

Vote 1

Department of the Premier

	2012/13 To be appropriated	2013/14	2014/15
MTEF allocations	R699 802 000	R754 436 000	R785 667 000
Responsible MEC	Premier		
Administering Department	Department of the Premier		
Accounting Officer	Director-General		

1. Overview

Core functions and responsibilities

The main role and function of the Department of the Premier is to provide strategic and operational support to the Premier and the Provincial Cabinet to exercise their provincial executive authority in accordance with the Constitution of the Republic of South Africa, 1996, and the Constitution of the Western Cape, 1997. This entails coordinating the functions of the provincial administration and its departments through the development and implementation of legislation and policy. In support of the role and functions of the provincial Director-General, as reflected in section 7(3)(c) of the Public Service Act, the Department of the Premier will therefore provide the following core functions:

Executive support, providing executive governance support services;

Provincial strategic management, professionally supporting the Premier and Cabinet to effectively exercise their executive authority in respect of provincial strategic management matters; and

A Corporate Services Centre, rendering transversal corporate services on a shared services basis.

Vision

To be the best-run regional government in the world.

Mission

To achieve excellent outcomes with people who are fit for purpose, an appropriate policy agenda, aligned strategies and partnerships.

The Department of the Premier will contribute to all the strategic objectives, but perform a particular leading role as it relates to building the best-run regional government in the world.

Values

Competence

Accountability

Integrity

Responsiveness

Caring

Main services

As the Department of the Premier will perform a particular leading role as it relates to the provincial strategic objective: Building the best-run regional government in the world, it will focus on the following main services:

Through the provisioning of executive governance support services the department will:

Provide operational support to the Premier;

Provide secretariat and related support services to the executive; and

Provide departmental management and operational support to the Director-General.

Through professionally supporting the Premier and Cabinet to effectively exercise their executive authority in respect of provincial strategic management the department will:

Strategically support the executive in the development and implementation of high-level provincial policies and strategies;

Strategically support the executive in the monitoring of provincial performance in respect of national and provincial policy, strategy, programme and project implementation; and

Facilitate on-going strategic communications (across all departments) between the provincial government and its stakeholders.

Through the rendering of transversal corporate services on a shared services basis the department will:

Optimise service delivery through the optimal utilisation of appropriate information and communication technologies;

Render human capital services;

Render corporate assurance services;

Render a comprehensive legal support service; and

Render a corporate communication service.

Demands and changes in services

The department needs to honour the commitments made by the Provincial Cabinet in terms of the modernisation programme, especially as it relates to the continued implementation of the blueprints which this department is responsible for.

A strategic projects facilitation unit has recently been established to enable public and private sector interaction in furthering the growth and development of the province.

In an attempt to improve corporate governance, Programme 3, Human Capital, will commence with the roll-out of the people strategy and interventions aimed at creating an organisational culture that is aligned to the values that underpin the provincial vision and mission. The programme will further introduce a new funding model for the Provincial Training Institute in an attempt for it to become more self-sustainable. The corporatisation of the human resource management function in this programme resulted in a significant increase in service delivery demands which will require the filling of critical vacancies in this and other business units of the department. The replacement of PERSAL with SAP (Systems, Applications and Products) as enterprise resource planning system, is earmarked for roll-out in the 2012/13 and 2013/14 medium term. SAP is poised to materialise the following efficiencies:

Collaborate better: Enhance interagency (Inter-departmental and inter-governmental) information and resource sharing;

Decide better: Monitor performance to inform decisions for mission success;

Adapt better: Increase transparency to adjust for changing resource needs; and

Operate better: Improve fiscal condition through a holistic government view.

The Microsoft migration project will reach the next phase of implementation placing increased service delivery demands on the Centre for e-Innovation (Programme 4). In addition, broadband will continue to be rolled out in an attempt to meet increased service delivery optimisation demands. Steps will also have to be put in place to improve the level of ICT governance maturity in the province.

In Programme 5, Corporate Assurance, the demand for legal services has increased dramatically which necessitated additional resources. Internal Audit and Enterprise Risk Management remain limited due to the lack of resources. An increase in the demand for Forensic services is anticipated due to the imminent launch of an anti-corruption drive.

Acts, rules and regulations

The legislation applicable to this department is:

Constitution of the Republic of South Africa, 1996

Constitution of the Western Cape, 1997

Public Finance Management Act 1 of 1999

Intergovernmental Relations Framework Act 13 of 2005

Public Service Act, Proc 103 of 1994

Pensions Fund Act 24 of 1956

Income Tax Act 58 of 1962

State Tender Board Act 86 of 1968

Prescription Act 68 of 1969

Occupational Health and Safety Act 85 of 1993

Compensation for Occupational Injuries and Diseases Act 130 of 1993

Labour Relations Act 66 of 1995

Development Facilitation Act 67 of 1995

Government Employees Pension Law Proc 21 of 1996

National Archives and Record Service of South Africa Act 43 of 1996
Extension of Security of Tenure Act 62 of 1997
Basic Conditions of Employment Act 75 of 1997
Local Government: Municipal Demarcation Act 27 of 1998
Employment Equity Act 55 of 1998
Skills Development Act 97 of 1998
Local Government: Municipal Structures Act 117 of 1998
Skills Development Levies Act 9 of 1999
Promotion of Access to Information Act 2 of 2000
Promotion of Administrative Justice Act 3 of 2000
Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
Preferential Procurement Policy Framework Act 5 of 2000
Protected Disclosures Act 26 of 2000
Local Government: Municipal Systems Act 32 of 2000
Broad-Based Black Economic Empowerment Act 53 of 2003
Local Government: Municipal Finance Management Act 56 of 2003
Local Government: Municipal Property Rates Act 6 of 2004
Prevention and Combating of Corrupt Activities Act 12 of 2004
Public Audit Act 25 of 2004
State Information Technology Agency Act 88 of 1998
State Information Technology Act 38 of 2002
Government Immovable Asset Management Act 19 of 2007
Division of Revenue Act (annually)
Prevention of Organised Crime Act 121 of 1998
Financial Intelligence Centre Act 38 of 2001
Electronic Communications Security (Pty) Ltd Act 68 of 2002
Electronic Communications and Transactions Act 25 of 2002
Western Cape Land Administration Act 6 of 1998
Western Cape Law on the Powers and Privileges of the Provincial Legislature (Law 3 of 1995)
Western Cape Direct Charges Act 6 of 2000
Provincial Archives and Records Service of the Western Cape Act 3 of 2005
Western Cape Provincial Public Protector Law 6 of 1994
Western Cape Delegation of Powers Law 7 of 1994
Provincial Development Council Law 5 of 1996

Provincial Development Council Repeal Act 5 of 2011

Western Cape Coat of Arms Act 7 of 1998

Western Cape Provincial Commissions Act 10 of 1998

Western Cape Provincial Honours Act 9 of 1999

Members of the Western Cape Provincial Parliament Code of Conduct Act 3 of 2002

Western Cape Provincial Youth Commission Repeal Act 2 of 2009

Provincial Restaurant Ordinance 23 of 1964

Committees of Inquiry Ordinance 13 of 1978

Budget decisions

Guided by the Medium Term Strategic Framework (MTSF) of government which sets out the policy priorities for the country, a provincial strategic plan was developed in the provincial context which, in turn, is informed by the provincial electoral mandate obtained in the April 22, 2009 general election. This provincial strategic plan provides for a set of twelve strategic objectives which has determined the provincial budget priorities as confirmed by the Provincial Cabinet. In contributing to all these strategic objectives, and particularly in taking up the leading role as it relates to strategic objective 12: "building the best-run regional government in the world", as well as the further implementation of the modernisation initiatives, will require of the department to be fully resourced. A decision was therefore taken to prioritise the provision for compensation of employees in the department. This will require careful balancing between the need to stabilise the ability to perform and the outputs that need to be delivered.

The modernisation priorities identified by the Provincial Cabinet, more specifically the corporatisation of shared support functions and the full implementation of the three blueprints aimed at ICT improvements, will significantly impact on the budget of the department. The collaboration with the City of Cape Town, fibre optic broadband connectivity will cost an estimated R18.5 million. Provision for the further implementation of an electronic content management system (R13 million), increased demand for legal services (R1 million), strengthening of the forensic investigative capacity (R6 million), and the re-establishment of a fully functional archive and records management service (R5 million) have been prioritised as first charges of the department against the so-called provincial policy pool. Funds for the introduction of SAP to replace PERSAL as the payroll and HR business intelligence system (R8.7 million) will be kept in Reserve and will be transferred to the department during the Adjustments Estimate process.

The process in respect of the repeal of the Provincial Development Council (PDC) Act has been finalised during December 2011. The expenses that will occur during the wrap-up and cancellation of contracts, will however, be covered and included in the Adjustments Estimate process.

Due to austerity measures announced by the national Minister of Finance, the Province has a conservative budgetary approach for 2012/13. New initiatives in the annual performance plan will have to be funded mainly through internal reprioritisation of deliverables or staggered implementation of initiatives.

Aligning departmental budgets to achieve government's prescribed outcomes

There is significant alignment between the department's performance plan for 2012/13, the provincial strategic objective and the relevant national outcomes.

National outcome 12 refers to "An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship". Provincial strategic objective 12 reflects the same governance intent by "Building the best-run regional government in the world." Whilst provincial strategic objective 12 is still in the process of being finalised, initial indications are that the department, together with the Provincial Treasury and the Department of Local Government will be principally responsible for its implementation.

Areas of alignment include:

Deliverables to improve service delivery quality and access (modernisation initiatives, deliverables by the Centre for e-Innovation, communication strategy and provincial brand, service delivery improvement plans, etc.).

Deliverables relating to human resource management (compliance with submission of performance agreements, performance reviews, talent management, staff development, competency assessments, ensuring peoples' values are congruent to that of the organisation, filling of vacancies, speedy finalisation of disciplinary cases, etc). SAP is directly linked to Strategic Objective 12 and will positively impact on effective and efficient human resource practices as well as other business areas of the WCG. Implementation will be done in a phased process, starting at the Department of the Premier as a pilot, and from there rolled out in other departments. The implementation programme will initially focus on the Human Resource Management (HRM) modules, after which other modules will be introduced to strengthen business intelligence in the WCG as a whole.

Deliverables focusing on business processes, systems, decision rights and accountability such as unqualified audits, training of finance staff, improved supply chain management, finalisation and maintenance of a provincial delegation register, archive and records management system, ensuring alignment of organisational structures with the provincial strategic plan, improved compliance to access to information and administrative justice prescripts, etc.

Deliverables focusing on preventing and detecting fraud and corruption including the improved provincial capability in this regard, turn-around time for the finalisation of cases etc.

2. Review 2011/12

The department received an unqualified audit report for the 2010/11 financial year with one other matter. This was an improvement on the preceding years. Furthermore the percentage of under-spending for the year was reduced to 0.39 per cent (R2.451 million) compared to the previous year (1.27 per cent in 2009/10).

Provincial Strategic Management focused mainly on the finalisation of the Provincial Strategic Plan (PSP), providing technical and operational support through the Provincial Transversal Management System (PTMS) and reviewed the first six months of operation. A special PTMS review report was completed.

Its main achievements are the finalisation and approval by Cabinet of 11 provincial strategic objectives and their directives. The PSP was developed through 12 task teams that comprised of Cabinet Ministers, Heads of Departments and Senior Managers – in some cases assisted by external expertise. A copy of the PSP was distributed to all municipalities and libraries. It is available on the website in PDF format. Comments were invited from respondents by 31 October 2011. A final version will be completed and placed on the website. The Provincial Strategic Plan and the PTMS are in their first year of implementation. From February 2011 the Strategic Sector Committees (Human Development, Economic and Infrastructure, Administration and Intergovernmental Relations) began their deliberations. Each Strategic Objective has an opportunity to present in detail, twice a year at the Sector Committee meetings, and each HOD is given the opportunity at each meeting to highlight issues of concern, and to table policy and budgetary issues for deliberation on an on-going basis. The Branch plays a supportive role in selective areas as requested by HODs.

In order to ensure effective execution of the programmatic interventions proposed in the approved PSO strategic cases, implementation protocols - strategic directives - were developed to ensure that the institutional arrangements, the roles, functions and responsibilities of stakeholders as well as the outcomes will lead to the attainment of the PSOs. PSO 1 has a number of working groups in which the Branch is represented or participates in the planning and drafting of policy and strategy. Specifically these related to the Economic Development Partnership, the Skills Development working group and Future Cape. The policy unit assisted PSO 4 – on the reduction/prevention of injury working group through the collective appointment of the Medical Research Council at UCT to conduct trauma surveillance in the “high five” areas. The “high five” areas constitutes locations with the highest levels of violent trauma as reported by the Emergency Medical Services. The policy unit provided technical, research and strategic support to PSO 5 – through the specialist appointment of an expert in the “whole of society” approach to increasing safety. For PSOs 8 and 9, the policy unit drafted a Social Policy Framework, and for the new combined PSO: promoting Social Inclusion and reducing Poverty. The unit also played a leading role in the crafting of the final Early Childhood Development strategy. The Decentralised Service Delivery working group under PSO 10 on Integrated Service Delivery was chaired by the Department of the Premier’s Policy Unit with the aim of co-ordinating infrastructure planning. This work is now being incorporated into PSO 1; PSO 10 and PSO 12. The Branch provided an international framework and comparative proposals for the development of PSO 12. The Branch continues to play a leading role in refining the strategy and direction of the PSOs.

