



**Western Cape  
Government**

Department of the Premier



**Annual Performance Plan**  
2015/16

# FOREWORD

The new five-year planning term provides an opportunity for the Department of the Premier to continue on the strategic path that we embarked on in the previous term. In preparation for this new term, the Department took stock of its delivery in the previous term and identified areas for improvement. It also reassessed its reason for existence and hence crafted a new vision: **to be a leading department that enables the Western Cape Government to improve the quality of life of all its people.** The mission is: **to embed good governance and to enable integrated service delivery in the Western Cape through partnerships, innovation and people excellence.** The revised vision and mission emphasise the enabling role that this Department plays by ensuring that all the other Western Cape Government departments are adequately positioned to deliver on their mandates, with a resultant direct impact on the people of the Province. This constitutes the Department of the Premier's contribution to the creation of public value.

The Department of the Premier seeks three main outcomes, which it believes will contribute to the realisation of the provincial and departmental strategic imperatives. Firstly, it will improve good corporate governance within the Department itself, but also at a transversal provincial level. Secondly, it will enable strategic decision making and stakeholder management in the Western Cape Government, inclusive of the provisioning of relevant data and information on which decisions can be based. Finally, it will enable service excellence to the people of the Western Cape with people, technology and processes. This relates to the services located in the Corporate Services Centre comprising people management, corporate assurance, legal services, corporate communication and e-innovation.

The Western Cape Government has identified increased accessibility to broadband as a game changer that could be a catalyst for socio-economic growth in the Province. The Department of the Premier, through the Centre for e-Innovation, has been tasked to provide the infrastructure backbone for the provincial broadband strategy. The WCG Broadband Strategy and Implementation Plan is aimed at coordinating and integrating Government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. The vision is that of a Western Cape where every citizen in every town and village has access to affordable high-speed broadband infrastructure and services, has the necessary skills to effectively utilise this infrastructure and is actively utilising this in their day-to-day lives. The objectives of the Western Cape Government Broadband Strategy and Implementation Plan include:

- driving cost efficiency – thereby ensuring that scarce financial resources are utilised for maximum benefit;
- increasing the effectiveness of Government and improving Government service delivery to citizens and business; and
- providing a catalyst for economic and social development.

R237 million has been set aside in the 2015/16 financial year for this purpose.

This Department further coordinates and supports the Western Cape Government in the development and implementation of the provincial Strategic Plan and its five Provincial Strategic Goals. It provides for the implementation mechanisms (Premier's Service Delivery Unit and Provincial Transversal Management System), as well as the periodic measurement of implementation progress and evaluating whether we have achieved what we set out to deliver at the start of the planning period. The implementation of an integrated Province-wide monitoring and evaluation-automated solution (Biz System) will support departments in managing the performance information in this regard.

The Department will further initiate Business Process Optimisation projects, which seek to improve business efficiency and effectiveness, both on system and human performance levels.

A combined assurance framework will also be finalised and aims to provide accounting officers and managements of departments with a tool to manage the coordination of assurance efforts in an integrated manner.

The budget outlook over the medium term is constrained and uncertain. Due to MTEF budget cuts totalling R67 million for the period 2015/16 to 2017/18, all programmes have very little manoeuvrability going forward. The budget was balanced with some difficulty, as austerity measures have saturated to such an extent that it cannot release further gains to release budget pressure. In an attempt to remain within its forecasted baseline, the Department reviewed all vacant posts according to strict criteria, which resulted in 111 posts being frozen indefinitely. Only a few absolutely critical posts were funded through cutbacks on project funding. In addition, programmes also had to be reprioritised to fall within the reduced budget allocations and this necessitated cutbacks on projects that were not absolutely essential to the achievement of strategic objectives.

It should also be kept in mind that the Department of the Premier is dependent on third parties in order to deliver most of its services. Furthermore, the Department delivers demand-driven services, which brings with it a measure of unpredictability in service requests.

The unique service delivery environment, coupled with the budget outlook, holds particular risks for the Department's pace of delivery, its ability to absorb future budgetary shocks, sustaining levels of transversal support to all departments, and its ability to deliver on strategic and catalytic events. Electricity disruptions also impact significantly on the Department's ability to ensure an uninterrupted ICT system and network service.

The future is never certain, but meticulous planning, the ability to lead the cause with confidence and competence and being responsive to changes in the environment will ensure that we are able to address the needs and aspirations of the people of the Western Cape.

I wish the Director-General and his team all the best with this enormous task with the knowledge and confidence that they have the capability to give effect to this plan.



Helen Zille  
Executive Authority of the Department of the Premier

# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

was developed by the Management of the Department of the Premier under the guidance of Premier Helen Zille;

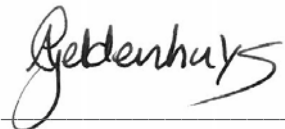
was prepared in line with the current Strategic Plan of the Department of the Premier; and

accurately reflects the performance targets that the Department will endeavour to achieve given the resources made available in the budget for the 2015/16 financial year.



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# ABBREVIATIONS

<b>APP</b>	Annual Performance Plan
<b>CD</b>	Chief Director
<b>Ce-I</b>	Centre for e-Innovation
<b>CGRO</b>	Corporate Governance Review and Outlook
<b>COBIT</b>	Control Objectives for Information and Related Technology
<b>COCT</b>	City of Cape Town
<b>COTS</b>	Commercial off the Shelf
<b>CSC</b>	Corporate Services Centre
<b>DDG</b>	Deputy Director-General
<b>DEDAT</b>	Department of Economic Development and Tourism
<b>DPME</b>	Department: Performance Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>ECM</b>	Enterprise Content Management
<b>EXCO</b>	Executive Committee
<b>FOSAD</b>	Forum of South African Directors-General
<b>GIS</b>	Geographic Information System
<b>GITO</b>	Government Information Technical Officer
<b>HCM</b>	Human Capital Management
<b>HOD</b>	Head of Department
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resource Development
<b>HRM</b>	Health Risk Manager
<b>ICT</b>	Information Communication Technology
<b>IFMS</b>	Integrated Financial Management System
<b>IT</b>	Information Technology
<b>LAN</b>	Local Area Network
<b>LGMTEC</b>	Local Government Medium-term Economic Committee
<b>LP</b>	Learning Programme
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MGRO</b>	Municipal Governance Review and Outlook
<b>MISS</b>	Minimum Information Security Standards
<b>MPAT</b>	Management Performance Assessment Tool
<b>MTEC</b>	Medium-term Economic Committee
<b>MTEF</b>	Medium-term Expenditure Framework
<b>MTSF</b>	Medium-term Strategic Framework
<b>OHS</b>	Occupational Health and Safety
<b>PCF</b>	Premier's Coordinating Forum
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>PGMTEC</b>	Provincial Government Medium-term Economic Committee
<b>Pillir</b>	Policy on Incapacity Leave and Ill-health Retirement
<b>PM</b>	People Management
<b>PMP</b>	People Management Practices
<b>POPI</b>	Protection of Personal Information
<b>PSG</b>	Provincial Strategic Goal
<b>PSO</b>	Provincial Strategic Objective
<b>PSP</b>	Provincial Strategic Plan
<b>PTE</b>	People Training and Empowerment
<b>PTM</b>	Provincial Transversal Management
<b>PTMS</b>	Provincial Transversal Management System



