits.

Practicalisation of the transversal role and functions of the Director-General, including the responsibility with regard to transformation and employment equity.

Priorities in respect of provincial training are as follows:

Phase 2 of the Kromme Rhee Campus.

Establishing regional facilities based on viability.

Refining the Provincial Executive Programmes and Leadership Programmes.

Research on and possible establishment of a computer training college.

Possible decentralisation of the bursary scheme and establishment of a new bursary policy aimed at employment equity and empowerment.

Training of trainers and accreditation of courses.

Expansion of partnerships with other similar training institutions (both nationally and internationally).

Client department's needs in respect of organisation development projects will be dealt with in terms of the annual project programme.

Further professionalisation and possible detachment of risk management services will receive renewed attention.

Corporate communication by means of, among others, corporate marketing, exhibition material, contributions to the provincial Web page and media services, will be further enhanced.

Table 1 Expenditure Premier, Director-General and Corporate Services							
Programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Administration	11 464	17 250	37 436	32 220	(13.93)	33 199	34 786
2. Internal audit	1 722	2 617	4 465	2 696	(39.62)	2 723	2 862
3. Information technology	102 307	103 446	150 689 a	194 141	28.84	219 193	217 573
4. Corporate services	48 384	54 632	55 239	52 248	(5.41)	56 401	58 110
5. Legal services	3 542	4 422	4 512	6 531	44.75	6 668	6 796
Departmental totals	167 419	182 367	252 341	287 836	14.07	318 184	320 127
a Includes R150 689 000 for the transfer of the Information Technology (IT) function from Vote 3: Finance as from 1 April 2001.							
Economic classification							
Current expenditure	117 342	134 966	191 602	187 867	(1.95)	206 188	223 773
Salaries and related costs	69 897	84 776	84 158	94 929	12.80	102 783	108 270
Goods and services purchased	46 414	48 793	91 467	83 905	(8.27)	94 391	106 483
Interest payments							
Transfers to households	858	1 228	15 800	8 805	(44.27)	8 780	8 786
Transfers to other levels of government	173	169	177	228	28.81	234	234
Subsidies							
Capital expenditure	50 077	47 401	60 739	99 969	64.59	111 996	96 354
Machinery and equipment	50 077	47 401	60 739	99 969	64.59	111 996	96 354
Land and buildings							
Infrastructure							
Other fixed capital							
Capital transfers							
Total expenditure	167 419	182 367	252 341	287 836	14.07	318 184	320 127
Standard items							
Personnel expenditure	68 859	83 762	83 964	94 774 a	12.87	102 628	108 115
Administrative expenditure	6 867	7 522	8 173	7 764	(5.00)	7 718	7 718
Stores and livestock	2 544	2 683	2 784	3 042	9.27	3 093	3 954
Equipment	50 542	47 747	61 089	100 486	64.49	112 506	96 864
Land and buildings				50		50	50
Professional and special services	36 930	38 670	80 606	72 977	(9.46)	83 471	94 702
Transfer payments							
Current	805	1 124	15 686	8 743	(44.26)	8 718	8 724
Capital							
Miscellaneous expenditure							
Civil Pensions Stabilization Account	872	859	39		(100.00)		
Amount to be voted	167 419	182 367	252 341	287 836	14.07	318 184	320 127
a Includes R2 493 000 in respect of carry-through cost of improvement of conditions of service with effect from 1 July 2000.							

PROGRAMME 1: ADMINISTRATION

AIM: To conduct the overall management and to render administrative support services

PROGRAMME DESCRIPTION:

Office of the Premier

policy formulation by the Premier
rendering advisory, secretarial, administrative, office and personal support services

Human Rights programmes and Poverty relief

policy formulation by the Premier in respect of Gender, Disability and Youth matters and Poverty relief; transfer payments to LANOK
rendering secretarial, administrative and office support services

Office of the Director-General

policy formulation by the Director-General
supporting the Director-General in respect of intragovernmental relations
building corporate identity among all staff members
rendering advisory, secretarial, administrative and office support services

Intergovernmental relations and Provincial planning

supporting the Premier and Director-General in respect of intergovernmental relations, developing management information systems and planning co-ordination frameworks

Special Project Team: Registration of Voters 2000

to fulfil the obligation of the Provincial Government in terms of section 7(2) of the Constitution of the Republic of South-Africa, 1996 (Act 108 of 1996), to respect, protect, promote and fulfil the right of every adult citizen of the Western Cape to vote in elections for any legislative body established in terms of the Constitution

Administrative support services

rendering financial as well as general administrative and related support services

Sectoral education and training authority (SETA)

contribution in terms of the Skills Development Act, 1999 (No. 9 of 1999), towards administrative and exceptional costs of the SETA.

REVIEW 2000/01

Service delivery outcomes for 2000/01 was the delivery of a successful administrative support rendered to the Premier, Cabinet, Minister in the Office of the Premier and the Director-General, which entailed the following: internal human resource development, financial administration, personnel and general administration as well as provisioning administration; the signing of sister agreements with the Metropolitan City of Pusan, Korea and the City of Leningrad, Russia; the implementation of the Provincial Honours Act; the completion of four Cabinet to the People projects; working towards the goals set in the Memo of Understanding signed between National Cabinet and other executive committee secretariats were realised; two management forum meetings were held outside head office; progress towards developing strategic planning capability; development of the corporate image of the Provincial Administration; and further development of the Internal Audit component.

The Provincial Strategic Plan (PSP) - Towards a Holistic Developmental Approach, was formulated, adopted and aligned to the budget process, the purpose of PSP being to achieve synergy between project execution at all three spheres of government in the Western Cape and to inform policy decisions

During 1999/00 the following occurred; there was One Cabinet to the People project; 27 Cabinet meetings; the Memo of Understanding was signed between National Cabinet and other executive committee secretariats; executed the agreements reached between the Western Cape and Bavaria and Upper-Austria; an agreement was signed between the Western Cape and Madeira; preparation for a visit to California with the intent of signing an agreement in 2000 was undertaken; medals were manufactured; the warrant in terms of the Provincial Honours Act was published; two senior management "roadshows" to rural areas were held; and no management forum meetings were held outside head office. A totally new provincial planning process is being implemented and a new plan is being prepared (PSP). Close co-operation between the Department, the Provincial Development Council and the Provincial Planning Committee has been achieved.

PLANNING OUTLOOK FOR 2001/02

Key measurable objective

To take Cabinet to the People and allowing it to meet and interact with local communities, business people and relevant local authorities.