The following national policy documents were commented on during the course of last year:

With the Presidency specifically – A summary report was submitted in Infrastructure Planning and Expenditure for the President’s Coordinating Committee. This report covered the performance of the Western Cape in regard to planning, budgeting and implementing its infrastructure budgets timeously with minimal roll overs and delays.

National Planning Commission – comments on the Diagnostic Report. The Branch facilitated a response and prepared for a Western Cape Government joint bilateral between the City and Province and the National Planning Commission.

The Presidential Review Committee on State Owned Enterprises was launched in 2011 by the Presidency. The Premier nominated the MEC for Finance, Economic Development and Tourism, to lead the engagement. The Policy Unit submitted the report on State Owned Enterprises and hosted a special day long engagement with the review committee.

The annual State of the Nation submission for 2012 was submitted to the Presidency for inclusion in the State of the Nation Address. A mid-term review was also prepared and submitted to the Presidency.

Department of Performance Monitoring and Evaluation (DPME) – The policy unit participated and commented on the Performance Monitoring Assessment Tool, the Job Impact Assessment Report to monitor job creation targets and inputs into the annual Millennium Development Goals report.

In respect of other national requests the Policy Unit drafted comments on:

The Spatial Planning Land Use Management Bill of the National Department of Environment Affairs with the provincial Department of Environmental Affairs and Development Planning

ESKOM's EIA application on the location of a future nuclear power station and on Eskom's Nuclear Strategy, jointly with the provincial Department of Environmental Affairs and Development Planning.

The National Climate Change Response Strategy.

The New Growth Path of the National Economic Development Department.

The amended National Traditional Affairs Bill which includes first nation people for consideration, released by the Department of Co-operative Governance and Traditional Affairs.

The National Department of Land Reform and Rural Development's Green Paper on Land Reform and on the draft National Green Paper on Co-operative Governance (COGTA).

The Chief Directorate Policy and Strategy also provided policy commentary on provincial and local policies: Child Abuse and Neglect paper; Draft Green Economy Policy for the Western Cape; Provincial Sustainable Energy Bill; Provincial Sustainable Development Report; the Provincial Land Transport Framework; Management and oversight of the PDC Repeal Bill and the disestablishment of the PDC. The unit drafted concept papers on the IDP Indaba and Integrated Planning Framework (Intra-governmental planning framework) and the Provincial Midterm review. The unit also provided comments on the CoCT's Spatial Development Framework and its Development Guidelines for Land Use.

On request from the Department of Cultural Affairs and Sport, the second phase of the review of public entities, which includes the Language Committee, the Cultural Commission and Heritage Western Cape, is underway.

Within Programme Support, focus was placed on the creation of a Strategic Projects Facilitation Unit geared to not only follow through on some of the achievements of the 2010 FIFA World Cup™ unit but also to align government support for building the events sector. Activities during the period under review include:

The launch of "CapeAbility", a publication that reflects on the World Cup successes but also seeks to position the Western Cape for growing more events, tourism, trade and investment;

The submission to Cabinet and the Legislature of the PGWC Report on the 2010 FIFA World Cup™ that assesses the World Cup legacy in terms of the 2006 strategy;

The adoption by Cabinet of an integrated 15-year Integrated Events Strategy for the Western Cape and Cape Town; and

The completion of an Association Database allowing for a more strategic approach to marketing the Province as a business and convention destination.

Short-term objectives include the staffing of the unit, the roll-out of the strategy and developing an Event Web Portal to assist the public and private sector to strategise and align more effectively.

The Chief Directorate Strategic Management Information focused on establishing and improving baselines through testing the level of maturity for the methodologies and approaches for Programme and Project Management, Results-based Monitoring and Evaluation and Spatial Information. For the year under review the following four high-level projects were implemented: Formulating methodologies which are applied to the Executive Project Dashboard (EPD) System, Results-based Monitoring and Evaluation (RBM&E), System and Spatial Information (SI) System, formulating a set of data governance models that guide the production of strategic management information, producing relevant data and information for decision-making and the pilot phase of developing an automated and integrated Provincial-wide M&E System.

The capturing and monitoring of the projects on the EPD were guided by a series of capacity building interventions related to programme and project management methodology. The RBM&E model was updated in terms of all the PSO indicators, their measurements and data sources. The four phase model adopted for SI was implemented with a focus on the Strategic Business Purpose of SI and the Geographical Information System (GIS) requirements.

The level of maturity was tested for all three methodologies across all provincial government departments. Indicator and Data Quality guidelines were developed to respond to the demand for quality data that feed into Strategic Management Information.

A key achievement to date was the integration of methodologies to produce data that measured performance on firstly, an implementation level (project performance data); secondly, on an outcome indicator level for the PSOs (indicator trends); and thirdly, spatial information in the form of spatial products (maps and web applications). In addition, the unit has responded to the national reporting requirements and produced various reports for the Department of Performance Monitoring and Evaluation which includes Western Cape Government's response on Employment Creation using data collated from 13 provincial departments and the Western Cape Government's contribution to the National Outcomes.

In collaboration with the Centre for e-Innovation, the second phase in developing an integrated and automated provincial-wide M&E system has delivered the pilot related to the system development of the central repository. The Spatial Data Infrastructure Design has also been completed to accommodate procured geo-spatial datasets. The Business Requirements Specifications for a Project Management Solution have been integrated into technical specifications which were completed in the first phase.

A series of workshops with the Project Management, M&E, and Spatial Information forums as well as engagements with external stakeholders aim to achieve a level of capacity in provincial government that drives the institutionalisation of the appropriate methodologies and data governance for improving the continuous measuring of the results of the PSOs.

Strategic Communication has completed the brand strategy, the Provincial communication strategy as well as a corporate identity manual for implementation in the second half of this year. The unit has also submitted monthly media analysis synthesis reports to cabinet for consideration. Since the introduction of the Media Liaison Coordination meetings, the media coverage of the WCG and its responsiveness has improved.

A number of organisational design interventions of varying focus and scope were finalised. These interventions were conducted at the Departments of Agriculture, Cultural Affairs and Sport, Economic Development and Tourism, Education, Health, Human Settlements, Premier, Social Development and Transport and Public Works respectively. A transversal organisational design intervention in respect of the Chief Financial Officer model was also finalised.

Further to the above the Western Cape Government's participation within the African Public Service Day and Public Service Week were coordinated; we participated in four National Batho Pele Learning Networks and hosted four Provincial Batho Pele Learning Networks and developed 18 service delivery implementation plans. Primary processes within the Department of Transport and Public Works (subsidised transport) were developed.

The provincial assessment centre became operational on 1 April 2011 and all new appointments on salary level 11 were assessed psychometrically to determine their person-job fit with development areas highlighted. The second Barrett survey was conducted and the response rate improved to 18 per cent. The leadership development intervention "9 Conversations in Leadership" (19 leadership cells) and the SMS and MMS Conversation Toolkits were rolled out throughout the Department of the Premier. In terms of employee health and wellness the following services were provided to eleven departments: 24 wellness screening sessions in the Central Business District (CBD) and rural areas, first level of care and the promotion of healthy lifestyles.

The Directorate Policy and Planning has:

- Facilitated the clean-up of personal data on Persal through the roll-out of the on-line Human Resource Data Verification System (HRDVS). This initiative was reported to National Cabinet as an exceptional process of managing personal data on Persal, and a delegation of DPSA officials have visited the Province to look at possible benchmarking of the HRDVS on national level:

- Finalised the project to re-build the information platform, previously known as the Public Service Toolkit. Designated custodians were identified to assist with updating of relevant content on an ongoing basis. To market the site, a renaming competition was launched. The new site name, "Blue Pages" was chosen out of a total of 521 competition entries.

- Compiled HR Oversight reports (Part 4 of departmental Annual Reports) for 11 Departments and one trading entity.

- Compiled Employment Equity Reports on behalf of all 11 client departments, and on-line submission thereof to the Department of Labour.

- Compiled and embarked on a process of consultation of Human Resource Plans for client departments where such plans have expired.

- Drafted transversal policies and policy guidelines.

The Directorate Employee Relations successfully managed Collective Bargaining with labour and the co-ordination with the other sectors i.e. Health and Education has been improved. This has resulted in a better working relationship with labour in the province. The management of the strike and the implementation of strike management plans have to a large extent negated the impact of the strike on essential services in the province as a proactive approach was taken to engage labour in advance of the strike. All consultations with regard to re-aligned structures of the various departments and the Corporate Communication unit in the CSC have been finalised. The only outstanding matter that will be consulted in the last quarter is the micro structure of the Western Cape Education Department. This (WCED micro structure) has been completed. Further consultations took place for OD interventions for the Departments of Agriculture, Health, Cultural Affairs and Sport as well as the Provincial Treasury.

Training interventions to improve the capacity of line managers to deal with labour issues is continuous and the "Progressive Discipline" training is crucial in addressing this issue. A number of training workshops were conducted on the "Know your rights campaign". A need has now been identified to do "Presiding Officer" training to improve the quality of decisions made in this regard. A gap in the quality of the work performed

by the staff matched and placed has been identified and an urgent training intervention is now required to deliver in terms of the APP for the next few months. A training intervention by an external service provider as well as in-house training was done. The management team also attended training by the GPSSBC with regard to misconduct, grievances and disputes. Parallel to this, the skill has to be contracted in over the short term while internal staff is capacitated.

The Directorate Performance Management and Development continued with its functions and responsibilities towards its clients in an advisory and administrative manner towards performance management and development and activities included the following:

The performance agreements of all Heads of Department of the Western Cape Government for the 2011/12 performance cycle have been concluded, evaluated for quality and compliance, noted by the Premier and submitted to the Public Service Commission before the due date of 30 June 2011.

Arrangements and planning have also started for the evaluation of Heads of Department for the 2010/11 financial year and was concluded in October 2011 in conjunction with the Public Service Commission. Measures have also been implemented for the finalisation of the 2010/11 performance cycle for members of the Senior Management Service of all departments of the WCG.

The submission of financial disclosures by all members of the Senior Management Service, including the Departments of Education and Health, have been successfully concluded and submitted to the Public Service Commission before the due date of 31 May 2011 (100 per cent compliance).

A second draft regarding the development of an Operational Manual for the Management of the Career Incidents of Heads of Department was completed and is being consulted internally.

The development of strategies and the implementation thereof to establish methods to encourage and measure performance through non-monetary rewards was developed and is in the process of being consulted internally.

A transversal bursary policy was developed and consulted and is to be implemented with the awarding of internal bursaries for the 2012 academic year. In this regard applications for internal bursaries were invited with a closing date of 2 September 2011.

A strategy and training courses for the management of poor performance was developed in conjunction with the Provincial Training Institute and the Directorate Employee Relations. Training courses started in June 2011.

Workplace Skills Plans in respect of all departments were drafted and timely submitted to all role players.

The further development of PERMIS, namely PERMIS Version 3 is in process with an implementation date of 1 April 2012. Internal staff has been trained as Departmental System Administrators for PERMIS, employees in departments have been trained to utilise PERMIS and the system was further aligned with policies and development.

A Recruitment and Selection Centre, which will collectively deal with the filling of 1 000 advertised posts of which 10 are SMS and 990 posts ranging between SL 2-11, to ensure swift administration in terms of demands from client departments.

A Leave Centre, ensuring capturing of and verifying leave data within reasonable timeframes contributing to real-time valid and audited records.

A Service Benefit Administration Centre, ensuring timeous and accurate service benefit administration to promote client satisfaction, including Pensions Administration and Exit Management.

The Co-ordination Unit, focusing on Establishments, Persal and Information Support, Appointment and Transversal Administration as well as all Acting and Contract appointments, ensuring timeous statutory reporting and adhering to stipulated timeframes with the institutional reporting cycle.

The Centre for e-Innovation (Ce-I) continued to fulfil its transversal role in respect of ICTs as well as providing IT solutions to departments.

Ce-I supported the WCG installed base of over 14 500 corporate workstations. The Ce-I also supported a substantial installed base in more than 1 500 schools (which includes over 46 000 workstations).

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

Migrating the Provincial Government IT operating system to a technologically more advanced system (this included a focus on the network operating system, server platforms, e-mail and the office productivity suite). A target of 55 per cent (20 per cent in 2010 - 2011 and 35 per cent in 2011/12) of the existing user base migrated to the new Messaging System and Productivity Suite was set.

Implementation of a uniform e-filing system in the provincial government with a focus on the consolidation of software licences, central support and maintenance, as well the consolidation of the central and common hosting infrastructure.

Particular emphasis was placed on the implementation of the IT Service Delivery Improvement Plan (SDIP) which set out to address service delivery challenges in the general environment. The three key elements of the plan related to connectivity and broadband, core infrastructure optimisation and business productivity optimisation.