<b>RBM&amp;E</b>	Results-based Monitoring and Evaluation
<b>SCM</b>	Supply Chain Management
<b>SITA</b>	State Information Technology Agency
<b>SLA</b>	Service Level Agreement
<b>SLAN</b>	School Local Area Network
<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Time Bound
<b>SMS</b>	Senior Management Service
<b>SP</b>	Strategic Plan
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>WAN</b>	Wide Area Network
<b>WCG</b>	Western Cape Government



# Part A

## **STRATEGIC OVERVIEW**

# STRATEGIC OVERVIEW

As part of the planning for the new 2015/16 to 2019/20 five-year term, the Department of the Premier decided to review its vision and mission as described below.

## 1. Vision

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

## 2. Mission

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

## 3. Values

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

### **Competence (the ability and capacity to do the job appointed to do)**

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

### **Accountability (we take responsibility)**

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

### **Integrity (to be honest and do the right thing)**

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

## **Responsiveness (to serve the needs of our citizens and those we work with)**

- Our focus is the citizens, building relationships that allow us to anticipate their needs and deal with them proactively.
- We take each other and the citizens seriously, being accessible, listening and hearing their voices.
- We respond with timeous action and within agreed timeframes.
- We collaborate with each other, providing appropriate and reliable information and sharing it responsibly.

## **Caring (to care for those we serve and work with)**

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

# **4. Legislative and other mandates**

The Department complies with its constitutional and legislative mandates. Additional capacity has been created in the Department to ensure compliance with all prescripts in the execution of the Department's mandates.

## **4.1 Constitutional mandates**

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

## **4.2 Legislative mandates**

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

- Basic Conditions of Employment Act (Act 75 of 1997)
- Broad-based Black Economic Empowerment Act (Act 53 of 2003)
- Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993)
- Consumer Protection Act (Act 68 of 2008)
- Division of Revenue Act (annually)
- Electronic Communications and Transactions Act (Act 25 of 2002)
- Electronic Communications Security (Pty) Ltd Act (Act 68 of 2002)
- Employment Equity Act (Act 55 of 1998)
- Financial Intelligence Centre Act (Act 38 of 2001)
- Government Employees Pension Law, Proclamation 21 of 1996
- Income Tax Act (Act 58 of 1962)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- Labour Relations Act (Act 66 of 1995)
- National Archives and Record Service of South Africa Act (Act 43 of 1996)
- National Qualifications Framework Act (Act 67 of 2008) (amended by Higher Education Laws Amendment Act (Act 26 of 2010))
- Occupational Health and Safety Act (Act 85 of 1993)

- Pensions Fund Act (Act 24 of 1956)
- Preferential Procurement Policy Framework Act (Act 5 of 2000)
- Prescription Act (Act 68 of 1969)
- Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)
- Promotion of Access to Information Act (Act 2 of 2000)
- Promotion of Administrative Justice Act (Act 3 of 2000)
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act 4 of 2000)
- Protected Disclosures Act (Act 26 of 2000)
- Provincial Archives and Records Service of the Western Cape Act (Act 3 of 2005)
- Public Audit Act (Act 25 of 2004)
- Public Finance Management Act (Act 1 of 1999)
- Public Service Act, Proclamation 103 of 1994
- Public Service Regulations 2001
- Skills Development Act (Act 97 of 1998)
- Skills Development Levies Act (Act 9 of 1999)
- South African Qualifications Authority Act (Act 58 of 1995)
- State Information Technology Agency Act (Act 88 of 1998)
- Western Cape Coat of Arms Act (Act 7 of 1998)
- Western Cape Delegation of Powers Law (Law 7 of 1994)
- Western Cape Provincial Commissions Act (Act 10 of 1998)
- Western Cape Provincial Honours Act (Act 9 of 1999)

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

- Green Paper on National Performance Management (2009)
- Medium-term Strategic Framework – 2014-2019
- National Development Plan (2030)
- National Evaluation Policy Framework (2011)
- National Measurable Outcomes
- National Monitoring and Evaluation Framework – White Paper, October 2009
- National Skills Development Strategy (I, II and III)
- National Strategic Framework of the Department for Women, Children and People with Disabilities
- National Treasury Framework for Managing Programme Performance Information (2007)
- National Youth Policy (2009-2014) of the National Youth Development Agency
- Policy Framework for a Government-wide Monitoring and Evaluation System (2007)
- Policy Frameworks of the National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service
- Specific National Policy Frameworks on Gender and Women’s Empowerment, Disability and Children
- The White Paper on a New Employment Policy for the Public Service (1997)
- The White Paper on Human Resources Management in the Public Service
- The White Paper on Public Service Training and Education (1997)
- The White Paper on the Transformation of the Public Service (1995)
- The White Paper on Transforming Public Service Delivery [Batho Pele] (1997)

### 4.3 Policy mandates

The Provincial Strategic Plan: 2014-2019 guided the Department of the Premier’s strategic direction over the new five-year term. It is also closely aligned with the National Development Plan 2030.

## 4.4 Relevant court rulings

All judgments relevant to the operations of the Department, as handed down by the Constitutional Court, the Supreme Court of Appeal, the Labour Appeal Court, the Western Cape High Court and the Labour Court, are perused and implemented.

## 4.5 Planned policy initiatives

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

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

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

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

The Department of the Premier's key policy priorities for the medium term will contribute to the achievement of provincial strategic outcomes through the following deliverables:

- **Implementation of broadband** (with DEDAT, Neotel and SITA)

The Western Cape's Broadband Strategy and Implementation Plan is aligned to the national government's South Africa Connect initiative which plans to improve broadband penetration across the country. It further acknowledges Government's role as anchor tenant, the need to aggregate demand and the need for Open Access. It is anticipated that because of its foresight in this regard, the Western Cape Government will be in a position to achieve the targets of the South Africa Connect initiative ahead of schedule.

The Western Cape has adopted a four-stream approach to the implementation of broadband. This approach is intended to leverage the full capacity of all relevant departments and is intended to ensure that provincial and local government can harness the full benefits of having a robust and world-class broadband infrastructure.

Stream 1 is responsible for driving broadband infrastructure provision to the WCG, and is driven by the Department of the Premier. This will ensure that a scalable high bandwidth network



connects all provincial government buildings (including schools) through a long-term contract.

Stream 2 is responsible for delivery on a suite of projects to address the Economic Value-added Services that the broadband infrastructure will enable and is comprised of connected citizens, businesses, municipalities and leadership.