Senior management roadshows to inform staff at rural level first-hand of recent developments within the Provincial Administration, improve communication and visit local institutions/offices.

To enable the Premier to fulfil his constitutional and other functions and to conduct the overall management and administration of the Office of the Premier.

That Provincial departments be mainstreamed in as far as it relates to gender equality, disabled people and youth matters.

To promote intergovernmental relations within South Africa and internationally, including the effective implementation of co-operation agreements between the Western Cape and other regional governments, and the establishment of an interest office of the Western Cape in Europe as well as an interest office in Pretoria.

Sectors targeted

The Premier; the people of the Western Cape; the Director-General; the Heads of Department; the sub-national states; the Departments of the Provincial Administration and statutory bodies; the National Government; and other provincial governments.

Service establishments

The Office of the Premier: Cabinet Secretariat, Administration and Public Liaison; the Chief Directorate Human Rights and Poverty Relief: Disabled Desk: Gender Desk; Youth Desk and the Directorate. Poverty Relief: Chief Directorate Intergovernmental Relations and Provincial Planning; Chief Directorate Internal Audit and the Office of the Director-General.

Outputs

The output is the support service to the Premier, Minister in the Office of the Premier and the Director-General, improvement of the quality and accessibility of services rendered by the Provincial Government, through an integrated, inter-sectoral and inter-departmental service delivery process. Successfully communicate the 2000 PSP to all spheres of government on an ongoing basis. To have a revised PSP for 2001/02 in place by November 2001. To develop a transversal management framework for poverty relief.

Service level

Types of services

Managerial, administrative, advisory, personal, monitoring and office support services to the Premier; Minister in the Office of the Premier and the Director-General and inter and intra governmental relations support. Strategic Planning support for the Provincial Top Management. Secretarial functions for the Provincial Planning Committee. Financial support to the Provincial Development Council (PDC).

Desired improvement

To comply in all respects with statutory provisions; to establish a mechanism to better monitor the implementation of Cabinet resolutions; by the year 2003/2004 the budgets, policies and strategies of all Provincial Government Departments should be mainstreamed in as far as it relates to gender equality, disabled people, youth and transformation; to develop a framework for the transversal management of poverty relief by Provincial Departments; to finalise the provincialisation and restructuring of LANOK (Pty) Ltd as the Provincial project management agency of choice for poverty relief; to fully implement current international co-operation agreements, to develop a management mechanism to co-ordinate the implementation of such co-operation agreements; to establish an interest office within the European Union, to develop liaison mechanisms and improve co-operation with the national government and other provincial governments; including the establishment of an interest office in Pretoria; to develop mechanisms for support to Provincial Top Management in respect of transversal planning and Information Management. The improvement of co-operative governance by means of the PSP process.

Benchmark

Compliance with constitutional and statutory obligations of the Premier, Minister in the Office of the Premier and Director-General as well as compliance with the performance agreements of management.

Monitoring and reporting

Performance indicators, time intervals and mechanisms

Reports to Cabinet; the acceptance of Minutes at Cabinet meetings; the communication of Cabinet resolutions through heads of Department; annual reports, performance agreements and budget reporting. PSP aligned with the budget to steer provincial departmental work. Internal Audit Reports.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

EXPECTED OUTCOMES OF THE PROGRAMME AT THE END OF 2003/04

To support the Provincial Government in realising their vision for the Western Cape Province.

Table 1.1 Expenditure - Programme 1: Administration Premier, Director-General and Corporate Services							
Sub-programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Office of the Premier	4 420	5 652	5 795	7 033 a	21.36	7 239	7 421
2. Human rights programmes and poverty relief	2 190	4 004	17 745	9 775 b	(44.91)	9 877	9 938
3. Office of the Director-General	3 393	3 115	3 510	4 878	38.97	4 900	5 060
4. Intergovernmental relations and provincial planning	993	1 741	5 061	9 010	78.03	9 566	9 852
5. Special Project Team: Registration of Voters 2000	468	2 500	5 032		(100.00)		
6. Administrative support services		238	293	1 443	392.49	1 520	2 412
7. Sectoral education and training authority				81		97	103
Departmental totals	11 464	17 250	37 436	32 220	(13.93)	33 199	34 786
a Includes salary R474 000 and remunerative allowance R173 000 of the Premier.							
b Conditional Grant: Provincial: Aim: Financial Assistance to Lanok (Transfer payments R4 500 000).							
Economic classification							
Current expenditure	10 759	16 815	36 953	31 709	(14.19)	32 691	34 278
Salaries and related costs	6 723	9 172	12 510	16 867	34.83	17 328	18 048
Goods and services purchased	4 016	7 623	9 861	7 185	(27.14)	7 731	8 592
Interest payments							
Transfers to households	3		14 562	7 619	(47.68)	7 594	7 600
Transfers to other levels of government	17	20	20	38	90.00	38	38
Subsidies							
Capital expenditure	705	435	483	511	5.80	508	508
Machinery and equipment	705	435	483	511	5.80	508	508
Land and buildings							
Infrastructure							
Other fixed capital							
Capital transfers							
Total expenditure	11 464	17 250	37 436	32 220	(13.93)	33 199	34 786
Standard items							
Personnel expenditure	6 531	8 896	12 335	16 712 a	35.48	17 173	17 893
Administrative expenditure	2 277	2 987	3 387	2 949	(12.93)	3 021	3 021
Stores and livestock	528	486	614	707	15.15	777	1 638
Equipment	786	519	568	734	29.23	735	735
Land and buildings				50		50	50
Professional and special services	1 268	4 241	5 950	3 449	(42.03)	3 849	3 849
Transfer payments							
Current			14 562	7 619	(47.68)	7 594	7 600
Capital							
Miscellaneous expenditure							
Civil Pensions Stabilization Account	74	121	20		(100.00)		
Amount to be voted	11 464	17 250	37 436	32 220	(13.93)	33 199	34 786
a Includes R402 000 in respect of carry-through cost of improvement of conditions of service with effect from 1 July 2000.							

PROGRAMME 2: INTERNAL AUDIT

AIM: To render a centralised internal audit service in terms of section 38 (a)(ii) of the Public Finance Management Act, (Act 1 of 1999), to all Provincial departments.

PROGRAMME DESCRIPTION

Information Technology audit

The execution of information technology audits on existing computer systems and the rendering of advice resulting from the findings.