Highlights of the SDIP implementation were as follows:

An MOU/SLA was signed with the City of Cape Town to ensure collaboration in respect of broadband;

The WCG implemented its Virtual Private Network;

Broadband to additional priority sites was implemented;

Phase 1 of the IT Disaster Recovery Plan was implemented; and

An average network uptime and availability of 98 per cent was maintained.

Furthermore, Ce-I made significant strides in respect of embedding a level 3 for ICT governance maturity (focusing on areas such as policies, strategies, norms, standards, etc.). The following achievements were key to the improved governance maturity of Ce-I:

The review of departmental ICT plans as well as the completion of implementation plans.

Establishing the role of the Enterprise Architecture Review Board.

The standardisation of software configurations on end-user equipment across the PGWC (including software tools for remote management, support and software updates of end-user equipment) have also improved the level of ICT maturity in the organisation.

The monitoring of service levels in respect of services provided to departments.

Monthly Quality of Service Meetings held between Ce-I and the State Information Technology Agency (SITA).

Significant improvement shown in the Ce-I's ability to account for its assets.

In terms of the Ce-I's external facing services, the channels available to citizens to access government information and services were enhanced. Channels such as the Internet Portal, Walk-in Centre, E-mail Channel and the Call Centre were upgraded and enhanced to improve the citizens' interface with government via electronic means. The ICT infrastructure of the e-Community centres in rural areas were also enhanced, with a further 6 Cape Access Centres being operationalised.

The Directorate Enterprise Risk Management is focused on delivering on the Risk Management Implementation Plan as agreed with each respective department. The majority of the effort went into improving the quality of the risk profiles of each department that in turn, will drive the internal audit effort to focus on the correct risks. The foundation was furthermore laid to increase the level of risk management maturity in the province and ultimately to embed risk management in strategic planning, decision making and general management. One of the performance indicators was to develop a tool that would enable the evaluation and assessment of the risk management maturity level of a department and eventually the province. There is currently a procurement process underway to buy-in expertise to assist in the development of this tool.

The Chief Directorate Internal Audit was faced with a number of challenges during 2011/12. This mainly is due to the fact that the current capacity does not allow for adequate coverage of high risks in the internal audit plans, and that a large number of staff is on a development programme following the implementation of a new structure. Due to the nature of these challenges, there is no short-term solution to address the capacity constraints. The total coverage of high risks in the internal audit plans across the province was almost 40 per cent for 2011/12. In addition to this, there is also limited coverage in essential areas like IT internal audit and governance and/or performance audits. The abovementioned tool will also incorporate the ability to evaluate and assess the maturity level of the control framework.

The capacity in the Directorate Forensic Investigative Unit was augmented significantly and this resulted in reports of increased quality and a reduction in the backlog of cases reported. During the latter part of 2011/12 the complete forensic service was outsourced to a suitable service provider, which further increase the quality and progressively will address the backlog of cases reported.

The Chief Directorate Legal Services rendered advice in the form of legal opinions for the Provincial Executive, provincial departments and provincial public entities. Advice of an ongoing nature was provided with regard to key projects and programmes. Contracts and correspondence were drafted or edited, with the aim of safeguarding the best interests of the Provincial Government and its departments. Litigation matters were managed and facilitated through active participation in litigation processes and in rendering assistance to the State Attorney and advocates that were briefed to appear on behalf of the Provincial Government.

The Chief Directorate also re-instated its functional training programme and has provided training to a number of departments on the Promotion of Access to Information and Promotion of Administrative Justice Acts.

The Directorate Legislation assisted a number of provincial departments with the drafting of principal and subordinate legislation. The following Bills were introduced to the Provincial Parliament:

The Western Cape Privileges and Immunities Bill, 2011

The Provincial Development Council Act Repeal Bill, 2011

The Western Cape Second Laws Repeal Bill, 2011

The Western Cape Biosphere Reserves Bill, 2011

3. Outlook for 2012/13

The department will continue to contribute to the realisation of the Provincial Strategic Plan, and in particular to the provincial strategic objective aimed at building the best run regional government in the world, through the development and implementation of policies, protocols and guidelines on international relations. At the bilateral level, structures will be established and engagements co-ordinated or facilitated. The conclusion and implementation of mutually beneficial bilateral agreements will receive renewed attention.

During the 2012/13 financial year, Programme 1 will implement a decision tracking system in the Directorate Secretariat Services. This system will make it possible to track the implementation of the decisions made by the Provincial Cabinet.

Another system that will be implemented will provide a case management capability in the Directorate Human Rights Support. The system will enable the Directorate to track each of the human rights issues lodged by the public from the initial enquiry to its finalisation. It will therefore also enable the availability of reliable data of government interventions in this regard.

Funding has been provided for increased capacity to ensure compliance with the Occupational Health and Safety Act and the Minimum Information Security Standards.

Furthermore the department will contribute to the provincial strategic objective aimed at building the best run regional government through the outcome theme 'Management for Results'. The Provincial Strategic Management Branch will focus on:

Coordinated and integrated provincial government through effective transversal management: The Western Cape Government will continue to implement a system focussing on policy/strategy driven by the organisational planning cycle which makes use of interdepartmental, intergovernmental and external collaboration to achieve policy outcomes.

Effective results-based monitoring and evaluation: A system of results-based monitoring and evaluation which focuses on measuring the performance of the desired outcomes in relation to the policies/strategies that the Western Cape Government aims to achieve, will continue to be implemented.

The Branch will also focus on a single, unified provincial brand: All proactive and reactive communications, marketing and advertising will be utilised to build the unique Western Cape Government brand.

During the 2012/13 financial year the programme will continue to implement key planned deliverables:

A functional Provincial Transversal Management System (PTMS) as institutionalised with periodic policy reviews to be conducted to assess the achievement of each PSO.

Policy analyses and comments prepared for Premier and Cabinet.

A reliable monitoring and data management system including directories of common data sources that support the compendium of outcome indicators will continue to be developed and implemented. This will be achieved through:

Updating the methodologies applied for the Executive Project Dashboard System, Results-based Monitoring and Evaluation System and Spatial Information System.

Maintaining the data governance underpinning the collection of data for each of the systems feeding into production of Strategic Management Information.

Producing quarterly programme and project performance data, outcome indicator measurements and spatial information products in the form of maps and web applications.

Continuing the phased development of an automated and integrated provincial wide M&E System.

The budget structure of programme 2 has expanded internally to provide for a Special Project Facilitation Unit. The aim of this unit is to strategically support the Executive in facilitating major events/projects with provincial growth and developmental potential at interdepartmental, intergovernmental and/or inter-sectoral level. Additionally, the programme will serve as the custodian of Overseas Development Assistance in the Province, to be funded under the sub-programme: Programme Support. During 2012/13 the unit will, amongst others, implement the Integrated Events Strategy, support events with socio-economic potential, develop a web portal as a stimulus to the event industry with local government and develop a framework for Overseas Development Assistance.

The Chief Directorate Organisation Development provides organisational improvement consultancy services to all provincial departments to contribute to the creation of an enabling organisational environment that will enhance efficient and effective service delivery. The efficacy of departmental organisations and establishments at macro, strategic, tactical and/or operational levels will continue to be assessed and improved on an on-going prioritised basis. Furthermore, specific attention will also be given to the promotion of uniform provincial minimum work organisation norms and standards, the standardisation of job titles and of profiles, as well as the development of internal databases of organisation and establishment records in support of effective and efficient establishment management and administration.

A greater focus will be placed on citizen-centric service delivery through interventions that include the development of service charters, service standards, redress mechanisms, service delivery improvement planning and implementation and enhancement of 13 identified critical service delivery processes. Quality circles as a continuous improvement mechanism will be implemented. African Public Service Day, Public Service Week and Batho Pele Learning Networks will be co-ordinated across the Province.

Through the Provincial Assessment Centre the Chief Directorate will continue to apply competency-based assessments and development to ensure appropriate person-job/organisation fit, augmented through the implementation of a Leadership Pipeline and Competency Frameworks. Competency based interviewing will be mainstreamed throughout the Western Cape Government. The annual Barrett as well as an employee engagement survey will be conducted. The transversal change programme ("Proud to Serve" campaign) will be rolled out along with further value-based interventions to align individual and group behaviours. Through the Employee Health and Wellness Programme, the creation of a positive health and wellness culture will be further facilitated.

The Provincial Training Institute (PTI) has sourced in the services of a service provider to develop a new institutional model for the PTI, which will include the development of a framework, the development of a new funding model and the development of an implementation plan for the Institutional Model. The Provincial Training Institute (PTI) will design and deliver courses for 41 different human capital development programmes, incorporating e-learning systems and including the management of course administration. A monitoring, evaluation and reporting model will be developed and piloted in order to measure the impact of training interventions. The PTI will initiate and oversee the further upgrading and maintenance of physical and ICT infrastructure at Kromme Rhee.

In the next financial year the Chief Directorate Human Resource Management will:

Pilot 14 modules of the Integrated Financial Management System (IFMS) which operates on a customised version of SAP (System, Application and Products). This system will include one self-help and one management reporting module and Compilation of Human Resource Plans (HR Plans) where

departments have not used the prescribed DPSA template for HR Planning. The conclusion of the last 4 departmental HR Plans will contribute to standardisation of the HR Plans amongst all 11 Departments serviced by the CSC.

While the CSC will continue with trends reporting to Heads of Departments, it will align HR metrics to the interventions contained in the Peoples Management Strategy. In this regard a people management scorecard (HR Barometer) will be refined.

Review and consult critical HR policies and policy guidelines.

During this financial year two critical labour relations policies will be consulted, namely, the policy on Abscondment and the policy on Precautionary Suspensions. The abscondment policy was withdrawn from the CCPWCP as research into case law has proven that the person is no longer an employee after unauthorised absenteeism for one calendar month. With regard to the suspension policy, the DPSA is in the process of developing a national policy therefore the development of this policy was halted. The focus on Progressive Discipline training will be on the other levels of supervisors other than SMS and MMS within the WCG. A 'know your rights and responsibilities' campaign is also envisaged to empower all levels of employees within the WCG.

As part of the corporatisation process it has also become necessary to:

Promote career opportunities at a Careers Open Day in Khayelitsha in line with the Capacity Development Pillar (promoting learnerships, internships and traineeships), and the Organisational Support Initiative Pillar (Strategic Intervention Human Resource Planning - supply and demand management) of the Human Resource Development strategy of the Public Service.

A transversal Bursary Policy is in the process of being developed to be rolled-out during the 2012/13 financial year.

Auditing of client department's establishments to implement required changes in conjunction with ODI to be effective 01/04/2012.

Establishment audits in terms of vacancies, reserved, filled, unfilled posts to implement a recruitment and selection plan aimed at achieving significant reduction of vacancy rate.

Auditing of state guarantees aimed at reducing state liability by means of quarterly reports.

Quarterly status reports on establishment management and control.

The department furthermore supports the strategic goal aimed at achieving "Effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government".

The strategic goal and strategic objectives related to this programme were adjusted to make it more focused and aligned to all the functions rendered. However, it does not denote a fundamental shift in focus of the strategic goal.

The programme pursues the strategic objective: To enable optimal service delivery by providing strategic direction and innovative information and communication technologies in the Provincial Government.

Improving e-Government in the Western Cape is one of the key elements of Provincial Strategic Objective 12. This PSO confers the responsibility on the Ce-I to consolidate disparate e-government initiatives and activities under a single e-government strategy. Ce-I will therefore drive e-government maturity in the Western Cape as coordinator and integrator. The ultimate goal is to achieve a level four maturity stage (this is defined as "connected" government according to the UNDP's e-Government

maturity model). The key outcomes of the e-government strategy are to achieve improved e-government services, enhanced e-governance and digitally enabled communities.

Additionally, the following policy initiatives will receive continued attention:

Migrating the Provincial Government IT operating system to a technologically more advanced system (this includes a focus on the network operating system, server platforms, e-mail and the productivity suite).

Implementation of a uniform e-filing system in the provincial government with a focus on the consolidation of software licences, central support and maintenance, as well the consolidation of the central and common hosting infrastructure.

The implementation of the IT Service Delivery Improvement Plan (SDIP) which set out to address service delivery challenges in the general environment. The three key elements of the plan relate to connectivity and broadband, core infrastructure optimisation and business productivity optimisation.

IT Governance maturity will be further embedded at a level 3 maturity level and a concerted effort will be made to increase the Ce-I Service standards compliance from 75 per cent to 80 per cent.

The provincial strategic objective "To build the best run regional government in the world" has a significant impact on the output, indicators and targets for Corporate Assurance. During the 2012/13 financial year this programme will specifically focus on:

Improving the level of risk and control maturity in the province;

Improving the level of fraud awareness in the province; and

Improving the level of compliance of executive and administrative decisions to the Constitution and applicable legislation.