Stream 3 is an application development stream. This stream includes supportive systems, processes and other applications to run on the abovementioned broadband infrastructure in order to maximise utilisation and thereby improve the efficiency and effectiveness of the provincial government. The implementation of Stream 3 will see a more efficient provincial government, for both internal operations as well as more citizen-facing services using broadband as a major medium for communication and improved services.

Stream 4 consists of sector-specific initiatives which will leverage off the three streams as highlighted above and contribute to the Provincial Strategic Plan. This stream will ensure a multisectoral and multidisciplinary approach to leveraging off the investment made in broadband infrastructure.

- **Implementation of Integrated Financial Management System** (Provincial Treasury with National Treasury, State Information Agency and the national Department of Public Service and Administration)

The Integrated Financial Management System (IFMS) is intended to replace the ageing, costly and disparate administration applications that support national and provincial government departments. It is aimed at centrally coordinating and integrating functionality that would enhance the efficiency, productivity and effectiveness of Government departments by improving access to information, raising the quality of data, eliminating the duplication of systems and resources and curtailing manual processes. The system comprises four key interlinked modules: Human Resources (comprising Payroll and Human Resources Management), Supply Chain Management (comprising Inventory Management, Procurement Management, Asset Management and Catalogue Management), Financial Management (including General Ledger) and Business Intelligence. In essence, it is meant to render the administration of public resources more efficient in order to free practitioners to focus on discharging their obligations more effectively on their core areas of work.

- The IFMS was rolled out by the Department of Public Service and Administration in the Western Cape Province in the provincial Department of Economic Affairs and Tourism (DEDAT) where the Human Capital Management module of the system was piloted during 2013. Subsequently, the National Treasury issued a new tender and it was again agreed that the Western Cape Government will be a pilot site for the new IFMS COTS (commercial off the shelf) system. We are therefore disembarking the pilot at DEDAT and SITA will issue a close-out report for this pilot. The further roll out of IFMS in terms of the new tender issued and managed by National Treasury is not clear. While the benefits of the IFMS in the medium to long term is not disputed, any further rollout must be buttressed with adequate funding, dedicated capacity and a clear governance structure. Note: This will only come to fruition if we are appointed as a pilot.
- **Business Process Optimisation (BPO) projects**

BPO addresses the need for business to improve efficiency and effectiveness of service delivery to citizens and departments within the WCG. Business process management is a management approach focused on enabling an organisation to be more efficient, more effective and more capable of change and goes beyond just focusing on the automation of business processes. It also includes the management and optimisation of human-driven processes that can take place either in series

or parallel with the automated processes. Some of the aspects to be included relate to business process architecture development, optimising business processes for improved performance and service delivery, defining standard operating procedures (the ways of working and defining roles and responsibilities) and behaviour change navigation.

- **Expansion of Cape Access Centres**

The establishment of a further ten Cape Access Centres is envisaged for 2015/16. The purpose of these centres is to provide access to ICTs and training to citizens in rural areas. It contributes to optimisation of service delivery. This is aligned to Output 1 (service interface) of an Inclusive Society (outcome of Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment).

- **Implementation of BizSystems**

An integrated Province-wide Monitoring and Evaluation automated solution (BizSystem) is being developed to be rolled out in the WCG. The BizSystems includes the Annual Performance System (BizPerformance), Enterprise Project Management (BizProjects) and the Business Intelligence (BizBrain). By using these systems we will be in a position to produce relevant data and information and standardise reports in an automated way. We have also embarked on a spatial data observatory that is to inform the development of a central repository for data on local government level.

- **Improved and standardised monitoring and evaluation of the implementation of the PSP and reporting to Cabinet, Provincial Top Management (PTM) and the Premier's Coordinating Forum (PCF)**

Output 3 (implement strategic and delivery plans) of Integrated Management will coordinate the Joint Planning Process with municipalities according to a schedule that harmonises the work of the other three outputs in this outcome, which relate to planning, budgeting, implementation, monitoring and evaluation and spatial targeting. This output will also align the processes of the development and implementation of this Provincial Strategic Plan (PSP) with the Joint Planning Process. In the latter part of 2014 the Joint Planning Process identified priorities that the WCG and individual municipalities will implement jointly once they have been assessed through provincial policy and strategy filters such as the Western Cape Spatial Development Framework.

- **Combined Assurance Framework**

The Branch: Corporate Assurance is in the final stages of finalising a Combined Assurance Framework for the WCG. The Combined Assurance Framework is a strategic management tool that builds on the existing enterprise risk management processes and risk registers and aims to provide accounting officers and management of departments with a formalised and documented framework and process to manage the coordination of assurance efforts in an optimal an integrated manner. All accounting officers and managers in the WCG are faced with the responsibility of managing key risks impacting on the strategic intent of their departments. These risks are identified on an on-going basis, evaluated and risk treatments developed to manage the impact of the risks to an acceptable level. Managing of risks is not limited to this; it also entails accounting officers obtaining assurance that risk treatments that are in place to manage key risks are adequate and effective.

Assurance is obtained from different categories of assurance providers who are each governed

by different mandates, standards and/or statutes. Furthermore, assurance providers are all faced with the challenge of scarce resources in ensuring that assurance is provided on all key risks facing departments. The service delivery end is continuously negatively impacted by the limited coordination and integration of assurance efforts and in some instances it results in audit/assurance fatigue. Whilst there is duplication of assurance efforts on some key risks, there is a lack of assurance on a significant number of key risks, leading to an assurance gap. The requirement to coordinate assurance effort was a requirement in the professional standards for some assurance providers, emphasised in the King Code for Governance.

The general perception is that the assurance gap is significant; however, certain assurance activities are being conducted in the control environment but are not formally recognised and taken into account when the assurance gap is determined. This necessitates a formalised process to comprehensively assess the assurance provided in relation to each risk, in order to ensure that assurance gaps and/or excessive assurance is detected and addressed appropriately through the integration and coordination of assurance efforts. The Combined Assurance Framework will therefore provide a clear process and criteria for recognising those activities and provide reliable information on the assurance gap and extent of risk coverage in each department.

## **Game changers**

The Western Cape Government further identified a number of focused interventions, referred to as “game changers” aimed at achieving the greatest possible impact on communities through collaboration with strategic partners. These game changers will be driven by the provincial leadership as priority deliverables that people will be able to see and feel. The Department of the Premier will support the Premier’s Delivery Support Unit in the design and implementation of the game changers.

Broadband expansion is seen as a critical enabler for the successful implementation of all the other strategic initiatives, key priorities and provincial “game changers”. It will focus on the Department’s contribution towards the necessary infrastructure through a contract with Neotel to enable increased broadband penetration in the Western Cape and the development and support of transversal applications that are required to increase the Western Cape Government’s effectiveness and efficiency.