Internal audit

The execution of internal audits relating to the adequacy and effectiveness of internal control systems, and the rendering of advice resulting from the findings

Forensic audit

The execution of forensic audits to combat irregularities reported to Internal audit.

REVIEW 2000/01

Section 38(a)(ii) of the Public Finance Management Act, 1999 requires Accounting Officers to have their own Internal Audit functions. Cabinet decided to have a centralised Internal Audit function for a period of two years. During the financial year an inherent risk model was developed for all the departments. The audit plans have been based on the risk model. Internal Audit envisaged a total of 114 audits for the current financial year, of which 60 have been completed. Financial controls at 102 different section 20 schools have been audited, and the final report will be available during March 2001. In addition a further 50 forensic audits have been performed during the year. The lack of capacity limited the performance of any other audits.

The total budget allocated for the Internal Audit function has been R2,696 m, with a further R1,826 m allocated from National Departments. The permanent staff component allows for 12 posts, with a further 9 employees contracted to perform audits.

Recommendations of reports have been discussed with management, and follow up audits will be performed in the new financial year to ensure implementation of recommendations. Disciplinary processes have been monitored and significant successes have been achieved during the financial year. Several sensitive forensic audits have been performed on behalf of the Public Prosecutor and other investigative bodies. The SAPS forum has successfully been reintroduced to speed up prosecutions and various successes have materialised. The asset forfeiture unit has also successfully been used to trace overseas assets, and to confiscate those assets.

The monetary value of fraud and thefts exceeded R10 m, and actual recoveries of ± R5 m have been made. Further potential recoveries are possible after successful prosecution.

PLANNING OUTLOOK FOR 2001/02

Key measurable objective

Directorate Information Technology Audit

To provide advice regarding preventative internal controls in the planning and development phases of new computer driven systems, to conduct audits of existing computer systems and to develop and utilise computer assisted audit techniques.

Sectors targeted

The Accounting Officers and Chief Financial Officers of all departments within the Western Cape Government, responsible for adequate and efficient systems of internal control, will be targeted.

Service establishments

A centralised specialist information technology computer audit component, currently consisting of a single vacant director's post which will be filled on a results orientated contractual basis.

Outputs

To develop a structure to accommodate the computer audit needs of individual departments and a control risk framework for all processes within departments. An annual audit plan detailing computer audit projects for the year. Internal Audit project reports to enable Accounting Officers to ensure the adequate and effective systems of internal controls. Monthly feedback reports will be forwarded to accounting officers regarding audits performed within their departments and an adequacy framework for each department.

Service level

Types of services

To actively train information technology auditors to perform their tasks adequately and effectively. Also to assess the validity of internal control in a dynamic risk management environment, including systems under development by using computer assisted audit techniques.

Desired improvement

The appointment of an information technology audit Director.

Benchmark

Benchmark Internal Audit approach best practice.

Monitoring and reporting**Performance indicators**

Benefits exceeding costs, number of successful audits accepted by management, audits performed versus audits specified in internal audit plan, the time frame between reporting and audits, results from client evaluation questionnaires, reduction in number of qualified audit reports from the Auditor General, reduction in fraud cases reported due to lack of adequate system of internal controls, appraisal by independent internal auditors and improved adequacy framework.

Time intervals

Monthly feedback sessions to Accounting Officers and quarterly reporting to the Audit Committee.

Mechanisms

Qualified, trained internal audit function, standardised audit approach, time management system, audit risk models, audit plan as approved by Accounting Officers and the Audit Committee, monthly published progress reports to Accounting Officers and quarterly published progress report to Audit Committee.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

Key measurable objective**Directorate Internal Audit**

To evaluate the adequacy of and compliance with internal control systems in a dynamic risk management environment, to evaluate the effectiveness and efficiency of internal control systems, as well as the economic utilisation of resources and to audit the compliance with policy, procedures, laws and regulations.

Sectors targeted

The Accounting Officers and Chief Financial Officers of all departments within the Western Cape Government, responsible for adequate and effective systems of internal control are targeted.

Service establishments

A centralised specialist internal audit component consisting of three units dedicated to the departments of Health & Social Services, Education and General. Each unit consists of two audit teams under the leadership of an Assistant Director of Internal Audit.

Outputs

An inherent risk model for each provincial department, a control risk framework for all processes within departments, an annual audit plan detailing internal audit's projects for the year, internal audit project reports to enable Accounting Officers to ensure the adequate and effective systems of internal controls, monthly feedback reports to accounting officers regarding audits performed within their departments, an adequacy framework for each department and a standardised compliance audit programme for each business unit.

Service level**Types of services**

To actively train internal auditors to perform their tasks adequately and effectively,

To assess the validity of internal control in a dynamic risk management environment, including systems under development,

Review systems and operations to assess the extent to which organisational objectives are achieved and the adequacy of controls over activities leading to such achievement,

Evaluate the relevance, reliability and integrity of management and financial information,

Appraise utilisation of resources with regard to economy, efficiency and effectiveness,

Assessment of the means of safeguarding assets and verify their existence,

Ascertain the extent of compliance with established directives, policies, procedures, laws and regulations

Recommend improvements in procedures and systems to prevent waste, extravagance and fraud,

Advise on appropriate systems of controls and other accounting and operational matters in a consulting capacity,

Draw attention to any failure to take remedial action,

Carry out any ad hoc appraisals, inspections, investigations, examinations or reviews requested by the Audit Committee or by senior management,

To analyse the appropriateness, effectiveness, efficiency and legality of the activities and internal control systems of the Province,

To respond promptly to management concerns regarding departmental operations,

To promote awareness within the Province of the Western Cape of the importance and use of internal controls.

Desired improvement

Risk-based auditing, using a standardised audit approach. Regular monthly feedback to management. Internal Audit's work relied on by Auditor-General, resulting in lower audit fees. Positive independent appraisal of audit work done by Internal Audit. Reduction in the number of qualified external audit reports.

Benchmark

Benchmark internal audit approach to best practice, reduction in the number of qualified external audit reports.

Monitoring and reporting**Performance indicators**

Benefits exceeding costs, number of successful audits accepted by management, audits performed versus audits specified in internal audit plan, time frame between reporting and audits, results from client evaluation questionnaires, reduction in number of qualified audit reports from the Auditor-General, reduction in fraud cases reported due to lack of adequate system of internal controls, appraisal by independent Internal Auditors, and improved adequacy framework.