To this end, the following critical deliverables are applicable for the 2012/13 financial year:

Further embed enterprise risk management in the operations of the Western Cape Government to achieve a risk and control maturity level of 1 – 2 in 75 per cent of the departments, and 2 – 3 in 25 per cent of the departments;

Increase the internal audit coverage in terms of strategic risks included in the coverage plans to at least 45 per cent and ensure that high-quality reports are issued in an attempt to improve the control framework;

Develop a combined assurance framework for the Western Cape Government to effectively co-ordinate assurance efforts, limiting duplication and mutual exclusion of high risks;

Increase the number and quality of pro-active interventions to ultimately improve the level of fraud awareness in the Western Cape Government; and

Conduct functional training in areas such as promotion of administrative justice and access to information, conclusion and management of contracts and the provincial legislative process.

The Directorate Enterprise Risk Management and the Chief Directorate Internal Audit will ensure that the available resources are applied effectively and efficiently to contribute to an increased control maturity in the Province.

The outsourced Forensic capacity enable the investigation of reported matters in accordance with a process communicated to the departments with an aim to reduce the investigation days. Significant focus will be placed on proactive fraud awareness campaigns and/or interventions.

The Chief Directorate Legal Services, in addition to its reactive and demand-driven services (such as the rendering of legal opinions, attending to provincial contracts, managing litigation, drafting provincial legislation and commenting on draft national legislation) will strengthen its pro-active services by establishing a Legal Compliance Unit through which legal compliance services and functional training will be provided to provincial departments. The Chief Directorate will also, in conjunction with Provincial Treasury, develop a contract management framework for provincial departments to improve contract management methodologies and capacity across all departments.

A large number of Bills is expected to be introduced in the Provincial Parliament during 2012/13, such as the Western Cape Community Safety Bill, the Western Cape Transport Infrastructure Bill, the Western Cape Land Use Planning Bill, and Bills in support of changes to institutional architecture in relation to economic development in the Western Cape.

4. Receipts and financing

Summary of receipts

Table 4.1 hereunder gives the sources of funding for the vote.

Table 4.1 Summary of receipts

Receipts R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate				
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate				
							2012/13	2011/12	2013/14	2014/15	
Treasury funding											
Equitable share	111 669	144 731	360 815	463 565	460 386	460 386	465 079	1.02	520 782	552 013	
Conditional grants	5 000										
Internally Displaced People Management Grant	5 000										
Financing	60 908	59 253	25 318				1 069				
Asset Finance Reserve	47 561	30 253									
Provincial Revenue Fund	13 347	29 000	25 318				1 069				
Own receipts (Provincial Treasury)	251 252	272 512	233 041	233 041	233 041	233 041	233 041		233 041	233 041	
Total Treasury funding	428 829	476 496	619 174	696 606	693 427	693 427	699 189	0.83	753 823	785 054	
Departmental receipts											
Sales of goods and services other than capital assets	779	1 132	661	581	581	581	603	3.79	603	603	
Interest, dividends and rent on land		38	16	10	10	10	10		10	10	
Financial transactions in assets and liabilities	(115)	423	1 067								
Total departmental receipts	664	1 593	1 744	591	591	591	613	3.72	613	613	
Total receipts	429 493	478 089	620 918	697 197	694 018	694 018	699 802	0.83	754 436	785 667	

Summary of receipts:

Total receipts increased by R5.784 million or 0.83 per cent from R694.018 million in 2011/12 revised estimate to R699.802 million in 2012/13.

Treasury funding:

Equitable share funding increased by R4.693 million or 1.02 per cent from R460.386 million in 2011/12 revised estimate to R465.079 million in 2012/13.

Financing in 2012/13 increased by R1.069 million due to Revenue Retention surrendered from 2010/11.

Departmental receipts:

Departmental own receipts for 2012/13 are estimated at R613 000 of which R511 000 is attributed to the sale of Provincial Government Gazettes.

Donor funding (excluded from vote appropriation) - None

5. Payment summary

Key assumptions

Provisions for improvement of conditions of service are made on the assumption that the increase will be at a maximum rate of 7.8 per cent (inclusive of a maximum of 2 per cent pay progression).

Provincial priorities

This department received an amount of R37.5 million for priority projects as decided upon by the Provincial Cabinet on recommendation from the budget policy committee. This is made up as follows in the various programmes:

E-File (Enterprise Content Management) – R13 million (Programme 4);

Archival and Records Management – R5 million (Programme 1);

Strengthening of Legal Services due to increased demand for legal services – R1 million (Programme 5);

Strengthening of Forensic services – R6 million (Programme 5); and

City of Cape Town's Fibre Optic broadband connectivity – R12.5 million (Programme 4).

Most of these projects will have a positive transversal impact.

Programme summary

Table 5.1 below shows the budget or estimated expenditure per programme and Table 5.2 per economic classification (in summary). Details of the Government Financial Statistics (GFS) economic classifications are attached as an annexure to this vote.

Table 5.1 Summary of payments and estimates

Programme R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Executive Support (Administration) ^a	84 370	75 325	65 859	64 466	66 724	66 724	67 094	0.55	73 267	76 349
2. Provincial Strategic Management	26 821	64 272	34 440	31 826	30 356	30 356	32 115	5.79	37 056	39 306
3. Human Capital (Corporate Services Centre)	54 301	57 782	85 614	116 808	119 211	119 211	134 759	13.04	144 994	148 211
4. Centre for E-Innovation	207 517	242 785	363 486	394 823	394 823	394 823	372 849	(5.57)	401 427	420 314
5. Corporate Assurance (Corporate Services Centre)	56 484	37 925	71 519	89 274	82 904	82 904	92 985	12.16	97 692	101 487
Total payments and estimates	429 493	478 089	620 918	697 197	694 018	694 018	699 802	0.83	754 436	785 667

^a Premier's total remuneration package: R1 789 873 with effect from 1 April 2011.

Note: The budget structure of this Department deviates from the national sectoral (generic) structure because the Department underwent a modernisation process whereby the organogram of the Department was revised and the programme structure was brought into line with the organisational design of the Department. Furthermore National Treasury informed the different provinces that they could deviate, for the 2011/12 financial year, from the generic structure. The structure going forward will be discussed at a National CFO Forum, which to date has not been scheduled.

Summary by economic classification

Table 5.2 Summary of provincial payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	381 064	414 245	569 440	659 981	660 530	660 530	657 562	(0.45)	710 700	744 796
Compensation of employees	172 642	210 849	266 406	328 175	331 969	331 969	356 984	7.54	385 532	410 025
Goods and services	208 168	203 113	302 742	331 764	328 519	328 519	300 312	(8.59)	324 878	334 461
Interest and rent on land	254	283	292	42	42	42	266	533.33	290	310
Transfers and subsidies to	26 171	16 959	15 392	9 250	17 281	17 281	29 250	69.26	27 350	27 350
Provinces and municipalities		850					18 500		18 500	18 500
Departmental agencies and accounts	17 442	8 211	7 528		6 000	6 000		(100.00)		
Universities and technikons	10									
Public corporations and private enterprises	30									
Non-profit institutions	8 402	7 458	6 241	9 250	11 111	11 111	10 750	(3.25)	8 850	8 850
Households	287	440	1 623		170	170		(100.00)		
Payments for capital assets	22 195	46 837	35 969	27 966	16 207	16 207	12 990	(19.85)	16 386	13 521
Buildings and other fixed structures		22 291	835							
Machinery and equipment	22 195	24 546	35 134	27 966	16 207	16 207	12 990	(19.85)	16 386	13 521
Payments for financial assets	63	48	117							
Total economic classification	429 493	478 089	620 918	697 197	694 018	694 018	699 802	0.83	754 436	785 667

Transfers to public entities

Table 5.3 Summary of departmental transfers to public entities

Public entities R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Western Cape Provincial Development Council	7 042	6 381	7 500		6 000	6 000		(100.00)		
2. Western Cape Provincial Youth Commission	10 400	1 830								
3. WESGRO			28							
Total departmental transfers to public entities	17 442	8 211	7 528		6 000	6 000		(100.00)		

Transfers to development corporations

Table 5.4 Summary of departmental transfers to other entities

Entities R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate				
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate				
							2012/13	2011/12	2013/14	2014/15	
1. Premier's Humanitarian Fund	1 700										
2. Library Business Corners	3 000	5 000	5 600	8 600	9 800	9 800	10 500	7.14	8 600	8 600	
3. Social Transformation Programme (27 Areas)	1 499	825									
4. Learning Cape Initiative	1 300										
5. Cape Higher Education Consortium	500		500	500	500	500		(100.00)			
6. Non-Profit Institution	251	983	141	150	811	811	250	(69.17)	250	250	
Total departmental transfers to other entities	8 250	6 808	6 241	9 250	11 111	11 111	10 750	(3.25)	8 850	8 850	

Transfers to local government

Table 5.5 Summary of departmental transfers to local government by category

Departmental transfers R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Category A		850					18 500		18 500	18 500
Total departmental transfers to local government		850					18 500		18 500	18 500

Departmental Public Private Partnership (PPP) projects - None

6. Programme description

Programme 1: Executive Support (Administration)

Purpose: To render relevant and timeous secretariat services, office and administrative support to the executive of the Western Cape Government.

Analysis per sub-programme

Sub-programme 1.1: Programme Support

to provide administrative support to the management of this programme

Sub-programme 1.2: Office of the Premier

to render an administrative support service to the Premier

Sub-programme 1.3: Executive Secretariat

to provide secretariat and related support services to the executive

Sub-programme 1.4: Office of the Director-General

to provide departmental and operational management support to the Director-General

Sub-programme 1.5: Financial Management

to provide financial management support and advisory services

to make limited provision for maintenance and accommodation needs

Policy developments

This programme provides for executive and departmental support services. A departmental archive and record management service will be re-established and funding has been received for the phasing in of this.

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

This programme provides for funding of the internal functions of the department such as providing professional support to the Premier (including the official residence), Executive Council, Director-General and the rest of the department. All departmental support services are centrally situated in Cape Town. The re-establishment of the archive and records management service will result in an increase in human resource provisioning for which an additional 14 posts have been approved. Due to increased workload two additional posts have been approved to assist with protocol matters. A further shift of the intergovernmental function from the Directorate External Relations to Programme 2 has taken place. A further broadening of the area of responsibility for the Office of the Director-General took place, which made provision for the management of security-related matters and adherence to legislation dealing with, for example, occupational health and safety – the latter having previously been managed by the personnel component.

Expenditure trends analysis

Although the expenditure at first decreases as a result of the closure of the Western Cape Youth Commission and subsequently the Provincial Development Council, it then increases as a result of the filling of vacant posts and the expansion of the Records Management component and the responsibility of functions such as the MISS and OHSA that was transferred to this programme.

Strategic goal as per Strategic Plan**Programme 1: Executive Support (Administration)**

Render relevant and timeous secretariat services, office and administrative support to the Executive of the Provincial Government of the Western Cape.

Strategic objectives as per Annual Performance Plan**Office of the Premier**

To provide an administrative support to the Premier.

Executive Secretariat

To support effective governance through the provision of accessible executive secretariat, protocol and administrative support, strategic guidance and content on international relations and human rights.

Office of the Director-General

To provide departmental management support to enable the Director-General to execute statutory duties and strategic roles and responsibilities.

Table 6.1 Summary of payments and estimates – Programme 1: Executive Support (Administration)

Sub-programme R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Programme Support	1 555	1 897	1 585	1 441	1 441	1 441	1 811	25.68	2 072	2 191
2. Office of the Premier ^a	11 083	10 537	10 666	12 079	12 079	12 079	12 952	7.23	13 545	14 331
3. Executive Secretariat	48 914	35 932	25 459	19 213	20 571	20 571	16 228	(21.11)	19 513	20 347
4. Office of the Director-General	6 139	7 696	10 966	12 459	13 859	13 859	15 381	10.98	16 437	17 409
5. Financial Management	16 679	19 263	17 183	19 274	18 774	18 774	20 722	10.38	21 700	22 071
Total payments and estimates	84 370	75 325	65 859	64 466	66 724	66 724	67 094	0.55	73 267	76 349

^a Premier's total remuneration package: R1 789 873 with effect from 1 April 2011.

Table 6.1.1 Summary of provincial payments and estimates by economic classification – Programme 1: Executive Support (Administration)

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	61 648	64 553	58 120	63 641	60 434	60 434	66 274	9.66	72 017	76 099
Compensation of employees	32 669	40 414	42 537	46 416	47 001	47 001	53 338	13.48	57 605	60 771
Goods and services	28 911	24 051	15 504	17 187	13 395	13 395	12 849	(4.08)	14 322	15 238
Interest and rent on land	68	88	79	38	38	38	87	128.95	90	90
Transfers and subsidies to	21 305	10 209	7 592	150	6 268	6 268	250	(96.01)	250	250
Departmental agencies and accounts	17 442	8 211	7 500		6 000	6 000		(100.00)		
Non-profit institutions	3 580	1 582	50	150	250	250	250		250	250
Households	283	416	42		18	18		(100.00)		
Payments for capital assets	1 363	515	104	675	22	22	570	2 490.91	1 000	
Machinery and equipment	1 363	515	104	675	22	22	570	2 490.91	1 000	
Payments for financial assets	54	48	43							
Total economic classification	84 370	75 325	65 859	64 466	66 724	66 724	67 094	0.55	73 267	76 349

Details of transfers and subsidies

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Transfers and subsidies to (Current)	21 305	10 209	7 592	150	6 268	6 268	250	(96.01)	250	250
Departmental agencies and accounts	17 442	8 211	7 500		6 000	6 000		(100.00)		
Entities receiving transfers	17 442	8 211	7 500		6 000	6 000		(100.00)		
Western Cape Provincial Development Council	7 042	6 381	7 500		6 000	6 000		(100.00)		
Western Cape Provincial Youth	10 400	1 830								
Non-profit institutions	3 580	1 582	50	150	250	250	250		250	250
Households	283	416	42		18	18		(100.00)		
Other transfers to households	283	416	42		18	18		(100.00)		

Programme 2: Provincial Strategic Management

Purpose: To provide provincial strategic management that ensures methodologically sound provincial policy and information for the Western Cape.