Game changers were identified through the work of the Intergovernmental Committee and co-chaired by the Premier of the Western Cape and the Mayor of the City of Cape Town. The related catalytic interventions are:

- “digital competitiveness” which will deepen the existing relationship around broadband in an attempt to ensure full optimisation of resources available between the City and provincial government represented by the Department of the Premier and the Department of Economic Development and Tourism; and
- “joined-up government” which recognises the need for the City of Cape Town and the Western Cape Government to collaborate on engagements with the national sphere of government, especially on alignment of policy, legislation and regulations.

## **Joint planning initiatives**

In August 2014, the Western Cape Government embarked on a joint planning process which aims to align provincial and local government planning, budgeting and implementation. After an initial priority-setting process, joint planning will build on existing initiatives, including IDP Indabas, CGRO and MGRO engagements and PGMTEC and LGMTEC processes.

The joint planning process resulted in a list of proposed priorities, joint planning initiatives, where, once they have been assessed in relation to WCG policy and strategies, each Western Cape Government department will be responsible for specific interventions which are aligned to strategies and priorities.

The Department of the Premier will be expected to support policy and strategy implementation, knowledge management and technical expertise with regards to ICT provisioning at local authority level. In support of the Premier's Delivery Support Unit, Policy and Strategy will work with the joint planning initiatives, especially in relation to implementing the Provincial Strategic Plan and the provincial game changers.

## 5. Situational analysis

The methodology that was used to collate the situational analysis consisted of desktop research and a survey that was done with each of the branches. The desktop research studied the current socio-economic environment of South Africa and the branch survey consisted of a branch SWOT analysis as well as a PESTEL analysis. The results produced the following:

The new phase of electoral cycle has provided for opportunities and continuity as the provincial government has become more stable. The experience with the Provincial Strategic Plan and the Provincial Transversal Management System has brought about room for enhancement and development. There also seems to be a need to expand on global regional partners as well as work on intergovernmental relations. Stronger collaboration with local government has also been noted as an imperative that needs to be improved.

According to the Budget Overview of Provincial Revenue and Expenditure (OPRE) 2014 by Provincial Treasury, **economic growth** in the Western Cape slowed down from 3.9% year-on-year at basic prices in 2011 to 2.9% in 2012 (provincial GDP figures are released with an almost two-year lag), therefore, the 2012 figure is the most recent estimate available. The slow growth has affected opportunities for the Department to acquire additional capacity due to less money in the fiscus in terms of the Medium-term Expenditure Framework. Cost containment measures seem likely to continue and equitable share may also be at risk of reduction. Even though it has been slackening, the regional economy has grown at a faster rate compared to the 2.4% year-on-year growth registered nationally. It can be noticed that the Western Cape has grown faster than the national economy for the most part of the last decade (2002-2012). The Province expanded by 3.8% (on average) year-on-year over this period, compared to 3.4% nationally. The Province has contributed an estimate of 15% to the overall GDP in 2012, in which the leading contributor in the Province's economy was the finance, insurance, real estate and business services sectors. Plans to increase international engagement and to create conducive conditions to attract and retain tourism, trade and foreign direct investment are being implemented.

**Unemployment** remains high in the Western Province with the rate of official unemployment in 2011 being 21.6% (Census 2011). There was, however, a 1.5% increase in employment in the Province as compared to the 0.5% nationally between 2008 and 2013 (Budget OPRE 2014:13). Manufacturing activity is in relative decline across the Province and also accounts for the bulk of employment losses. While employment in the non-agricultural economy has grown marginally since 2008, the agricultural sector also remains under pressure. The rate of the working age population growth is still higher than that of the national average. Currently, 68.5% of the population is part of the working age population, i.e. 15 to 65 years (Census 2011). The Western Cape employs a slightly larger proportion of youth (9.9%) compared to the South African economy (8.6%). However, as with the rest of the country, youths are disproportionately affected. Almost half (48%) of the under-25 youth population are unemployed. The bulk of the unemployed are living in the City of Cape Town. The Central Karoo and Southern Cape also experience high levels of unemployment. Youth unemployment (<25 years old) has increased in the last five years, both nationally and in the Western Cape, increasing by 5.9% per annum between

2008 and 2013 (Youth Development Strategy 2013:22). As mentioned before, the Department should use its mandates in respect of people management to make a responsible contribution to the plight of unemployed youth through interventions such as the Premier's Advancement of Youth (PAY) project. The policy development function of the Department is supporting the development of a Provincial Youth Development Strategy that would assist to address the challenge of youth unemployment.

As for the **socio-economic** context of the Province there are still some challenges. The population according to Stats SA during mid-year 2013 in the Western Cape is estimated at 6 016 938 people. The Province is culturally diverse and is subject to population changes due to inward migration. Some of the poorer areas have difficulty in accessing government services, which is reflected in service delivery protests. However, there is improved access to basic services which is shown by 99.1% having access to pipe or tap water, 96.9% having access to a toilet facility, and 93.4% with access to electricity (Census 2011). There has been growth in the number of Cape Access e-Community centres which do provide access to some Government services as 43 have been established to date (see Figure 1).

Substance abuse and crime are still concerns noted by the frequency of drug-related crimes having increased by 28% between 2002/3 and 2012/13 and overall crime having increased by 12.2% between 2011/12 and 2012/13 (Budget OPRE 2014:24-26). Behavioural studies are being undertaken through the Department of the Premier with four WCG departments to understand human behaviour that impacts on and is affected by socio-economic conditions in the Western Cape, with the intention of addressing the challenges more effectively.

The Western Cape **Broadband** Strategy and Implementation Plan aims at coordinating and integrating Government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. The Plan also focuses on penetrating the rural areas of the province through the extension and expansion of the provision of telecommunication infrastructure across the Province. Figure 2 shows the towns at which a broadband point of presence / penetration will be created.

It is also apparent that an increased focus must be aligned to information security due to the increase in cybercrime. The Protection of State Information Act and Protection of Personal Information Act may also impact on information security requirements.

The Western Cape is increasingly impacted on by climate change. The Western Cape Green Economy Strategy Framework has been put into place to help the Province in its ambition to become the lowest carbon-emitting province; to redesign the way we live and work in our cities and towns; to harness the innovative energy of our globally recognised information and communications technology (ICT) sector to develop solutions appropriate to emerging market conditions; and to become a globally preferred investment centre. This strategy which the Department has been working on with the responsible departments is envisaged to assist in responding to these challenges.





Figure 1: Distribution of Cape Access centres



Figure 2: Broadband penetration



## 5.1 Performance environment

As the leading department responsible for supporting the Executive in governing the Western Cape, the Department of the Premier provides strategic governance support, policy and strategy support and transversal corporate services. It also plays an enabling role in the Province by providing the decision-making mechanisms of Government, policy guidance and support, by ensuring sufficient people in appropriate structures who are fit for purpose to do the job, business process optimisation, technologies that support and optimise core business and by providing corporate assurance services to Government.