Time intervals

Monthly feedback sessions to Accounting Officers and quarterly reporting to the Audit Committee.

Mechanisms

Qualified, trained internal audit function, standardised audit approach, time management system, Audit risk model, Audit plan as approved by Accounting Officers and the Audit Committee, Monthly published progress reports to Accounting Officers and quarterly published progress report to Audit Committee.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

Key measurable objective**Directorate Forensic Audit**

To investigate and combat irregularities reported to Internal Audit by means of conducting forensic audits.

Sectors targeted

The sectors targeted are the Accounting Officers and staff of all provincial departments where reported irregularities are occurring or have occurred.

Service establishments

A centralised specialist forensic audit component with legal capabilities, consisting of 14 investigators under the leadership of a Director: Forensic Audit.

Outputs

Forensic audit reports for investigations undertaken, inclusive of recommendations for corrective actions, case dockets prepared for handing over to the South African Police Service (SAPS), monthly reports to Accounting Officer's tracking progress, quarterly reports to Audit Committee, annual forensic fraud report summarising the main areas of fraud and theft, as well as successes and recoveries, recovery of losses to the State, and managing the progress of the disciplinary process

Service level**Types of services**

To promote and market the fraud line to all personnel of provincial departments, to actively train forensic auditors to perform their tasks adequately and effectively, to investigate alleged irregularities within 30 days of incidents being reported, to ensure pro-active, timeous disciplinary hearings and to manage the process of pro-active, timeous prosecutions, and to ensure maximum recovery inclusive of utilising the Asset Forfeiture Unit.

Desired improvement

To increase the number of cases reported through the fraud line, "Real-time" investigations by qualified personnel, regular, monthly feedback to management, tracking of time frame for disciplinary processes, reporting cases to the SAPS within 3 days after completion of the in-house investigation, tracking of progress made by the SAPS and tracking of the recovery processes to ensure that maximum losses have been recovered.

Benchmark

Successful disciplinary hearings, recovery of monetary losses, benefits exceeding costs, successful criminal prosecutions, reduction in number of cases, and in monetary value of cases investigated.

Monitoring and reporting**Performance indicators**

Benefits exceeding costs, number of successful investigations, time frame between reporting and investigations, number of successful prosecutions if cases are handed to SAPS and reduction in number and monetary value of cases, recoveries and client evaluation exercise.

Time intervals

Monthly feedback sessions to Accounting Officers, quarterly reporting to the Audit Committee and annual fraud report summarising all activities.

Mechanisms

Qualified, trained forensic audit function, fraud line, management requests, individual forensic reports for each investigation, monthly published report to Accounting Officers, and quarterly published report to the Audit Committee.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

EXPECTED OUTCOMES OF THE PROGRAMME AT THE END OF 2003/04

The expected outcomes of the programme at the end of 2003/2004 are highly economic and effective internal audit functions, reduced fraud and irregularities in provincial departments, the establishment of a risk model that can be used for strategic planning and resource allocations, adequacy framework for each department within the Province of the Western Cape and an instrument for management training.

Table 1.2 Expenditure - Programme 2: Internal Audit Premier, Director-General and Corporate Services							
Sub-programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Information technology audit			979	638 a	(34.83)	665	804
2. Internal audit	1 722	2 617	2 115	1 127 a	(46.71)	1 127	1 127
3. Forensic audit			1 371	931 a	(32.09)	931	931
Departmental totals	1 722	2 617	4 465	2 696	(39.62)	2 723	2 862
a Conditional grant: Provincial: Aim: Internal Audit Section: R2 367 000, Internal Audit; External Committee: R250 000.							
Economic classification							
Current expenditure	1 598	2 535	4 217	2 614	(38.01)	2 641	2 780
Salaries and related cost:	826	1 830	2 052	1 909	(6.97)	1 936	2 075
Goods and services purchases:	729	641	2 091	641	(69.34)	641	641
Interest payments:							
Transfers to households:	42	62	72	62	(13.89)	62	62
Transfers to other levels of government:	1	2	2	2		2	2
Subsidies:							
Capital expenditure	124	82	248	82	(66.94)	82	82
Machinery and equipment:	124	82	248	82	(66.94)	82	82
Land and buildings:							
Infrastructure:							
Other fixed capital:							
Capital transfers:							
Total expenditure	1 722	2 617	4 465	2 696	(39.62)	2 723	2 862
Standard items							
Personnel expenditure:	826	1 800	2 052	1 909	(6.97)	1 936	2 075
Administrative expenditure:	498	300	375	300	(20.00)	300	300
Stores and livestock:	58	50	70	50	(28.57)	50	50
Equipment:	340	100	266	100	(62.41)	100	100
Land and buildings:							
Professional and special services:		337	1 702	337	(80.20)	337	337
Transfer payments:							
Current:							
Capital:							
Miscellaneous expenditure:							
Civil Pensions Stabilization Account:		30					
Amount to be voted	1 722	2 617	4 465	2 696	(39.62)	2 723	2 862

PROGRAMME 3: INFORMATION TECHNOLOGY

AIM: To provide a comprehensive computer service and management information systems

PROGRAMME DESCRIPTION:

Administration

rendering of advisory, secretarial, administrative and office support services

Other departments

planning, developing and maintaining of information systems for all departments excluding Education, Health and Social Services

Network control

management of network services, service desk and processors and the supply, maintenance and support of computer equipment

Health

planning, developing and maintaining of information systems for Health/Social Services

Education

planning, developing and maintaining of information systems for Education

REVIEW 2000/01

The focus in 2000/2001 was on the implementation of the various user departments' high priority requirements that were necessary to realise the underlying Provincial Strategic Objectives. That was the acquisition and development of management information and application systems. The generic information technology infrastructure, which included the network, was correspondingly enhanced to cater for increased demands while information technology services were expanded to cope with the increased workload and complexity. The extent to which the above would be realised largely depended on the future budgetary constraints.

PLANNING OUTLOOK FOR 2001/02

Key measurable objective

To enable user departments to implement and use management information and operational efficient applications to enhance their capability to meet the appropriate strategic objectives, by providing information technology services.

Sector targeted

All departments in Provincial Administration: Western Cape.

Service establishments

The service establishment is vested in the city bowl, Tygerberg Hospital, Groote Schuur Hospital, Red Cross Hospital and Karl Bremer Hospital. Remote services are also rendered throughout the Province via the network or visits.

Outputs

Management information and efficient application systems.

Service level

Types of services

Development and implementation of efficient application systems.