Analysis per sub-programme**Sub-programme 2.1: Programme Support**

to provide administrative support to the management of this programme

Sub-programme 2.2: Policy and Strategy

to strategically support the executive in the development and implementation of high-level provincial policies and strategies

Sub-programme 2.3: Strategic Management Information

to strategically support the executive in the monitoring of provincial performance in respect of national and provincial policy, strategy, programme and project implementation

Sub-programme 2.4: Strategic Communication

to facilitate ongoing strategic communication (across all departments) between the provincial government and its stakeholders

Sub-programme 2.5: 2010 FIFA World Cup

was to coordinate 2010 FIFA World Cup programmes and projects in the province

Sub-programme 2.6: Strategic Projects

to enable public and private sector interaction in furthering the growth and development of the province

Policy developments

The Provincial Strategic Plan was developed internally by all provincial departments and approved by Cabinet. The Plan has been finalised and its implementation, management and monitoring is currently being undertaken; the performance review of the PTMS and the PSP will be undertaken annually.

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

This is a programme that provides for rendering of professional support to the Premier, Cabinet and related structures to effectively exercise their executive authority in respect of provincial strategic management. Provision is made for the management, monitoring and evaluation and review of provincial strategic content. A strategic communication capability is also provided. The service is centrally situated in Cape Town. The Strategic Projects Facilitation Unit has been established to ensure a strategic and coherent approach to events and projects, including the management of Overseas Development Assistance.

Expenditure trends analysis

This programme shows an initial decrease in spending due to the completion of the projects relating to the 2010 FIFA World Cup, but then increases as a result of the establishment of a new Strategic Projects Unit and more focus being placed on the monitoring of programme performance.

Strategic goal as per Strategic Plan

Programme 2: Provincial Strategic Management

Ensure coherent management and implementation of the provincial strategic plan through methodologically sound provincial policy and information for the Western Cape.

Strategic objectives as per Annual Performance Plan

Policy and Strategy

To strategically support the executive in the development and implementation of high-level provincial policies and strategies.

Strategic Management Information

To support the Executive in governing the Province through the provision of accurate strategic management information by measuring the results of the provincial strategic objectives and their outcomes.

Strategic Communication

To facilitate ongoing strategic communication (all departments) between the provincial government and its stakeholders.

Strategic Projects

To strategically support the Executive in facilitating major events/projects with provincial growth and development potential at interdepartmental, intergovernmental and/or inter-sectoral level.

Table 6.2 Summary of payments and estimates – Programme 2: Provincial Strategic Management

Sub-programme R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Programme Support	1 585	1 925	1 794	1 961	2 751	2 751	2 048		2 396	2 442
2. Policy and Strategy	12 400	13 818	10 309	10 169	10 009	10 009	9 679	(3.30)	12 191	13 356
3. Strategic Management Information	7 044	7 142	9 218	12 184	9 984	9 984	12 125	21.44	13 765	14 008
4. Strategic Communication			2 313	7 512	7 612	7 612	3 280	(56.91)	3 650	4 350
5. 2010 FIFA World Cup	5 792	41 387	10 806							
6. Strategic Projects							4 983		5 054	5 150
Total payments and estimates	26 821	64 272	34 440	31 826	30 356	30 356	32 115	5.79	37 056	39 306

Table 6.2.1 Summary of provincial payments and estimates by economic classification – Programme 2: Provincial Strategic Management

Economic classification R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	24 640	40 892	32 526	31 326	29 246	29 246	32 115	9.81	37 056	39 306
Compensation of employees	13 447	20 397	17 808	20 331	18 731	18 731	18 221	(2.72)	19 668	21 142
Goods and services	11 178	20 466	14 688	10 993	10 513	10 513	13 869	31.92	17 358	18 129
Interest and rent on land	15	29	30	2	2	2	25	1 150.00	30	35
Transfers and subsidies to	1 800	983	569	500	1 061	1 061	(100.00)			
Provinces and municipalities		850								
Departmental agencies and accounts			28							
Non-profit institutions	1 800	133	541	500	1 061	1 061	(100.00)			
Payments for capital assets	381	22 397	1 345		49	49	(100.00)			
Buildings and other fixed structures		22 291	835							
Machinery and equipment	381	106	510		49	49	(100.00)			
Total economic classification	26 821	64 272	34 440	31 826	30 356	30 356	32 115	5.79	37 056	39 306

Details of transfers and subsidies

Economic classification R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Transfers and subsidies to (Current)	1 800	983	569	500	1 061	1 061	(100.00)			
Provinces and municipalities		850								
Municipalities		850								
Municipalities		850								
Departmental agencies and accounts			28							
Entities receiving transfers			28							
Other			28							
Non-profit institutions	1 800	133	541	500	1 061	1 061	(100.00)			

Programme 3: Human Capital (Corporate Services Centre)

Purpose: Render effective, efficient and professional corporate services to the provincial government that is aligned with international best practice.

Analysis per sub-programme**Sub-programme 3.1: Programme Support**

to provide administrative support to the management of this programme

Sub-programme 3.2: Organisation Development

to promote institutional capacity building through appropriate and evidence-based organisation development interventions including organisation behaviour, process improvement and organisational design

Sub-programme 3.3: Provincial Training Institute

to coordinate and enhance learning and development within the Western Cape Government

Sub-programme 3.4: Human Resource Management

to render strategic and transactional human resource management services to departments through the development of integrated HR Policies and Plans, including performance management, employee relations and the administration of service conditions which is focused on ensuring effective and efficient service delivery

Policy developments

This programme is grounded in the decision to establish a Corporate Services Centre and impacts on all departments through the corporatisation processes that was completed during 2010/11.

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

This programme provides for the funding of corporatised functions in human capital but excludes, corporate assurance, legal services and corporate communications and the Centre for e-Innovation. In the corporatised context the structure of this function was realigned and incorporated resources from the other departments. The Provincial Training Institute is situated outside Stellenbosch, on the farm Kromme Rhee and operates a satellite campus situated in George. The remainder of the services are centrally situated in Cape Town.

Expenditure trends analysis

This programme's expenditure has increased due to the corporatisation of the Human Resource functions and more focus being placed on training of all provincial staff, as well as the transferring of the transversal Employee Assistance Programme to Organisation Development.

Strategic goal as per Strategic Plan

Programme 3: Human Capital (Corporate Services Centre)

To achieve good corporate governance through effective, efficient and professional corporate services in the Western Cape Government.

Strategic objectives as per Annual Performance Plan

Human Capital

To provide a workforce, create an environment and develop leadership that enables optimal service delivery.

Table 6.3 Summary of payments and estimates – Programme 3: Human Capital (Corporate Services Centre)

Sub-programme R'000	Outcome			Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Programme Support			1 617	1 673	1 673	1 673	1 982	18.47	2 464	2 500
2. Organisation Development	16 117	18 169	26 675	35 463	31 784	31 784	36 729	15.56	39 320	39 671
3. Provincial Training Institute	12 387	12 300	16 310	17 851	17 851	17 851	19 698	10.35	22 387	22 481
4. Human Resource Management	25 797	27 313	41 012	61 821	67 903	67 903	76 350	12.44	80 823	83 559
Total payments and estimates	54 301	57 782	85 614	116 808	119 211	119 211	134 759	13.04	144 994	148 211

Table 6.3.1 Summary of provincial payments and estimates by economic classification – Programme 3: Human Capital (Corporate Services Centre)

Economic classification R'000	Outcome			Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	53 405	56 720	84 360	116 808	119 097	119 097	134 759	13.15	144 994	148 211
Compensation of employees	36 777	46 253	65 534	93 128	96 571	96 571	105 556	9.30	114 000	119 885
Goods and services	16 571	10 423	18 796	23 678	22 524	22 524	29 148	29.41	30 934	28 261
Interest and rent on land	57	44	30	2	2	2	55	2 650.00	60	65
Transfers and subsidies to	10	411	889		93	93		(100.00)		
Universities and technikons	10									
Non-profit institutions		410								
Households		1	889		93	93		(100.00)		
Payments for capital assets	886	651	342		21	21		(100.00)		
Machinery and equipment	886	651	342		21	21		(100.00)		
Payments for financial assets			23							
Total economic classification	54 301	57 782	85 614	116 808	119 211	119 211	134 759	13.04	144 994	148 211

Details of transfers and subsidies

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Transfers and subsidies to (Current)	10	411	889		93	93			(100.00)	
Universities and technikons	10									
Non-profit institutions		410								
Households		1	889		93	93			(100.00)	
Other transfers to households		1	889		93	93			(100.00)	

Programme 4: Centre for E-Innovation

Purpose: To render effective, efficient and professional corporate services to the provincial government that is aligned with international best practice

Analysis per sub-programme**Sub-programme 4.1: Programme Support**

to provide administrative support to the management of this programme

Sub-programme 4.2: Strategic ICT Services

to render strategic Information Communication Technology (ICT) services

Sub-programme 4.3: GITO Management Services

to provide Government Information Technology Officer (GITO) management services to the Western Cape Government

Policy developments

Three blue prints have been prioritised by Cabinet for implementation/execution by the Centre for e-Innovation, namely, collaborating with the City of Cape Town on fibre optic broadband connectivity and implementing electronic content management (e-filing) in the provincial government and funding has been received for this purpose.

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

The Centre for e-Innovation continues with two chief directorates namely Strategic ICT Services and GITO Management Services. Provision has been made for the strengthening of the component e-Government for Citizens. The GITO Management Services structure will also be optimised to cater for the new technology platform as well as the establishment of regional offices in Worcester, George and Vredendal. The Centre for e-Innovation renders services across the province.

Expenditure trends analysis

Expenditure in this programme has increased due to the prioritisation of Information Technology in the province, especially in the areas of fibre optic broadband connectivity in collaboration with the City of Cape Town, the switch over to Microsoft products and implementing E-filing in the Province. The reduction in expenditure from 2011/12 to 2012/13 is as a result of the payment of Microsoft licences brought forward to the 2010/11 financial year to take advantage of the lower exchange rate.

Strategic goal as per Strategic Plan**Programme 4: Centre for E-Innovation**

To achieve good corporate governance through effective, efficient and professional corporate services in the Western Cape Government.

Strategic objectives as per Annual Performance Plan

To enable optimal service delivery by providing strategic direction and innovative information and communication technologies in the Provincial Government.

Table 6.4 Summary of payments and estimates – Programme 4: Centre for E-Innovation

Sub-programme R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Programme Support	8 160	4 951	6 353	11 907	11 907	11 907	12 697	6.63	13 258	13 967
2. Strategic ICT Services	19 984	26 957	31 595	52 162	52 162	52 162	53 204	2.00	56 012	58 811
3. GITO Management Services	179 373	210 877	325 538	330 754	330 754	330 754	306 948	(7.20)	332 157	347 536
Total payments and estimates	207 517	242 785	363 486	394 823	394 823	394 823	372 849	(5.57)	401 427	420 314

Table 6.4.1 Summary of provincial payments and estimates by economic classification – Programme 4: Centre for E-Innovation

Economic classification R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	185 013	214 793	323 974	359 473	369 447	369 447	331 849	(10.18)	358 941	379 693
Compensation of employees	67 939	80 245	93 313	112 116	116 090	116 090	122 343	5.39	132 130	142 039
Goods and services	116 990	134 444	230 527	247 357	253 357	253 357	209 436	(17.34)	226 736	237 574
Interest and rent on land	84	104	134				70		75	80
Transfers and subsidies to	3 000	5 043	5 600	8 600	9 826	9 826	29 000	195.14	27 100	27 100
Provinces and municipalities							18 500		18 500	18 500
Non-profit institutions	3 000	5 020	5 600	8 600	9 800	9 800	10 500	7.14	8 600	8 600
Households		23			26	26		(100.00)		
Payments for capital assets	19 495	22 949	33 861	26 750	15 550	15 550	12 000	(22.83)	15 386	13 521
Machinery and equipment	19 495	22 949	33 861	26 750	15 550	15 550	12 000	(22.83)	15 386	13 521
Payments for financial assets	9		51							
Total economic classification	207 517	242 785	363 486	394 823	394 823	394 823	372 849	(5.57)	401 427	420 314

Details of transfers and subsidies

Economic classification R'000	Outcome			Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate 2011/12		2013/14	2014/15
Transfers and subsidies to (Current)	3 000	5 043	5 600	8 600	9 826	9 826	29 000	195.14	27 100	27 100
Provinces and municipalities							18 500		18 500	18 500
Universities and technikons	10									
Non-profit institutions	3 000	5 020	5 600	8 600	9 800	9 800	10 500	7.14	8 600	8 600
Households		23			26	26				(100)
Other transfers to households		23			26	26				(100)

Programme 5: Corporate Assurance (Corporate Services Centre)

Purpose: Effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

Analysis per sub-programme**Sub-programme 5.1: Programme Support**

to provide administrative support to the management of this programme

Sub-programme 5.2: Enterprise Risk Management

to provide integrated enterprise risk management support services to all departments

Sub-programme 5.3: Internal Audit

to conduct risk-based internal audits

Sub-programme 5.4: Forensic Investigations

to prevent, detect and investigate alleged cases of theft, fraud and corruption

Sub-programme 5.5: Legal Services

to render a comprehensive legal support service to the Provincial Government

Sub-programme 5.6: Corporate Communication

to render corporate communication services

Policy developments

This programme is grounded in the decision to establish a Corporate Services Centre and impacts on all departments. Funding has been received for the strengthening of the legal and forensic services.