The past five years have seen the implementation of innovative policy approaches, including Whole-of-Society, Behavioural Economics and the Provincial Transversal Management System (PTMS). These approaches have contributed by not only enhancing processes, but also creating space for results-based evidence for policy making in the Province. The PTMS has resulted in fostering integration and coordination across the provincial government. The establishment of the Corporate Services Centre signified quite a radical organisational design intervention and impacted greatly on the Department; yet the corporatisation brought about efficiencies and added value across all departments. The Department has also received unqualified audits for the entire previous five-year term (2009 to 2014) with a clean audit for the 2013/14 financial year.

The budget over the medium term is constrained. Due to MTEF budget cuts totalling R67 million for the period 2015/16 to 2017/18, all programmes have very little manoeuvrability going forward as discretionary funds are at a minimum. The budget was balanced with some difficulty, as austerity measures have saturated to such an extent that it cannot release further gains to release budget pressure. Procurement and other posts sacrificed in the budget process could impact the pace of delivery. Any future budgetary shocks will be difficult to manage from a sustained delivery perspective. A key budget risk going forward is that national salary negotiations are not within our control, yet we have to foot the bill for any salary increases above the budgeted levels.

There has been a significant improvement in governance maturity levels in Western Cape Government across sectors and disciplines that have been led by the Department of the Premier. The following maturity levels for the Department were amongst those achieved, which are based on a five-point scale:

- Level of 3 maturity for programme and project management
- Level of 3.2 maturity for results-based monitoring and evaluation
- Level of 3.1 maturity for spatial information
- Level of 3 maturity for ICT Governance (against COBIT 4.1)
- Level of 2 maturity for e-government (based on the United Nations Development Program 4-level maturity)

In terms of the Results-based Monitoring and Evaluation approach, the following strategic frameworks were also developed:

- A Results-based Monitoring and Evaluation Model (2010)
- A Results-based Monitoring and Evaluation Manual for Directors, Deputy Directors and Line Managers (2012)
- A Strategic Framework for Provincial-wide Monitoring and Evaluation (2010)
- A Provincial Evaluation Plan (2013/14–2015/16) and an Updated Plan (March 2014)
- A Strategic Framework for Spatial Information (2011)

Critically progressive steps that the Department has taken include the introduction of new technologies in programme and project management, annual performance management, people management and practices, as well as ICT. The following key outputs in terms of an integrated and automated monitoring and evaluation system are in various stages of development:

- BizPerformance: This system is designed to support the management of provincial performance information and for the easier generation of tables for Annual Performance Plans, Quarterly Performance Reports and Annual Reports.
- BizProjects: This system will support the management of programme and project performance data and the project management of strategic and departmental-specific projects.
- BizBrain: This is a Business Intelligence system that will be the single point of access to relevant and reliable data and information in a range of formats. Over the longer term, BizBrain will become the integrated and automated Province-wide monitoring and evaluation system. For now, BizProjects and BizPerformance are source systems.



Figure 3: The Biz Systems

The Province also went through a large-scale migration to a new technology platform (Microsoft migration). Together with streamlined manual systems and processes, new technologies including online recruitment, e-filing and the piloting of the HR module of the Integrated Financial Management System (IFMS) have been implemented to improve the efficiency of the HR personnel and the line managers they serve.

The Management Performance Assessment Tool (MPAT) is a structured self-assessment, evidence based approach to determine the state of management practices in a department. The cornerstone of MPAT is to strive for continuous improvement that goes beyond just compliance. Its key objectives are to establish benchmarks for performance, establish the baseline performance of an institution, provide managers with useful information to inform improvement, catalyse improvements in management, assist in the development of an agreed improvement plan and provide support where necessary and to track improvements against the baseline performance (DPME 2012, MPAT User’s Guide). It covers the following Key Performance Areas (KPA):

- Key Performance Area 1: Strategic Management
- Key Performance Area 2: Governance and Accountability
- Key Performance Area 3: Human Resource Management
- Key Performance Area 4: Financial Management

Each KPA contains standards that are based on existing policies and regulations. MPAT identifies four progressive levels of management performance. Each management practice is assessed and scored against these four levels of performance as per Table 1 (DPME 2014, MPAT 2014/15 Management Performance Standards):

**Table 1: MPAT performance levels**

Level	Description
Level 1	Department is non-compliant with legal/regulatory requirements
Level 2	Department is partially compliant with legal/regulatory requirements
Level 3	Department is fully compliant with legal/regulatory requirements
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly

In terms of the Department’s 2012/13 performance using MPAT, the results are as follows (based on MPAT 1.3):

Key Performance Area	Level
Strategic Management	3.75
Governance and Accountability	3.89
Human Resource Management	2.69
Financial Management	3.17

The Department received the award for the best-performing small department in the country in the Governance and Accountability key performance area. Only two assessments have been done nationally per department over the past two years and it is the desire of the Department to also improve its indicator scores.

The Department managed to improve its achievement of predetermined objectives in the past term. In 2011/12, it achieved 68% of its planned targets, which improved to 80% in 2012/13. In the 2013/14 financial year, 89% of planned targets were achieved.

The Department continued to show diligence in the management of its financial affairs. During the previous term of government it received an unqualified audit in each financial year, except for the 2013/14 financial year when it received a clean audit. It further spent nearly 100% of its budget annually, varying between 88,7% and 99,8% in the past five years, except for the 2014/15 financial year when greater underspending resulted from money being transferred from the Provincial Treasury during the 2014/15 adjustment budget process.

The Chief Directorate: Policy and Strategy in the **Branch: Strategic Programmes** supported the development and implementation of strategies and policies for the Western Cape, including the five-year Provincial Strategic Plan. This Chief Directorate also supported the Provincial Transversal Management System (PTMS) in order to ensure the implementation of the Provincial Strategic Plan.

The PTMS was not implemented in its entirety all at once, but was developed over a number of months. Sector committees, steering groups and working groups were established and strategic cases and strategic directives finalised and approved. As a first for South Africa, the PTMS is an innovative way to bring about integration and cooperation within provincial government and between government and its external partners.

The PTMS has broadly delivered on transversal coordination and communication and has achieved significant progress in removing “siloism” in the WCG. The PTMS is also seen as useful for cooperation among departments, information sharing and increasing the awareness of work happening in different departments.

The Branch continues to explore new ways to maximise the impact of engagements with a broad array of international and local stakeholders. The International Relations Strategy prioritises: 1) the facilitation of trade, tourism and investment; 2) improving environmental resilience to climate change and increasing sustainability; and 3) the development of skills and best practice exchange when engaging with international stakeholders. The strategy also provides for an approach that is not restricted to traditional markets (e.g. EU & North America), but includes other regions such as the rest of Africa, BRICS member countries, the Next 11 and the developing South in general. The Africa Day celebrations continue to provide a platform for building solidarity while promoting intra-African trade, tourism and investment opportunities with African counterparts. At a multilateral level, the Branch ensures that the Province maintains fruitful relations with the Regional Leaders Summit partners (i.e. Bavaria, Quebec, Georgia, Shandong, Sao Paulo & Upper Austria). The International Relations Forum remains a transversal platform for officials to engage on the provincial international relations agenda to ensure that it is in line with the International Relations Strategy and that it indeed supports the Western Cape Government’s strategic priorities.