Desired improvement

Easy access to reliable management information and more efficient line functioning.

Benchmark

The number of application systems implemented.

Monitoring and reporting

Performance indicators

The efficiency of development and implementation of systems.

Time intervals

Daily/Monthly/Quarterly/Annual

Mechanisms

Project reports, time sheets and structured management meetings.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

Key measurable objective

To provide an up to date information technology infrastructure that supports user defined systems. To enhance and support the network, workstations and other generic infrastructure.

Sector targeted

All departments in Provincial Administration: Western Cape.

Service establishments

The service establishment is vested in the city bowl, and Tygerberg Hospital, Grootte Schuur Hospital, Red Cross Hospital and Karl Bremer Hospital. Remote services are also rendered throughout the Province via the network or visits.

Outputs

A stable up to date network infrastructure.

Service level**Types of services**

Installation and commissioning of hardware, fault resolution and management of operating systems.

Desired improvement

More accessibility to computer services.

Benchmark

Uptime, speed of fault resolution and expansion of services.

Monitoring and reporting**Performance indicators**

Speed of fault resolution and uptime.

Time intervals

Daily/Monthly/Quarterly/Annual

Mechanisms

Project reports, service desk statistics, time sheets and structured management meetings.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

Key measurable objective

Rendering of an administrative support service.

Sector targeted

All clerical issues pertaining to information technology of provincial departments.

Service establishments

The service establishment is vested in the city bowl.

Outputs

Efficient procurement and records.

Service level**Types of services**

Procurement, Asset register, record keeping, financial services and general administrative support services.

Desired improvement

Prompt service delivery.

Benchmark

Availability of supplies and correctness of records.

Monitoring and reporting**Performance indicators**

Number of items procured and correctness of records.

Time intervals

Daily/Monthly/Quarterly/Annual

Mechanisms

User satisfaction surveys and structured management meetings.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

EXPECTED OUTCOMES OF THE PROGRAMME AT THE END OF 2003/04

The expected outcomes of the programme at the end of 2003/2004 are that all high priority user requirements should be implemented, the information technology infrastructure has been continually updated with a technology refresh process and hence is cost effective and current, the baseline costs of the information technology services are affordable by the Provincial Government and lower than the information technology industry average. Service levels should be acceptable by user departments and that the level of experience of the core staff establishment has been enhanced to support the whole Provincial Government with a declining relative baseline cost.

Table 1.3 Expenditure - Programme 3: Information Technology Premier, Director-General and Corporate Services							
Sub-programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Administration		3 707	3 374	3 654	8.30	3 713	3 776
2. Other departments		39 853	19 713	21 395	8.53	47 675	25 238
3. Network control	102 307	30 904	77 766	84 881	9.15	99 866	116 310
4. Health		19 393	36 569	58 536	60.07	26 433	24 862
5. Education		9 589	13 267	25 675	93.53	41 506	47 387
Departmental totals	102 307	103 446	150 689	194 141	28.84	219 193	217 573
Economic classification							
Current expenditure	55 579	57 844	91 833	95 708	4.22	108 732	122 754
Salaries and related costs	23 635	28 283	27 692	31 732	14.59	34 211	36 888
Goods and services purchased	31 881	29 489	64 069	63 892	(0.28)	74 437	85 782
Interest payments							
Transfers to households							
Transfers to other levels of government	63	72	72	84	16.67	84	84
Subsidies							
Capital expenditure	46 728	45 602	58 856	98 433	67.24	110 461	94 819
Machinery and equipment	46 728	45 602	58 856	98 433	67.24	110 461	94 819
Land and buildings							
Infrastructure							
Other fixed capital							
Capital transfers							
Total expenditure	102 307	103 446	150 689	194 141	28.84	219 193	217 573
Standard items							
Personnel expenditure	23 349	28 214	27 673	31 732 ^a	14.67	34 211	36 888
Administrative expenditure	1 281	1 400	1 181	1 400	18.54	1 400	1 400
Stores and livestock	18	246	17	246	1 347.06	246	246
Equipment	46 730	45 617	58 856	98 448	67.27	110 476	94 834
Land and buildings							
Professional and special services	30 736	27 900	62 943	62 315	(1.00)	72 860	84 205
Transfer payments							
Current							
Capital							
Miscellaneous expenditure							
Civil Pensions Stabilization Account	193	69	19		(100.00)		
Amount to be voted	102 307	103 446	150 689	194 141	28.84	219 193	217 573

^a Includes R157 000 in respect of carry-through cost of improvement of conditions of service with effect from 1 July 2000.

PROGRAMME 4: CORPORATE SERVICES

AIM: To render a centralised needs-orientated professional support service to provincial departments and other relevant role players in order to enhance effective governance

PROGRAMME DESCRIPTION:

Administration

overall management of the component (Public Service Act of 1994, Western Cape Exchequer Law 4 of 1994, and the Public Finance Management Act of 1999)

Personnel management

rendering a co-ordinated personnel management service in respect of human resource policy matters (Act 108 of 1996, and Public Service Act of 1994)

Cape Administrative Academy

optimal investing in human resources through training and development (Act 108 of 1996)

Labour relations

promoting sound labour relations in the workplace (Act 66 of 1995)

Organisation development

furthering efficiency through the application of organisation development techniques (Public Service Act of 1994)

Communication services

rendering an internal and external communication service (including language services)

Support services

rendering general and risk management support services (Acts 22 of 1940, 6 of 1962, 84 of 1982, 27 of 1989, 85 of 1993, 146 of 1993, 4 of 1994, 103 of 1994 and 1 of 1999)

REVIEW 2000/01

The following priority areas were determined:

Further investment in human resources development. Functional personnel services training, computer literacy training, training of personnel to facilitate affirmative action were identified as key focal areas in this regard.

Decentralisation of identified corporate service functions with a concomitant shift in emphasis to strategic policy initiatives, co-ordination and advice. This is in line with the new management framework for the Public Service and new envisaged role and functions of provincial Director-Generals that was brought about by the implementation of the amended Public Service Act and Public Service Regulations, 1999.

Further professionalisation of the provincial bargaining structures, negotiations/consultations and strategic labour relations.

In respect of efficiency promotion, greater emphasis on investigations/advice aimed at improved service delivery by client departments.

The overall upgrading of external communication initiatives.

Good progress was made in respect of all the above priority areas:

A new component to specifically deal with functional personnel services training was established and courses/seminars/workshops were presented to officials on all levels.