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

This programme provides for the funding of corporatised functions in relation to corporate assurance services, legal services and corporate communications. In the corporatised context the structure of this function was realigned and incorporated resources from the other departments.

Expenditure trends analysis

The expenditure in this programme increases due to the corporatisation of functions such as Enterprise Risk Management and Internal Audit, as well as the strengthening of Legal Services and the outsourcing of Forensic Investigations. Vacancies within this programme are in the process of being filled.

Strategic goal as per Strategic Plan

Programme 5: Corporate Assurance (Corporate Services Centre)

Effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery by the Western Cape Government.

Strategic objectives as per Annual Performance Plan

Corporate Assurance

To ensure a mature control framework in all departments in the WCG enabled through embedded risk management, improved business processes and zero tolerance for fraud and corruption.

Legal Services

To provide legal support encompassing legislative drafting, litigation support, and corporate legal advisory services, ensuring Provincial Government decision-making that is sound in law.

Corporate Communication

To ensure uniform application of provincial messaging and branding through rendering corporate communication services.

Table 6.5 Summary of payments and estimates – Programme 5: Corporate Assurance (Corporate Services Centre)

Sub-programme R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Programme Support			934	1 712	1 712	1 712	1 730	1.05	2 079	2 200
2. Enterprise Risk Management Note 1			4 296	5 941	5 536	5 536	5 967	7.79	6 872	7 159
3. Internal Audit Note 2			25 693	34 872	32 673	32 673	36 599	12.02	37 219	38 175
4. Forensic Investigations	7 526	5 893	13 210	15 239	14 973	14 973	14 668	(2.04)	15 668	16 668
5. Legal Services	14 566	15 607	17 108	21 652	19 152	19 152	22 226	16.05	23 726	24 376
6. Corporate Communication	34 392	16 425	10 278	9 858	8 858	8 858	11 795	33.16	12 128	12 909
Total payments and estimates	56 484	37 925	71 519	89 274	82 904	82 904	92 985	12.16	97 692	101 487

Note 1: Information for 2008/09 to 2010/11 has been reflected in the relevant departments pre the corporatisation process.

Note 2: Information for 2008/09 to 2010/11 has been reflected in Vote 3: Provincial Treasury.

Table 6.5.1 Programme 5: Corporate Assurance (Corporate Services Centre)

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	56 358	37 287	70 460	88 733	82 306	82 306	92 565	12.46	97 692	101 487
Compensation of employees	21 810	23 540	47 214	56 184	53 576	53 576	57 526	7.37	62 129	66 188
Goods and services	34 518	13 729	23 227	32 549	28 730	28 730	35 010	21.86	35 528	35 259
Interest and rent on land	30	18	19				29		35	40
Transfers and subsidies to	56	313	742		33	33		(100.00)		
Public corporations and private enterprises	30									
Non-profit institutions	22	313	50							
Households	4		692		33	33		(100.00)		
Payments for capital assets	70	325	317	541	565	565	420	(25.66)		
Machinery and equipment	70	325	317	541	565	565	420	(25.66)		
Total economic classification	56 484	37 925	71 519	89 274	82 904	82 904	92 985	12.16	97 692	101 487

Details of transfers and subsidies

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Transfers and subsidies to (Current)	56	313	742		33	33		(100.00)		
Public corporations and private enterprises	30									
Public corporations	30									
Other transfers	30									
Non-profit institutions	22	313	50							
Households	4		692		33	33		(100.00)		
Other transfers to households	4		692		33	33		(100.00)		

7. Other Programme Information

Personnel numbers and costs

Table 7.1 Personnel numbers and costs

Programme R'000	As at 31 March 2009	As at 31 March 2010	As at 31 March 2011	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014	As at 31 March 2015
1. Executive Support (Administration)	133	136	127	134	141	143	145
2. Provincial Strategic Management	213	240	37	37	42	42	45
3. Human Capital (Corporate Services Centre)	55	57	354	356	345	349	349
4. Centre for E-Innovation	230	253	290	349	356	368	370
5. Corporate Assurance (Corporate Services Centre)			101	137	146	151	151
Total personnel numbers	631	686	909	1 013	1 030	1 053	1 060
Total personnel cost (R'000)	172 642	210 849	266 406	331 969	356 984	385 532	410 025
Unit cost (R'000)	274	307	293	328	347	366	387

Table 7.2 Departmental personnel number and cost

Description	Outcome			Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate		2012/13	2013/14
Total for department										
Personnel numbers (head count)	631	686	909	1 013	1 013	1 013	1 030	1.68	1 053	1 060
Personnel cost (R'000)	172 642	210 849	266 406	328 175	331 969	331 969	356 984	7.54	385 532	410 025
<i>of which</i>										
Human resources component										
Personnel numbers (head count)	34	37	172	229	236	236	240	1.69	240	240
Personnel cost (R'000)	16 375	22 303	30 556	48 768	54 850	54 850	60 959	11.14	65 835	70 772
Head count as % of total for department	5.39	5.39	18.92	22.61	23.30	23.30	23.30		22.79	22.64
Personnel cost as % of total for department	9.48	10.58	11.47	14.86	16.52	16.52	17.08		17.08	17.26
Finance component										
Personnel numbers (head count)	71	76	50	86	57	57	70	22.81	75	75
Personnel cost (R'000)	9 697	10 744	10 804	11 908	12 408	12 408	15 656	26.18	16 908	18 176
Head count as % of total for department	11.25	11.08	5.50	8.49	5.63	5.63	6.80		7.12	7.08
Personnel cost as % of total for department	5.62	5.10	4.06	3.63	3.74	3.74	4.39		4.39	4.43
Full time workers										
Personnel numbers (head count)	602	656	798	905	813	813	830	2.09	853	860
Personnel cost (R'000)	167 372	204 276	238 833	300 188	280 209	280 209	302 326	7.89	327 594	347 742
Head count as % of total for department	95.40	95.63	87.79	89.34	80.26	80.26	80.58		81.01	81.13
Personnel cost as % of total for department	96.95	96.88	89.65	91.47	84.41	84.41	84.69		84.97	84.81
Part-time workers										
Personnel numbers (head count)										
Personnel cost (R'000)										
Head count as % of total for department										
Personnel cost as % of total for department										
Contract workers										
Personnel numbers (head count)	29	30	111	108	200	200	200		200	200
Personnel cost (R'000)	5 270	6 573	27 573	27 987	51 760	51 760	54 658	5.60	57 938	62 283
Head count as % of total for department	4.60	4.37	12.21	10.66	19.74	19.74	19.42		18.99	18.87
Personnel cost as % of total for department	3.05	3.12	10.35	8.53	15.59	15.59	15.31		15.03	15.19

Training

Table 7.3 Payments on training

Programme R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
1. Executive Support (Administration)	252	185	38	350	175	175	754	330.86	520	550
<i>of which</i>										
Other	80	50	38	350	175	175	754	330.86	520	550
2. Provincial Strategic Management	396	860	84	170	144	144	90	(37.50)	115	145
<i>of which</i>										
Payments on tuition	356	680	40							
Other	40	180	44	170	144	144	90	(37.50)	115	145
3. Human Capital (Corporate Services Centre)	176	290	1 526	1 000	1 236	1 236	1 225	(0.89)	1 340	1 425
<i>of which</i>										
Payments on tuition	136	240	563		700	700	740	5.71	790	800
Other	40	50	963	1 000	536	536	485	(9.51)	550	625
4. Centre for E-Innovation	2 569	1 740	1 583	2 000	1 470	1 470	1 450	(1.36)	1 750	1 950
<i>of which</i>										
Other	265	1 260	1 583	2 000	1 470	1 470	1 450	(1.36)	1 750	1 950
5. Corporate Assurance (Corporate Services Centre)			295	1 961	1 169	1 169	1 112	(4.88)	1 200	1 300
<i>of which</i>										
Other			295	1 961	1 169	1 169	1 112	(4.88)	1 200	1 300
Total payments on training	3 393	3 075	3 526	5 481	4 194	4 194	4 631		4 925	5 370

Table 7.4 Information on training

Description	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	2008/09	2009/10	2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Number of staff	631	686	909	1 013	1 013	1 013	1 030	1.68	1 053	1 060
Number of personnel trained	575	585	585	585	585	585	585		585	585
<i>of which</i>										
Male	290	295	295	295	295	295	295		295	295
Female	285	290	290	290	290	290	290		290	290
Number of training opportunities	87	87	87	87	87	87	87		87	87
<i>of which</i>										
Workshops	44	44	44	44	44	44	44		44	44
Seminars	28	28	28	28	28	28	28		28	28
Other	15	15	15	15	15	15	15		15	15
Number of bursaries offered						50	60	20.00	65	70
Number of interns appointed	4	4	9	30	30	30	51	70.00	51	51
Number of learnerships appointed		12								

Reconciliation of structural changes

Table 7.5 Reconciliation of structural changes

Programme for 2011/12			Programme for 2012/13		
Programme R'000	2012/13 Equivalent		Programme R'000	Pro- gramme	Sub-pro- gramme
	Pro- gramme	Sub-pro- gramme			
2. Provincial Strategic Management	7 031		2. Provincial Strategic Management	7 031	
Programme Support		7 031	Programme Support		2 048
			Strategic Projects		4 983
	7 031			7 031	

Annexure A to Vote 1

Table A.1 Specification of receipts

Receipts R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			2012/13
Sales of goods and services other than capital assets	779	1 132	677	581	581	581	603	3.79	603	603
Sales of goods and services produced by department (excluding capital assets)	779	1 117	677	581	581	581	603	3.79	603	603
Sales by market establishments		4								
Other sales	779	1 113	677	581	581	581	603	3.79	603	603
<i>of which</i>										
Commission on insurance	32	35	64				65			
Miscellaneous capital receipts	27	4					10			
Other	720	1 074	613	581	581	581	528	(9.12)	603	603
Sales of scrap, waste, arms and other used current goods (excluding capital assets)		15								
Interest, dividends and rent on land		38		10	10	10	10		10	10
Interest		38		10	10	10	10		10	10
Financial transactions in assets and liabilities	(115)	423	1 067							
Recovery of previous year's expenditure	(115)	415	1 035							
Staff debt			27							
Unallocated credits		3								
Other		5	5							
Total departmental receipts	664	1 593	1 744	591	591	591	613	3.72	613	613