Annual events such as the Cape Town Cycle Tour and the Cape Town Jazz Festival remain “jewels” in the provincial crown, not only in terms of the contribution to the regional economy, but also to strengthen the value proposition of the Western Cape as a wonderful place to live, work and play. A key objective is to spread event expertise held by the jewel event organisers to the organisers of the incubator events through a structured skills development programme.

The innovative coordination and management of national commemorative days remains a challenge. A youth platform for constructive debating remains a priority and the objective is to replicate programmes that have operated successfully in the Metropole to the rest of the Province.

Design remains integral to our competitiveness as a province. Support will be given to the implementation of the design strategy, as well as to innovation such as public art and spaces for young designers to showcase their ideas and products.

Community development initiatives remain a focal area. The coordination and support of the Hangberg Peace and Mediation Forum will be expanded to include a knowledge management component. This will allow us to use the insight gained from this process to support other communities with similar challenges.

The Branch will also continue to report on the coordination of external communication and ensure that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.

The Chief Directorate: Strategic Management Information is central to province-wide M&E and tracking the provincial performance and measuring results of the government priorities.

In terms of the generation of strategic management information within key policy thematic areas, the annual publications produced on measuring outcome and governance indicators culminated into five (5) and 20 year data trends. A spatial data observatory has been developed to provide access to data and information on a range of thematic areas collected from national and local data sources for analysis on a sub-national level.

Within the context of Province-wide Monitoring and Evaluation (PWME), the development of norms and standards strengthens the application of results-based M&E and programme and project management on a sub-national level. There is continued advocacy on improving data governance and M&E methodologies as well as the use of the BizSystem.

A collaborative and institutional relationship now exists with the Department of Planning, Performance Monitoring and Evaluation (DPME). In line with their focus areas, the unit continued to institutionalise the annual cycle of MPAT, Frontline Service Delivery, FOSAD indicators and provincial evaluations across the provincial departments. The Department of the Premier participated in a number of M&E pilots as well as periodic engagements with external stakeholders on an international level.

**The People Management Branch** delivers its core function of people management through organisational development, people management practices and people training and empowerment. The Branch provides transversal services across WCG departments that range from the high-volume transactional to expert advice and consultancy services, and also contribute to the achievement of the strategic goals of the Department and the WCG as a whole. The core purpose of the WCG People Management Strategy is service excellence with people – people are the key driver of performance and therefore service delivery to the citizens. The Branch People Management performance environment is therefore characterised by the role of the people manager and the people professional, whereas the people professional must be capacitated for its changing role and the people manager must be enabled to demonstrate competence in leading people. The Chief Directorate People Management Practices client base has increased from 8565 in 2010 to 11080 in 2014, which represents a growth of 2515 clients in the past four years with a resultant increase in all service area. The formative years focused on embedding sound people management practices in a consistent way, whilst constantly seeking to improve its services to all its clients in 11 departments. This resulted in 2013/14 positive audit outcomes and promising 2013 MPAT findings (best HR component for a large and small department). The focus is now shifting in an effort to lift the bar – that is, moving beyond mere compliance to value-adding services. It is foreseen that technology will drive transactional excellence whilst the consulting role will expand the provision of added value to stakeholders and partners.

The core purpose of the Chief Directorate: Organisation Development is to render professional organisational development consultancy services through its functional areas, namely organisation design, process design and improvement, and organisational behaviour to all provincial departments within the Western Cape. In addition, ICT Change Navigation is provided as a temporary measure to support the roll-out of specific transversal ICT initiatives for a three-year period. By facilitating a transversal ICT readiness programme and change navigation initiatives at institutional level, team and individual levels will be key focus areas. The Chief Directorate's overall change navigation facilitation responsibilities are therefore dealt with as part of the organisational behaviour functional domain. The performance environment is characterised by the fact that organisational development services are mainly demand driven. Although organisational development services are planned around a client department's priorities, departmental operational changes and service delivery requirements, the Chief Directorate balances out additional service requests with regard to planned interventions within the departmental priority programme. The OD service growth for the past planning cycle is depicted in the adjacent graph. The demands for OD services are steadily increasing from 617 in 2011/12 to 2465 in 2013/14. To date (3rd QPR), 2 276 interventions were measured for 2014/15.

The Chief Directorate: People Training and Empowerment (PTE) ensures human resource development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. Twenty new learning programmes were designed

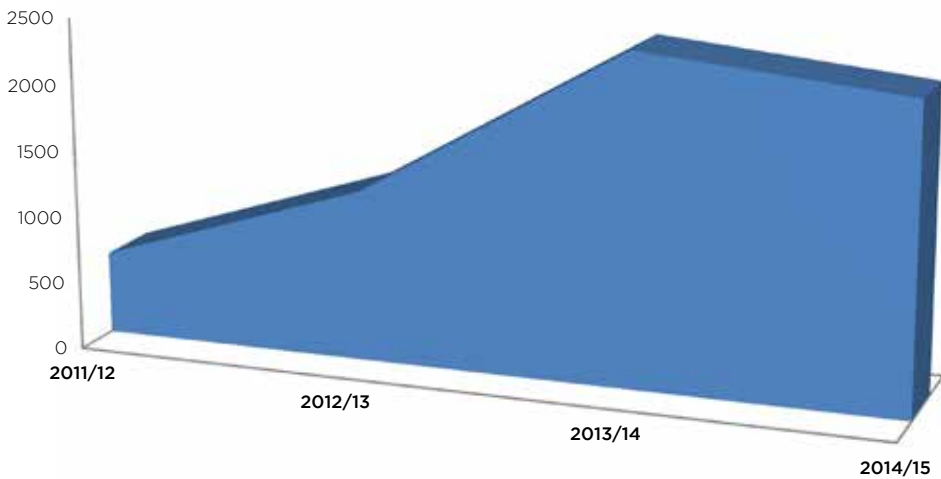


Figure 4: Organisation development deliverables

between 2010/11 and 2014/15. In addition to assisting with the development of Workplace Skills Plans of departments, it also coordinates learnerships, administers the placement of interns and facilitates the process for awarding bursaries. The Premier’s Advancement of Youth (PAY) project is one of the attempts by the WCG to address the growing youth unemployment and skills challenge in South Africa. It does this by providing a number of matriculants from the previous year with experiential learning within the 13 Government departments. During the one-year internship, the young people are exposed to skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable. Since the inception of the project in 2012, close to 2 246 PAY interns have been supported.

The shrinking budget allocation compounded by an increase in demand for services is however placing the ability of the Branch to perform its functions under serious strain. This is compounded by the lack of joint planning with departments, as well as an increased number of ad hoc requests for services. It also increases the risk to compliance with regulatory prescripts and the achievement of national, provincial and departmental outcomes and outputs.