Computer literacy training courses were presented to officials.

Officials attended the Provincial Executive Programme.

Management and general administrative courses were presented.

The following services were decentralised to other provincial departments: registry, messenger, typing and reprographic services.

Strategic/transversal human resource policies were developed and implemented.

On the external communication front, more news releases were produced.

5 internal newsletters were published.

The job evaluation function was in the process of being implemented and will also be enhanced in line with the provisions of the Public Service Regulations.

PLANNING OUTLOOK FOR 2001/02

Key measureable objective

To render a professional strategic support service to personnel and departments of the Provincial Administration and other stakeholders.

Sectors targeted

The clients of this service are the Provincial Cabinet, provincial departments, national role players and all the employees of the various provincial departments, as well as members of the public who are reached through communication services.

Service establishments

The service centre of this programme is the Corporate Services Branch. The Branch consists of three Chief Directorates. The Chief Directorate Human Resource Management is subdivided into the Directorate Personnel Management and the Directorate Labour Relations. The Chief Directorate Operational Support comprises of the Organisation Development Directorate, the Communication Services Directorate, and the Support Services Directorate. The Chief Directorate Provincial Training includes the Cape Administrative Academy.

Outputs

Personnel management:

Main outputs: Human resources policies and advice.

Output objective: Full alignment of human resources policies with national legislative frameworks, collective agreements and practical requirements.

Key performance indicator: Advice and number of policies developed and reviewed as required by the national legislative frameworks, collective agreements and practical requirements.

Cape Administrative Academy:

Main output: Management and general administrative training of officials.

Output objective: 350 courses presented in terms of an annual course schedule.

Key performance indicator: Number of courses actually presented as measured against the planned number of courses.

Labour relations:

Main output: Effective collective bargaining (provincial and national) and support services to provincial departments in respect of transversal labour relations matters.

Output objective: Full compliance with the statutory frameworks and collective agreements as well empowering/functional courses.

Key performance indicator: Number of services provided as measured against performance standards and practical requirements.

Organisation development:

Main output: Organisation development investigations

Output objective: Full compliance with practical requirements of client departments.

Key performance indicator: Number of investigations as measured against practical requirements of client departments and annual programme.

Communication services:

Main output: News releases to external mass media, external marketing material, internal publications/visual aids and documents translated/edited.

Output objectives: Full compliance with practical requirements of client departments.

Key performance indicator: Number of news releases, external marketing material, internal publications/visual aids and documents translated/edited as measured against practical requirements of client departments.

Support services:

Main output: Access control services and risk evaluations (including assessment of tenders for private security services) and providing other relevant facilities.

Output objectives: Full compliance with practical requirements of client departments.

Key performance indicator: Number of access points controlled and risk evaluations undertaken as measured against practical requirements of client departments.

Service level

Types of services

Human resources management services (human resource policy development, functional personnel training, administration, human resource development, labour relations and strategic advice), Operational support services (organisation development, internal and external communication services, language services, and risk management and general support services). Provincial Training (Cape Administrative Academy-Head Office and Kromme Rhee).

Desired improvement

The two main focuses of the Branch, as can be deduced from the types of services, are transversal strategic policy development and advice, and the rendering of centralised transversal services.

As far as strategic policy development and advice are concerned, the Branch's organisational and human resources capacity needs to be enhanced.

In respect of transversal services, one of the main challenges will be to fully align service delivery with the requirements of the Branch's clients. The further enhancement of the quality and timeliness of the Branch's services to clients will remain an ongoing management priority.

Benchmark

Services of a support (staff) nature are being rendered. In respect of most services actual outputs are therefore not generated on own accord, but rather on request of clients/needs, or in terms of prescribed legislative frameworks, policies and procedures. Furthermore, outputs differ in terms of complexity and magnitude, e.g. policy frameworks and work study investigations. As each output has to be judged in terms of its own merit, external and internal benchmarks can therefore not readily be utilised to evaluate actual performance. In most instances actual performance will be measured against compliance with practical requirements of client departments. Where possible, actual performance will also be measured in terms of own ongoing operational planning.

Monitoring and reporting**Time intervals**

Quarterly as required by performance agreements of senior managers.

Mechanisms

Management reports.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Improve the quality and accessibility of services provided by the Provincial Government.

EXPECTED OUTCOMES OF THE PROGRAMME AT THE END OF 2003/04

The expected outcomes of the programme at the end of 2003/2004 are professional human resources management and administration, optimising the potential of the total personnel corps, sound and stable labour relations, increased levels of efficiency and of service delivery, a safe working environment, expeditious and quality general support services and a well-informed personnel corps and community.

Table 1.4 Expenditure - Programme 4: Corporate Services Premier, Director-General and Corporate Services							
Sub-programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Administration	3 246	2 364	2 081	2 329	11.92	2 353	2 371
2. Personnel management	7 616	8 727	8 953	10 425 a	16.44	13 160	13 528
3. Cape administrative academy	7 556	10 474	13 572	11 984 b	(11.70)	12 207	12 373
4. Labour relations	1 761	2 094	2 689	2 831	5.28	2 874	2 911
5. Organisation development	6 314	7 356	7 504	7 266	(3.17)	7 585	7 879
6. Communication services	2 645	4 571	4 664	4 191 c	(10.14)	4 269	4 342
7. Support services	19 246	19 046	15 776	13 222	(16.19)	13 953	14 706
Departmental totals	48 384	54 632	55 239	52 248	(5.41)	56 401	58 110
a Conditional grant: Provincial: Aim: Functional personnel services training (Personnel expenditure R1 020 000, Administrative expenditure R228 000, Stores R70 000, Equipment R5 000, Professional and special services R100 000)							
b Conditional grant: Provincial: Aim: Computer literacy training (Professional and special services R1 200 000)							
c Conditional grant: Provincial: Aim: Communication services (Personnel expenditure R167 000, Administrative expenditure R164 000, Stores R160 000, Equipment R203 000, Professional and special services R806 000)							
Economic classification							
Current expenditure:	46 047	53 425	54 162	51 505	(4.91)	55 656	57 365
Salaries and related costs:	35 770	41 683	38 006	38 831	2.17	43 581	45 404
Goods and services purchased:	9 379	10 511	14 917	11 456	(23.20)	10 851	10 737
Interest payments:							
Transfers to households:	813	1 166	1 166	1 124	(3.60)	1 124	1 124
Transfers to other levels of government:	85	65	73	94	28.77	100	100
Subsidies:							
Capital expenditure:	2 337	1 207	1 077	743	(31.01)	745	745
Machinery and equipment:	2 337	1 207	1 077	743	(31.01)	745	745
Land and buildings:							
Infrastructure:							
Other fixed capital:							
Capital transfers:							
Total expenditure	48 384	54 632	55 239	52 248	(5.41)	56 401	58 110
Standard items							
Personnel expenditure:	35 254	41 096	38 006	38 831 a	2.17	43 581	45 404
Administrative expenditure:	2 534	2 605	3 000	2 715	(9.50)	2 597	2 597
Stores and livestock:	1 834	1 701	1 883	1 839	(2.34)	1 820	1 820
Equipment:	2 488	1 411	1 299	963	(25.87)	954	954
Land and buildings:							
Professional and special services:	4 908	6 108	9 927	6 776	(31.74)	6 325	6 211
Transfer payments:							
Current:	805	1 124	1 124	1 124		1 124	1 124
Capital:							
Miscellaneous expenditure:							
Civil Pensions Stabilization Account:	561	587					
Amount to be voted	48 384	54 632	55 239	52 248	(5.41)	56 401	58 110
a Includes R1 814 000 in respect of carry-through cost of improvement of conditions of service with effect from 1 July 2000.							