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

Economic classification R'000	Outcome			Main appro- pria- tion 2011/12	Adjusted appro- pria- tion 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	381 064	414 245	569 440	659 981	660 530	660 530	657 562	(0.45)	710 700	744 796
Compensation of employees	172 642	210 849	266 406	328 175	331 969	331 969	356 984	7.54	385 532	410 025
Salaries and wages	153 408	187 253	234 729	288 840	292 362	292 362	315 769	8.01	341 019	362 215
Social contributions	19 234	23 596	31 677	39 335	39 607	39 607	41 215	4.06	44 513	47 810
Goods and services	208 168	203 113	302 742	331 764	328 519	328 519	300 312	(8.59)	324 878	334 461
<i>of which</i>										
Administrative fees	239	178	235	220	255	255	20	(92.16)	25	30
Advertising	18 068	7 218	7 217	7 730	7 838	7 838	8 295	5.83	8 100	6 470
Assets <R5 000	4 094	3 369	2 903	325	1 106	1 106	365	(67.00)	520	598
Audit cost: External	2 162	4 391	3 773	3 500	2 471	2 471	3 500	41.64	4 000	4 225
Bursaries (employees)	164	323	603	700	700	700	740	5.71	790	800
Catering: Departmental activities	1 989	1 954	1 440	1 353	1 412	1 412	1 638	16.01	1 761	1 900
Communication	5 305	5 259	4 922	4 940	4 752	4 752	4 959	4.36	5 206	5 525
Computer services	101 966	118 962	216 501	235 839	235 863	235 863	189 683	(19.58)	204 937	214 735
Cons/prof: Business and advisory services	13 537	16 281	18 684	31 877	22 584	22 904	14 793	(35.41)	15 676	15 150
Cons/prof: Infrastructure & planning		137	43							
Cons/prof: Legal costs	4 070	2 539	2 282	3 146	1 596	1 596	2 000	25.31	2 000	2 000
Contractors	18 387	4 288	5 505	6 341	4 178	4 178	9 913	137.27	17 408	16 177
Agency and support/ outsourced services	4 636	2 232	9 227	300	9 056	8 736	27 983	220.32	25 463	25 651
Entertainment	58	69	68	63	79	79	342	332.91	363	385
Inventory: Food and food supplies	293	369	322	802	623	623	690	10.75	800	920
Inventory: Fuel, oil and gas	56	41	20	215	165	165		(100.00)		
Inventory: Learner and teacher support material	282	193	146	200	295	295	320	8.47	375	418
Inventory: Materials and supplies	70	122	77	150	170	170	185	8.82	212	240
Inventory: Medical supplies		7	1							
Inventory: Other consumables	352	635	268	750	753	753	865	14.87	967	1 095
Inventory: Stationery and printing	3 336	4 140	5 010	3 733	4 546	4 546	5 455	20.00	5 650	5 809
Lease payments	2 862	3 211	5 395	2 298	4 424	4 424	2 312	(47.74)	2 555	2 690
Rental and hiring					16	16		(100.00)		
Property payments	1 463	1 917	1 682	669	1 237	1 237	1 430	15.60	1 500	1 550
Travel and subsistence	14 323	12 772	8 329	11 855	13 135	13 135	12 895	(1.83)	13 700	14 525
Training and development	2 759	3 080	2 923	5 481	3 494	3 494	3 891	11.36	4 135	4 570
Operating expenditure	3 276	3 860	3 673	5 167	4 494	4 494	5 777	28.55	6 010	6 175
Venues and facilities	4 421	5 566	1 493	4 110	3 277	3 277	2 261	(31.00)	2 725	2 823
Interest and rent on land	254	283	292	42	42	42	266	533.33	290	310
Interest	254	283	292	42	42	42	266	533.33	290	310
Transfers and subsidies to	26 171	16 959	15 392	9 250	17 281	17 281	29 250	69.26	27 350	27 350
Provinces and municipalities		850					18 500		18 500	18 500
Municipalities		850					18 500		18 500	18 500
Municipalities		850					18 500		18 500	18 500
Departmental agencies and accounts	17 442	8 211	7 528		6 000	6 000		(100.00)		
Entities receiving transfers	17 442	8 211	7 528		6 000	6 000		(100.00)		
Western Cape Provincial Development Council	7 042	6 381	7 500		6 000	6 000		(100.00)		
Western Cape Provincial Youth Commission	10 400	1 830								
Other			28							
Universities and technikons	10									
Public corporations and private enterprises	30									
Public corporations	30									
Other transfers	30									
Non-profit institutions	8 402	7 458	6 241	9 250	11 111	11 111	10 750	(3.25)	8 850	8 850
Households	287	440	1 623		170	170		(100.00)		
Other transfers to households	287	440	1 623		170	170		(100.00)		

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

Economic classification R'000	Outcome			Main appro- pria- tion 2011/12	Adjusted appro- pria- tion 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Payments for capital assets	22 195	46 837	35 969	27 966	16 207	16 207	12 990	(19.85)	16 386	13 521
Buildings and other fixed structures		22 291	835							
Other fixed structures		22 291	835							
Machinery and equipment	22 195	24 546	35 134	27 966	16 207	16 207	12 990	(19.85)	16 386	13 521
Transport equipment	3 854		561							
Other machinery and equipment	18 341	24 546	34 573	27 966	16 207	16 207	12 990	(19.85)	16 386	13 521
Payments for financial assets	63	48	117							
Total economic classification	429 493	478 089	620 918	697 197	694 018	694 018	699 802	0.83	754 436	785 667

Table A.2.1 Payments and estimates by economic classification – Programme 1: Executive Support (Administration)

Economic classification R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2008/09	2009/10	2010/11				2011/12	2011/12	2011/12	2012/13
Current payments	61 648	64 553	58 120	63 641	60 434	60 434	66 274	9.66	72 017	76 099
Compensation of employees	32 669	40 414	42 537	46 416	47 001	47 001	53 338	13.48	57 605	60 771
Salaries and wages	29 746	37 086	37 794	41 544	42 270	42 270	48 029	13.62	51 871	54 722
Social contributions	2 923	3 328	4 743	4 872	4 731	4 731	5 309	12.22	5 734	6 049
Goods and services	28 911	24 051	15 504	17 187	13 395	13 395	12 849	(4.08)	14 322	15 238
<i>of which</i>										
Administrative fees	37	34	33	50	47	47	20	(57.45)	25	30
Advertising	842	106	63	230	112	112	40	(64.29)	50	60
Assets <R5 000	213	1 350	143	325	248	248	159	(35.89)	250	263
Audit cost: External	2 162	4 391	3 773	3 500	2 471	2 471	3 500	41.64	4 000	4 225
Bursaries (employees)		40								
Catering: Departmental activities	1 316	1 181	415	545	595	595	782	31.43	826	870
Communication	1 375	1 375	733	860	697	697	671	(3.73)	710	750
Computer services	744	454	904	339	217	217	214	(1.38)	226	240
Cons/prof: Business and advisory services	3 753	1 476	680	415	427	427	170	(60.19)	185	200
Contractors	4 608	897	1 691	2 567	1 415	1 415	740	(47.70)	790	810
Agency and support/ outsourced services	3 199	1 392	1 190	300	660	660	270	(59.09)	400	450
Entertainment	14	20	19	50	27	27	81	200.00	85	90
Inventory: Food and food supplies	152	159	135	312	215	215	230	6.98	245	250
Inventory: Fuel, oil and gas	23			85	44	44		(100.00)		
Inventory: Learner and teacher support material		2								
Inventory: Materials and supplies	15	27	14	40	42	42	45	7.14	50	55
Inventory: Medical supplies		1								
Inventory: Other consumables	47	159	58	210	151	151	175	15.89	205	255
Inventory: Stationery and printing	872	778	580	1 120	983	983	690	(29.81)	730	775
Lease payments	879	1 127	1 498	650	791	791	650	(17.83)	675	690
Rental and hiring					16	16		(100.00)		
Property payments	644	1 030	10	50	50	50	50		50	50
Travel and subsistence	5 022	5 068	2 357	2 720	2 315	2 315	2 120	(8.42)	2 500	2 850
Training and development	186	119	38	350	175	175	754	330.86	520	550
Operating expenditure	317	137	238	324	212	212	225	6.13	250	275
Venues and facilities	2 491	2 768	892	2 145	1 485	1 485	1 263	(14.95)	1 550	1 500
Interest and rent on land	68	88	79	38	38	38	87	128.95	90	90
Interest	68	88	79	38	38	38	87	128.95	90	90
Transfers and subsidies to	21 305	10 209	7 592	150	6 268	6 268	250	(96.01)	250	250
Departmental agencies and accounts	17 442	8 211	7 500		6 000	6 000		(100.00)		
Provide list of entities receiving transfers	17 442	8 211	7 500		6 000	6 000		(100.00)		
Western Cape Provincial Development Council	7 042	6 381	7 500		6 000	6 000		(100.00)		
Western Cape Provincial Youth	10 400	1 830								
Non-profit institutions	3 580	1 582	50	150	250	250	250		250	250
Households	283	416	42		18	18		(100.00)		
Other transfers to households	283	416	42		18	18		(100.00)		

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Table A.2.1 Payments and estimates by economic classification – Programme 1: Executive Support (Administration) (continued)

Economic classification R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2008/09	2009/10	2010/11				2011/12	2011/12	2011/12	2012/13
Payments for capital assets	1 363	515	104	675	22	22	570	2490.91	1 000	
Machinery and equipment	1 363	515	104	675	22	22	570	2490.91	1 000	
Transport equipment	550									
Other machinery and equipment	813	515	104	675	22	22	570	2490.91	1 000	
Payments for financial assets	54	48	43							
Total economic classification	84 370	75 325	65 859	64 466	66 724	66 724	67 094	0.55	73 267	76 349

Table A.2.2 Payments and estimates by economic classification – Programme 2: Provincial Strategic Management

Economic classification R'000	Outcome			Main appro- piation 2011/12	Adjusted appro- piation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	24 640	40 892	32 526	31 326	29 246	29 246	32 115	9.81	37 056	39 306
Compensation of employees	13 447	20 397	17 808	20 331	18 731	18 731	18 221	(2.72)	19 668	21 142
Salaries and wages	12 276	18 681	16 337	18 412	16 632	16 632	16 513	(0.72)	17 823	19 159
Social contributions	1 171	1 716	1 471	1 919	2 099	2 099	1 708	(18.63)	1 845	1 983
Goods and services	11 178	20 466	14 688	10 993	10 513	10 513	13 869	31.92	17 358	18 129
<i>of which</i>										
Administrative fees	34	18	11		2	2		(100.00)		
Advertising	448	2 264	2 459	1 100	1 170	1 170	1 010	(13.68)	1 200	1 500
Assets <R5 000	234	295	35		40	40	8	(80.00)	20	25
Catering: Departmental activities	113	279	390	180	121	121	141	16.53	150	170
Communication	260	310	626	195	344	344	962	179.65	1 016	1 100
Computer services	68	83	185	45	43	43	1 037	2311.63	50	50
Cons/prof: Business and advisory services	5 621	11 048	5 070	5 320	4 289	4 609	6 000	30.18	6 500	6 750
Cons/prof: Infrastructure & planning		137	43							
Contractors	10	956	829	2 528	1 742	1 742	1 500	(13.89)	4 340	4 139
Agency and support/outsourced services	300	276	2 475		720	400	2 145	436.25	2 850	3 000
Entertainment	5	13	7		2	2	26	1200.00	28	30
Inventory: Food and food supplies	37	42	34	40	45	45	50	11.11	55	60
Inventory: Learner and teacher support material	139	11			20	20	10	(50.00)	10	10
Inventory: Materials and supplies	2	4	1		3	3	5	66.67	7	10
Inventory: Other consumables	3	7	4	65	54	54	60	11.11	62	65
Inventory: Stationery and printing	290	465	956	115	327	327	215	(34.25)	230	250
Lease payments	166	325	257	230	265	265	115	(56.60)	130	150
Property payments			26							
Travel and subsistence	1 819	1 121	775	350	465	465	304	(34.62)	350	375
Training and development	212	207	44	170	144	144	90	(37.50)	115	145
Operating expenditure	945	385	130	400	492	492	8	(98.37)	30	50
Venues and facilities	472	2 220	331	255	225	225	183	(18.67)	215	250
Interest and rent on land	15	29	30	2	2	2	25	1150.00	30	35
Interest	15	29	30	2	2	2	25	1150.00	30	35
Transfers and subsidies to	1 800	983	569	500	1 061	1 061		(100.00)		
Provinces and municipalities		850								
Municipalities		850								
Municipalities		850								
Departmental agencies and accounts			28							
Provide list of entities receiving transfers			28							
Other			28							
Non-profit institutions	1 800	133	541	500	1 061	1 061		(100.00)		
Payments for capital assets	381	22 397	1 345		49	49		(100.00)		
Buildings and other fixed structures		22 291	835							
Other fixed structures		22 291	835							
Machinery and equipment	381	106	510		49	49		(100.00)		
Other machinery and equipment	381	106	510		49	49		(100.00)		
Total economic classification	26 821	64 272	34 440	31 826	30 356	30 356	32 115	5.79	37 056	39 306

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Table A.2.3 Payments and estimates by economic classification – Programme 3: Human Capital (Corporate Services Centre)