The demand for **Information and Communication Technologies**, Solutions and Services has grown tremendously, as reflected in the fact that the installed base of end-user computers has grown from 14 500 in 2009 to over 22 500 in 2014 – an increase of 8 000 or 55% over five years. Should this trend continue, it is estimated that the current installed base could grow by another 8 000 to 10 000 users by 2020 or between 36% and 45%. This is a huge challenge that has major resourcing and infrastructure implications.

The number of Government sites to be equipped with ICT infrastructure and end-user computing is expected to grow from 400 to over 700 by 2016/17, which is an increase of 300 or 57%. Furthermore, at least 1 200 schools will have access to a broadband connection by 2016 and as many schools are expected to be equipped with School Local Area Networks (SLANs) by 2020.



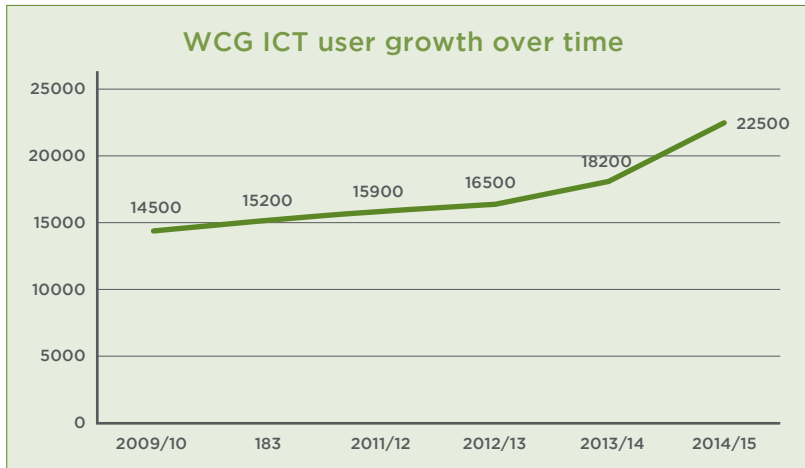


Figure 5: Demand for Information and Technology Services

The estimated growth as reflected above is a huge challenge that will also have major implications on the capacity, capability, resourcing and skills required to maintain and support the IT Service Desk and IT Support units.

The Branch **Corporate Assurance** renders enterprise risk management, internal audit, provincial forensic, legal and corporate communication services transversally across WCG departments.

The demand for services in the Directorate: Enterprise Risk Management and Chief Directorate: Internal Audit is reasonably managed by agreeing on ERM implementation plans and internal audit coverage plans with each department based on available capacity and/or resources. Based on the current capacity in the Directorate: Enterprise Risk Management, we do not foresee that we will penetrate departments further than programme level. The application of the Combined Assurance principles in the development of internal audit plans resulted in marginal improvements in assurance coverage, and the full implementation of the Combined Assurance Framework will be driven during this period.

The demand for investigative services in the Chief Directorate: Provincial Forensic Services has stabilised during the 2014/15 financial year. The 2015/16 financial year will be the first year where the services will be delivered by an internal team after re-establishing Provincial Forensic Services within the Department. We will be intensifying the proactive service delivery and are anticipating an increase in these activities. The demand for legal services has increased dramatically in the last 15 years, from approximately 750 requests per annum to more than 2 000 requests in the 2013/14 financial year. There was a particular rise in the number of requests pertaining to the drafting and editing of provincial contracts. Additional resources had to be brought to bear to meet the growth in demand. It is however envisaged that the proactive work of the Legal Compliance Unit, which was established in the 2012/13 financial year, will create more stability in respect of the demand for reactive legal services.

## 5.2 Organisational environment

The implementation of the Western Cape Government's Modernisation Programme included the successful creation of the Corporate Services Centre (CSC) in the 2010/11 financial year as one of the key structural changes. The Centre was established to bring about greater efficiency and efficacy in the provincial government. The Corporate Services Centre renders transversal corporate services on a shared-services basis and includes Human Capital, Corporate Assurance, Legal Services, Corporate Communication and the Centre for e-Innovation. The corporatisation of non-core functions into a shared-services centre yielded efficiency benefits in terms of the use of resources, adherence to transversal policies and practices and space use. Since 2013/14, no changes were made to the Department's budget structure, although the organisational structure was refined, resulting in a change of responsibility and

accountability lines. The approved organisational structure of the Department is attached as Annexure A. The specific changes per programme were as follows:

**Programme 2** includes the Branch: Strategic Programmes, Chief Directorate: Policy and Strategy, Chief Directorate: International and Priority Programmes and Directorate: Strategic Communication, which report to the DDG: Strategic Programmes, while the Chief Directorate: Strategic Management Information reports directly to the Director-General.

The Strategic Programmes, among other things, will render support to the newly established Premier's Delivery Support Unit, comprising special advisors to the Premier. This new unit will steer the game changers in terms of the Provincial Strategic Plan.

It is important to note in this programme the expansion of the institutional mandate of M&E without any resource expansion to the subprogramme Strategic Management Information. The scope of province-wide M&E has broadened, especially in the area of Institutional Monitoring and Government Performance Information. There is also a shift of planning and monitoring processes to the Department of the Premier and hence a functional collaboration with Provincial Treasury. On a provincial level the scope has broadened in terms of the management of the BizSystem

The Chief Directorate: Strategic Management Information reports directly to the Director-General on the Department's mandate on the role of Office of the Premier in Monitoring and Evaluation (M&E). In this regard, the Chief Directorate will embed Results-based Monitoring and Evaluation in the WCG for the provisioning of relevant and accurate data and information. The approach is to improve governance by focusing on measuring desired results or outcomes, rather than merely focusing on outputs.

**Programme 3:** The macro and micro structure of the then approved Branch Human Capital was reviewed from a strategic as well as operational perspective. This review led to a refinement in the structures of, notably, the then approved Chief Directorates of Human Resource Management (renamed People Management Practices) and Provincial Training Institute (renamed People Training and Empowerment) at senior management level and below. The refinement also entailed the organisational realignment of key functions such as people development and performance management. Designations of components were amended to reflect current leading practice nomenclature, such as that of people management. The Branch's designation was amended accordingly, namely to that of "People Management".

Some of the key shifts that were approved include the following: the people development function shifted from Performance Management and Development to People Empowerment; the latter functions were redefined to ensure the rendering of comprehensive skills development facilitation, internship, learnership and bursary services to client departments; the previous Directorate: Human Resource Practices and Administration was split into two directorates, namely Service Benefits, and Recruitment and Selection; and the performance management function moved from Performance Management Development to Service Benefits.