PROGRAMME 5: LEGAL SERVICES

AIM: To provide sound legal advice to client departments in a professional and efficient manner.

PROGRAMME DESCRIPTION

Legal services

Rendering of legal services (Act 108 of 1996, Public Service Act of 1994)

REVIEW 2000/01

The following priority areas were determined:

To prepare and deliver in the region of 300 formal legal opinions, to assist with the drafting, editing and preparation of comment on some 45 pieces of national, provincial and subordinate legislation; to draft and scrutinize some 150 contracts and other agreements, to render informal legal advice of the highest standard on a daily basis and to assist in litigation matters.

During 1999/2000 Legal Services prepared 304 legal opinions, assisted with 25 pieces of provincial legislation, 17 pieces of subordinate legislation, 11 matters concerning national legislation, 71 contracts and 135 litigation matters.

PLANNING OUTLOOK FOR 2001/02

Key measurable objective

To render an efficient and professional legal service to the Provincial Cabinet, personnel and departments of the Provincial Administration and other stakeholders.

Sectors targeted

To provide legal assistance to client departments and the Provincial Cabinet.

Service establishments

Nine Departments, specific secondments of staff to certain departments, members of Cabinet, liaising with State Attorneys and private legal practitioners.

Outputs

The main outputs of this Branch can be summarised as follows:

To provide for three distinct directorates, namely General Legal Advisory Services, Legislation and Litigation.

To build capacity and improve skills within the three Directorates.

Service level

Types of services

Preparing formal written legal opinions.

Rendering informal/oral legal advice.

Drafting/editing and scrutinizing contracts and other legal agreements.

Drafting, editing and advising on provincial and subordinate legislation.

Commenting and advising on national legislation.

Appearing before Cabinet, Standing Committees, etc.

Monitoring and managing the referral of litigation matters to the office of the State Attorney, and preparation of cases for court.

Desired improvement

Training and specialization of staff.

Rendering sound legal advice in a professional and efficient manner.

Building capacity to enable Legal Services to better its service delivery.

Benchmark

Very difficult to forecast because of the unknown and unplanned nature of incoming requests for legal services; based on previous years performance:

To provide for an estimated 300 formal opinions, 50 pieces of legislation, 150 contracts and agreements, 150 litigation matters.

Monitoring and reporting

Performance indicators

Monitoring the register of matters.

Feedback from departments.

Checking of opinions by supervisors.

Promotability of staff.

Time intervals

Checking of opinions - daily.
Monitoring of register - monthly.
Promotability of staff - bi-annually.
On-going.

Mechanisms

Directorate General Legal Advisory Services.
Directorate Litigation.
Directorate Legislation.

Linkage of objective to the applicable Strategic Objectives/Outcome that is most dominant

Quality and accessibility of services rendered by the Province.
Economic Growth - drafting of and assisting with contracts and agreements of a commercial nature.
Providing a service to all client departments, which, in turn, enables the departments to fulfill each of the Strategic Objectives.

EXPECTED OUTCOMES OF THE PROGRAMME AT THE END OF 2003/04

To put in place a component, comprising its three Directorates, which can address the legal needs of the Provincial Government in a professional and time-efficient manner, and to build capacity in order to provide an effective and highly skilled service.

Table 1.5 Expenditure - Programme 5: Legal Services Premier, Director-General and Corporate Services							
Sub-programme	1999/2000 Actual R'000	2000/01 Budget R'000	2000/01 Est. Actual R'000	2001/02 Budget R'000	% Change Est. Actual to Budget	2002/03 MTEF R'000	2003/04 MTEF R'000
1. Legal services	3 542	4 422	4 512	6 531	44.75	6 668	6 796
Departmental totals	3 542	4 422	4 512	6 531	44.75	6 668	6 796
Economic classification							
Current expenditure	3 359	4 347	4 437	6 331	42.69	6 468	6 596
Salaries and related costs	2 943	3 808	3 898	5 590	43.41	5 727	5 855
Goods and services purchased	409	529	529	731	38.19	731	731
Interest payments							
Transfers to households							
Transfers to other levels of government	7	10	10	10		10	10
Subsidies							
Capital expenditure	183	75	75	200	166.67	200	200
Machinery and equipment	183	75	75	200	166.67	200	200
Land and buildings							
Infrastructure							
Other fixed capital							
Capital transfers							
Total expenditure	3 542	4 422	4 512	6 531	44.75	6 668	6 796
Standard items							
Personnel expenditure	2 899	3 756	3 898	5 590 ^a	43.41	5 727	5 855
Administrative expenditure	277	230	230	400	73.91	400	400
Stores and livestock	106	200	200	200		200	200
Equipment	198	100	100	241	141.00	241	241
Land and buildings							
Professional and special services	18	84	84	100	19.05	100	100
Transfer payments							
Current							
Capital							
Miscellaneous expenditure							
Civil Pensions Stabilization Account	44	52					
Amount to be voted	3 542	4 422	4 512	6 531	44.75	6 668	6 796

^a Includes R120 000 in respect of carry-through cost of improvement of conditions of service with effect from 1 July 2000.