Economic classification R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Current payments	53 405	56 720	84 360	116 808	119 097	119 097	134 759	13.15	144 994	148 211
Compensation of employees	36 777	46 253	65 534	93 128	96 571	96 571	105 556	9.30	114 000	119 885
Salaries and wages	32 283	39 834	56 992	81 047	84 025	84 025	91 804	9.26	99 148	103 845
Social contributions	4 494	6 419	8 542	12 081	12 546	12 546	13 752	9.61	14 852	16 040
Goods and services	16 571	10 423	18 796	23 678	22 524	22 524	29 148	29.41	30 934	28 261
<i>of which</i>										
Administrative fees	18	59	18	70	41	41	6 979	(100.00)		
Advertising	1 333	513	3 644	6 400	6 540	6 540		6.71	6 500	4 500
Assets <R5 000	477	437	317		136	136	150	10.29	200	250
Bursaries (employees)	164	323	563	700	700	700	740	5.71	790	800
Catering: Departmental activities	206	180	286	301	337	337	380	12.76	405	430
Communication	1 219	881	849	1 238	1 113	1 113	793	(28.75)	840	890
Computer services	541	72	3 864	1 140	502	502	1 790	256.57	1 850	1 900
Cons/prof: Business and advisory services	3 196	926	1 472	4 969	4 259	4 259	2 700	(36.60)	3 091	3 100
Contractors	3 017	827	466	1 151	551	551	3 785	586.93	8 028	6 728
Agency and support/outsourced services	334	469	1 197				4 800		1 500	1 500
Entertainment	5	3	1	13	29	29	16	(44.83)	20	25
Inventory: Food and food supplies	20	66	65	170	159	159	165	3.77	200	250
Inventory: Fuel, oil and gas	33	39	20	80	86	86	110	(100.00)		
Inventory: Learner and teacher support material	17	27	4		103	103		6.80	125	135
Inventory: Materials and supplies	13	41	15	45	50	50	50		55	60
Inventory: Medical supplies		5	1							
Inventory: Other consumables	281	388	155	135	168	168	180	7.14	185	195
Inventory: Stationery and printing	535	799	598	738	908	908	576	(36.56)	610	650
Lease payments	550	481	744	464	536	536	850	58.58	950	975
Property payments	794	826	1 589	619	1 104	1 104	1 380	25.00	1 450	1 500
Travel and subsistence	2 336	1 821	1 680	3 345	3 579	3 579	2 275	(36.43)	2 500	2 600
Training and development	267	793	963	1 000	536	536	485	(9.51)	550	625
Operating expenditure	141	102	179	580	582	582	574	(1.37)	650	675
Venues and facilities	1 074	345	106	520	505	505	370	(26.73)	435	473
Interest and rent on land	57	44	30	2	2	2	55	2650.00	60	65
Interest	57	44	30	2	2	2	55	2650.00	60	65
Transfers and subsidies to	10	411	889		93	93		(100.00)		
Universities and technikons	10									
Non-profit institutions		410								
Households		1	889		93	93		(100.00)		
Other transfers to households		1	889		93	93		(100.00)		
Payments for capital assets	886	651	342		21	21		(100.00)		
Machinery and equipment	886	651	342		21	21		(100.00)		
Other machinery and equipment	886	651	342		21	21		(100.00)		
Payments for financial assets			23							
Total economic classification	54 301	57 782	85 614	116 808	119 211	119 211	134 759	13.04	144 994	148 211

Table A.2.4 Payments and estimates by economic classification – Programme 4: Centre for E-Innovation

Economic classification R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2011/12	2011/12	2011/12	2012/13
Current payments	185 013	214 793	323 974	359 473	369 447	369 447	331 849	(10.18)	358 941	379 693
Compensation of employees	67 939	80 245	93 313	112 116	116 090	116 090	122 343	5.39	132 130	142 039
Salaries and wages	59 342	70 293	81 775	98 210	102 300	102 300	108 454	6.02	117 130	125 914
Social contributions	8 597	9 952	11 538	13 906	13 790	13 790	13 889	0.72	15 000	16 125
Goods and services	116 990	134 444	230 527	247 357	253 357	253 357	209 436	(17.34)	226 736	237 574
<i>of which</i>										
Administrative fees	150	66	142	100	100	100		(100.00)		
Advertising	715	24	5		1	1	100	9900.00	150	160
Assets <R5 000	3 076	1 157	2 350		664	664		(100.00)		
Catering: Departmental activities	193	204	202	187	204	204	120	(41.18)	150	170
Communication	1 837	2 182	2 168	2 180	2 031	2 031	2 166	6.65	2 250	2 350
Computer services	100 318	117 996	211 005	233 060	234 256	234 256	185 587	(20.78)	201 661	211 245
Cons/prof: Business and advisory services	477	1 123	1 903		1 565	1 565	1 790	14.38	1 900	2 100
Contractors	787	1 458	2 408		112	112	3 430	2962.50	3 750	3 950
Agency and support/ outsourced services	247	28	81		546	546	200	(63.37)	250	300
Entertainment	28	28	28		18	18	185	927.78	190	195
Inventory: Food and food supplies	76	92	67	150	138	138	150	8.70	175	210
Inventory: Fuel, oil and gas		2		50	35	35		(100.00)		
Inventory: Learner and teacher support material	12	4	1							
Inventory: Materials and supplies	40	48	43	45	63	63	50	(20.63)	55	60
Inventory: Medical supplies		1								
Inventory: Other consumables	19	73	51	200	280	280	300	7.14	325	350
Inventory: Stationery and printing	910	1 477	1 922	1 165	1 700	1 700	1 055	(37.94)	1 080	1 134
Lease payments	905	1 045	2 306	350	1 539	1 539	402	(73.88)	450	475
Property payments	25	61	46		83	83		(100.00)		
Travel and subsistence	3 991	4 144	2 999	4 700	5 873	5 873	7 421	26.36	7 500	7 750
Training and development	1 915	1 913	1 583	2 000	1 470	1 470	1 450	(1.36)	1 750	1 950
Operating expenditure	1 077	1 128	1 059	2 250	1 895	1 895	4 820	154.35	4 850	4 900
Venues and facilities	192	190	158	920	784	784	210	(73.21)	250	275
Interest and rent on land	84	104	134				70		75	80
Interest	84	104	134				70		75	80
Transfers and subsidies to	3 000	5 043	5 600	8 600	9 826	9 826	29 000	195.14	27 100	27 100
Provinces and municipalities							18 500		18 500	18 500
Municipalities							18 500		18 500	18 500
Non-profit institutions	3 000	5 020	5 600	8 600	9 800	9 800	10 500	7.14	8 600	8 600
Households		23			26	26		(100.00)		
Other transfers to households		23			26	26		(100.00)		
Payments for capital assets	19 495	22 949	33 861	26 750	15 550	15 550	12 000	(22.83)	15 386	13 521
Machinery and equipment	19 495	22 949	33 861	26 750	15 550	15 550	12 000	(22.83)	15 386	13 521
Transport equipment	3 304		561							
Other machinery and equipment	16 191	22 949	33 300	26 750	15 550	15 550	12 000	(22.83)	15 386	13 521
Payments for financial assets	9		51							
Total economic classification	207 517	242 785	363 486	394 823	394 823	394 823	372 849	(5.57)	401 427	420 314

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

Economic classification R'000	Outcome			Main appro- prietion 2011/12	Adjusted appro- prietion 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2008/09	2009/10	2010/11				2012/13	2011/12	2013/14	2014/15
Current payments	56 358	37 287	70 460	88 733	82 306	82 306	92 565	12.46	97 692	101 487
Compensation of employees	21 810	23 540	47 214	56 184	53 576	53 576	57 526	7.37	62 129	66 188
Salaries and wages	19 761	21 359	41 831	49 627	47 135	47 135	50 969	8.13	55 047	58 575
Social contributions	2 049	2 181	5 383	6 557	6 441	6 441	6 557	1.80	7 082	7 613
Goods and services	34 518	13 729	23 227	32 549	28 730	28 730	35 010	21.86	35 528	35 259
Administrative fees		1	31		65	65		(100.00)		
Advertising	14 730	4 311	1 046		15	15	166	1006.67	200	250
Assets <R5 000	94	130	58		18	18	48	166.67	50	60
Catering: Departmental activities	161	110	147	140	155	155	215	38.71	230	260
Communication	614	511	546	467	567	567	367	(35.27)	390	435
Computer services	295	357	543	1 255	845	845	1 055	24.85	1 150	1 300
Cons/prof: Business and advisory services	490	1 708	9 559	21 173	12 044	12 044	4 133	(65.68)	4 000	3 000
Cons/prof: Legal costs	4 070	2 539	2 282	3 146	1 596	1 596	2 000	25.31	2 000	2 000
Contractors	9 965	150	111	95	358	358	458	27.93	500	550
Agency and support/ outsourced services	556	67	4 284		7 130	7 130	20 568	188.47	20 463	20 401
Entertainment	6	5	13		3	3	34	1033.33	40	45
Inventory: Food and food supplies	8	10	21	130	66	66	95	43.94	125	150
Inventory: Learner and teacher support material	114	149	141	200	172	172	200	16.28	240	273
Inventory: Materials and supplies		2	4	20	12	12	35	191.67	45	55
Inventory: Other consumables	2	8		140	100	100	150	50.00	190	230
Inventory: Stationery and printing	729	621	954	595	628	628	2 919	364.81	3 000	3 000
Lease payments	362	233	590	604	1 293	1 293	295	(77.18)	350	400
Property payments			11							
Travel and subsistence	1 155	618	518	740	903	903	775	(14.17)	850	950
Training and development	179	48	295	1 961	1 169	1 169	1 112	(4.88)	1 200	1 300
Operating expenditure	796	2 108	2 067	1 613	1 313	1 313	150	(88.58)	230	275
Venues and facilities	192	43	6	270	278	278	235	(15.47)	275	325
Interest and rent on land	30	18	19				29		35	40
Interest	30	18	19				29		35	40
Transfers and subsidies to	56	313	742		33	33		(100.00)		
Public corporations and private enterprises	30									
Public corporations	30									
Other transfers	30									
Non-profit institutions	22	313	50							
Households	4		692		33	33		(100.00)		
Other transfers to households	4		692		33	33		(100.00)		
Payments for capital assets	70	325	317	541	565	565	420	(25.66)		
Machinery and equipment	70	325	317	541	565	565	420	(25.66)		
Other machinery and equipment	70	325	317	541	565	565	420	(25.66)		
Total economic classification	56 484	37 925	71 519	89 274	82 904	82 904	92 985	12.16	97 692	101 487

Table A.3.1 Details on public entities – Name of Public Entity: Western Cape Provincial Development Council

R'000	Outcome			Estimated outcome 2011/12	Medium-term estimate		
	Audited 2008/09	Audited 2009/10	Audited 2010/11		2012/13	2013/14	2014/15
Revenue							
Non-tax revenue	18	18	18	18			
<i>Of which:</i>							
Other non-tax revenue	18	18	18	18			
Transfers received	7 042	6 381	7 500	6 000			
Total revenue	7 060	6 399	7 518	6 018			
Expenses							
Current expense	7 032	6 399	7 500	6 000			
Compensation of employees	4 055	3 798	5 414	4 417			
Goods and services	2 905	2 529	2 011	1 583			
Depreciation	72	72	75				
Total expenses	7 032	6 399	7 500	6 000			
Surplus/(Deficit)	28		18	18			
Cash flow summary							
Adjustments for:							
Operating surplus/ deficit) before changes in working capital	28		18	18			
Cash flow from operating activities	28		18	18			
Cash flow from investing activities	(43)	(43)	(43)	(43)			
Acquisition of Assets	(43)	(43)	(43)	(43)			
Net increase/decrease) in cash and cash equivalents	(15)	(43)	(25)	(25)			
Balance Sheet Data							
Capital & Reserves	(703)	(703)	(685)	(685)	(685)	(685)	(685)
Total Equity and Liabilities	(703)	(703)	(685)	(685)	(685)	(685)	(685)

Annexure A to Vote 1

Table A.3.2 Details on public entities – Name of Public Entity: Western Cape Provincial Youth Commission

R'000	Outcome			Estimated outcome 2011/12	Medium-term estimate		
	Audited	Audited	Audited		2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11				
Revenue							
<i>Of which:</i>							
Transfers received	10 400	1 831					
Total revenue	10 400	1 831					
Expenses							
Current expense	10 295	1 174					
Compensation of employees	5 174	608					
Goods and services	5 021	544					
Depreciation	100	22					
Transfers and subsidies	5						
Total expenses	10 300	1 174					
Surplus/(Deficit)	100	657					
Cash flow summary							
Adjustments for:							
Operating surplus/ deficit) before changes in working capital	100	657					
Cash flow from operating activities	100	657					
Cash flow from investing activities	(100)	(100)					
Acquisition of Assets	(100)	(100)					
Net increase/decrease) in cash and cash equivalents		557					
Balance Sheet Data							
Capital & Reserves	(823)	(166)					
Total Equity and Liabilities	(823)	(166)					

Annexure A to Vote 1

Table A.4 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Total departmental transfers/grants										
Category A		850					18 500		18 500	18 500
City of Cape Town		850					18 500		18 500	18 500
Total transfers to local government		850					18 500		18 500	18 500

Table A.4.1 Transfers to local government by transfers/grant type, category and municipality

Municipalities R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Visitor Centre at Cape Town Stadium		850								
Category A		850								
City of Cape Town		850								

Table A.5 Provincial payments and estimates by district and local municipality

Municipalities R'000	Outcome			Main appro- priation 2011/12	Adjusted appro- priation 2011/12	Revised estimate 2011/12	Medium-term estimate			
	Audited 2008/09	Audited 2009/10	Audited 2010/11				% Change from Revised estimate			
							2012/13	2011/12	2013/14	2014/15
Cape Town Metro	417 106	465 849	604 608	679 346	676 167	676 167	680 104	0.58	732 049	763 186
Cape Winelands Municipalities	12 387	12 240	16 310	17 851	17 851	17 851	19 698	10.35	22 387	22 481
Stellenbosch	12 387	12 240	16 310	17 851	17 851	17 851	19 698	10.35	22 387	22 481
Total provincial expenditure by district and local municipality	429 493	478 089	620 918	697 197	694 018	694 018	699 802	0.83	754 436	785 667