Table 2 Reconciliation of Structural Changes Premier, Director-General and Corporate Services				
Current Programme	2000/01 Budget	2000/01 Actual Amounts Shifted	2001/02 Budget	New Programme
	R'000	R'000	R'000	
Vote 1 : Premier, Director-General and Corporate Services: Programme 3	54 632	55 239	52 248	Vote 1 : Premier, Director-General and Corporate Services: Programme 4
Vote 1 : Premier, Director-General and Corporate Services: Programme 3	5 969	3 483	6 137	
	360	210	369	Vote 3 : Finance: Programme 1
	1 327	774	1 480	Vote 5 : Education: Programme 1
	634	370	639	Vote 6 : Health: Programme 1
	854	498	855	Vote 7 : Social Services: Programme 1
	87	52	93	Vote 8 : Planning, Local Government and Housing: Programme 1
	633	369	633	Vote 9 : Environmental and Culture Affairs and Sport: Programme 1
	2 074	1 210	2 068	Vote 10: Economic Affairs, Agriculture and Tourism: Programme 1
Vote 1 : Premier, Director-General and Corporate Services: Programme 3	4 422	4 512	6 531	Vote 1 : Premier, Director-General and Corporate Services: Programme 5
Vote 3 : Finance: Programme 4	103 446		194 141	Vote 1 : Premier, Director-General and Corporate Services: Programme 3
Vote 7 : Social Services: Programme 1		1 771	4 500	Vote 1 : Premier, Director-General and Corporate Services Programme 1
Vote 8 : Planning, Local Government and Housing: Programme 3	6 160	3 253	6 658	Vote 1 : Premier, Director-General and Corporate Services Programme 1
Totals	174 629	68 258	270 215	

Table 3 Details of Training Expenditure Premier, Director-General and Corporate Services			
Programmes	2001/02	2002/03	2003/04
	R'000	R'000	R'000
1. Administration	38	48	48
2. Internal audit	63	63	63
3. Information technology	1 000	1 000	1 000
4. Corporate services	12 247	12 356	12 358
5. Legal services	20	20	20
Total	13 368	13 487	13 489

Table 4 Percentual salary distribution of personnel in the Provincial Service and related Public Sector

Post level	Programmes					Number of persons	
	1	2	3 *	4	5	Total	%
16	2		3			5	0.91
15	1			1	1	3	0.55
14	3	1	2	3		9	1.64
13	9		2	6	3	20	3.64
12	4		4	8	4	20	3.64
11	7		22	9	2	40	7.29
10	3		30	18		51	9.29
9	5	2	21	20	5	53	9.65
8	3		9	42	2	56	10.20
7	5	5	27	33	2	72	13.11
6	6	3	6	105	2	122	22.22
5	1		4	17	2	24	4.37
4	1	1	1	26		29	5.28
3	1		1	20		22	4.01
2	9			12		21	3.83
1				2		2	0.36
TOTAL	60	12	132 *	322	23	549	100.00

Key: Post level

16 385 493 - 409 145	12 174 483 - 194 154	8 83 379 - 92 472	4 36 801 - 39 429
15 299 304 - 317 668	11 144 972 - 165 207	7 67 137 - 73 911	3 31 212 - 34 020
14 246 640 - 265 698	10 124 266 - 134 970	6 53 898 - 60 405	2 27 174 - 29 067
13 209 392 - 222 237	9 99 558 - 114 360	5 43 536 - 46 911	1 24 036 - 24 696

* Programme 3: Information Technology includes mainly contract workers.

Table 5**Representation within Premier, Director-General and Corporate Services**

Post level	Number of posts filled	Persons as at 31 January 2001						
		African	Coloured	Indian	White	Female	Male	Disabled*
13 - 16	32		10		22	5	27	
9 - 12	163	2	63	2	96	45	118	1
1 - 8	354	20	211	1	122	144	210	
Total	549	22	284	3	240	194	355	1
Total		549				549		
Percentage of total number of posts filled		4.01	51.73	0.55	43.72	35.34	64.66	0.18

* Note: Disabled as defined in section 1 (Definitions) of the Employment Equity Act; 1998 (Act 55 of 1998):
"people with disabilities" means people who have a long-term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment;"

Table 6 **Details of Medium-Term Expenditure Framework**
Premier, Director-General and Corporate Services

Programmes	1999/2000	2000/01	2000/01	2001/02	% Change	2002/03	2003/04
	Actual	Budget	Est. Actual	Budget	Est. Actual to Budget	MTEF	MTEF
	R'000	R'000	R'000	R'000		R'000	R'000
1. Administration	11 464	17 250	37 436	32 220	(13.93)	33 199	34 786
2. Internal audit	1 722	2 617	4 465	2 696	(39.62)	2 723	2 862
3. Information technology	102 307	103 446	150 689 ^b	194 141	28.84	219 193	217 573
4. Corporate services	48 384	54 632	55 239	52 248	(5.41)	56 401	58 110
5. Legal services	3 542	4 422	4 512	6 531	44.75	6 668	6 796
Provision on Vote 10, Programme 4, Property management and works							
Total	167 419 ^a	182 367	252 341	287 836	14.07	318 184	320 127
Increase/(decrease)		14 948	69 974	35 495		30 348	1 943
CLASSIFICATION OF EXPENDITURE (Economic classification)							
Current							
salaries and related cos	69 897	84 776	84 158	94 929	12.80	102 783	108 270
transfer payments	1 031	1 397	15 977	9 033	(43.46)	9 014	9 020
other current expenditur	46 414	48 793	91 467	83 905	(8.27)	94 391	106 483
Capital							
transfer payments							
other capital expenditur	50 077	47 401	60 739	99 969	64.59	111 996	96 354
Total	167 419	182 367	252 341	287 836	14.07	318 184	320 127
CLASSIFICATION OF EXPENDITURE (Standard item)							
Current							
personnel expenditur	69 731	84 621	84 003	94 774	12.82	102 628	108 115
transfer payments	805	1 124	15 686	8 743	(44.26)	8 718	8 724
other current expenditur	46 806	49 221	91 913	84 350	(8.23)	94 842	106 934
Capital							
transfer payments							
other capital expenditur	50 077	47 401	60 739	99 969	64.59	111 996	96 354
Total	167 419	182 367	252 341	287 836	14.07	318 184	320 127

^a As included in the Appropriation Accounts.

^b Includes R150 689 000 for the transfer of the Information Technology (IT) function from Vote 3: Finance as from 1 April 2001.