**Programme 4:** Temporary Capacity (additional to the approved structure) has been created in the Ce-I for the implementation of the WCG Broadband Strategy. The structure consists of:

- a Chief Directorate: Broadband Infrastructure, consisting of a Directorate: Connected Government Buildings and Schools and a Directorate: Broadband Service Level and Contract Management, with a combined total of six positions at levels 11 and below;
- a Chief Directorate: Transversal Applications Development and Support, providing for a Directorate: Transversal Applications Development and a Directorate: Transversal ICT Programme Management with a combined total of seven positions at levels 11 and below; and
- in addition to the above, the Directorate: Distributed Computing has been created as a temporary unit to support some of the key supporting technologies required by the Chief Directorate: Transversal Applications Development and Support.

**Programme 5:** The organisational structure of the Branch is not ideal; however, it has been designed to reasonably respond to the demand for its services. This is in the context of the weak economic outlook and the reality that additional funding will not be forthcoming in the medium term. Capacity is therefore augmented by insourcing capacity where required and allowed for in relation to budget availability. There are some areas where it is not viable to create permanent posts in structures due to the specific specialism; these skills will be insourced as and when required. Most of the funded posts in this branch are filled, however, due to the fact that the Chief Directorate: Provincial Forensic Services was re-established in the 2014/15 financial year, the filling of posts in this area is currently receiving priority.

The organisational structure provides for the following posts in the Department of the Premier to give effect to the mandate of the Department.

**Table 2: Employment and vacancies by programme as at 31 March 2014**

Programme	Number of funded posts	Number of posts filled	Vacancy rate %	Number of persons additional to the establishment	Vacancy rate taking additional staff into account
Programme 1	130	109	16,2	15	4,6
Programme 2	53	45	15,1	13	0,0
Programme 3	349	309	11,5	27	3,7
Programme 4	318	286	10,1	77	0,0
Programme 5	153	124	19,0	5	15,7
<b>Total</b>	<b>1 003</b>	<b>873</b>	<b>13,0</b>	<b>137</b>	<b>0,0</b>

**Table 3: Employment and vacancies by salary bands as at 31 March 2014**

Salary Band	Number of funded posts	Number of posts filled	Vacancy rate %	Number of persons additional to the establishment	Vacancy rate taking additional staff into account
Lower skilled (Levels 1-2)	23	22	4,3	0	4,3
Skilled (Levels 3-5)	129	107	17,1	20	1,6
Highly skilled production (Levels 6-8)	222	187	15,8	24	5,0
Highly skilled supervision (Levels 9-12)	570	503	11,8	78	0,0
Senior management (Levels 13-16)	59	54	8,5	15	0,0
<b>Total</b>	<b>1 003</b>	<b>873</b>	<b>13,0</b>	<b>137</b>	<b>0,0</b>

Due to austerity measures and the resultant inability to fill all funded vacancies, the Department had a vacancy rate of 13.0 % at the end of the 2013/14 financial year. When additional contract staff is taken into account, however, the vacancy rate was 0.0 %.

### 5.3 Description of the strategic planning process

With the end of the 2009/14 Departmental Strategic Planning cycle drawing near and the beginning of the new electoral cycle commencing, the Department of the Premier had an opportunity to strategically reposition itself for the new 2015/20 cycle with the intention of contributing towards provincial growth and development. Achieving this requires a Performance Management Framework that was informed by strategic analysis and evidence. It also requires an integrated cycle that connects planning, budgeting, monitoring, evaluation and reporting that ensures good corporate governance, accountability and effective mandate execution. In moving forward with the new cycle the Department needs to adequately align itself to the prescripts of the following policy documents at a strategic planning level:

- The National Development Plan 2030
- Medium-term Strategic Framework 2014/19
- Framework for Managing Programme Performance Information
- Framework for Strategic and Annual Performance Plans
- Performance Information Handbook.

In turn, these guidelines, would certainly contribute towards a successful implementation of national and provincial priorities as set out by the Strategic Plan, and Provincial Strategic Goal 5 in the Provincial Strategic Plan. The use of certain contemporary approaches and methodologies in strategic planning that are pivotal and endorsed by the Institute of Performance Management and the Department of Performance Management and Evaluation is critical for creating performance management models that link high-level strategies to the operational plans in the creation of results-based outcomes. It is envisioned that the Department of the Premier will use these to assist it with the effective reporting of real and tangible impacts at the end of the new 2015/20 cycle.

To start off the strategic process a circular was sent to the EXCO under signature of the Director-General which required of programme managers to perform some preparatory work. Thereafter an Analytical Team was established comprising key people within each of the five programmes as well as an external Monitoring and Evaluation specialist. The duties delegated to the team included: ensuring that the performance indicators are strategically aligned, quality assurance on credibility and validity of performance indicators and assistance in the 2015/20 Strategic Plan and 2015/16 Annual Performance Plan workshops. The programmes were provided with templates by Departmental Strategy to assist as well as reference documents in planning for the workshop as the key focus in moving forward is the outcomes approach and application of the theory of change. The Strategic Plan workshop took place on 26 and 27 June 2014 where a departmental situational analysis was presented based on the SWOT and PESTEL analysis feedback from the programmes. The vision and mission of the Department was discussed as well as the strategic goals and objectives. The analytical team convened after the workshop for quality assurance that the strategic objective goals and individual sessions were held with the branches for feedback. Templates were sent to the programmes in preparation for the annual performance plan (APP) workshop which was held from 14 to 15 August 2014. The analytical team met afterwards to quality assure the performance indicators and an EXCO meeting was held afterwards for feedback before submission of the first draft strategic documents.

The milestones in the Department's strategic planning process are indicated in Table 4.

**Table 4: The strategic process**

Milestones		
No.	Activities	Description
1	Circular approved and circulated	A comprehensive circular was sent to the relevant senior managers, which also included conceptual frameworks/ methodologies for strategic and annual performance planning. These included problem analysis, the logic model, the theory of change, SWOT analysis, PESTLE analysis, technical indicator descriptions, balanced scorecard, performance management and data management.
2.	Pre-strategic programme sessions	Each programme of the organisation had sessions where their situational analysis, strategic goals and indicators were decided.
3.	An internal analytical team	The Directorate: Departmental Strategy decided to secure the services of an internal analytical team consisting of one representative per programme. The roles and responsibilities of the team included amongst others: <ul style="list-style-type: none"> <li>• to ensure that the performance indicators are aligned to the Provincial Strategic Plan, strategic outcome goals and objectives, PSG 5 and the National Development Plan;</li> <li>• to quality assure the credibility and validity of performance indicators; and</li> <li>• to review draft SP and APP versions.</li> </ul>
4.	Academic	The Directorate: Departmental Strategy secured the services of an academic from Stellenbosch University to quality assure the SP and APP in terms of contemporary M&E practices.
5.	Departmental strategic planning workshop	At a Departmental strategic planning workshop (26 to 27 June 2014) the extended EXCO discussed the vision, mission and strategic goals and objectives of the Department for the new five-year term.
6.	Departmental annual performance planning workshop	At a Departmental annual performance workshop (14 to 15 August 2014) the extended EXCO discussed the strategic objectives and performance indicators of the Department for the 2015/16 financial year.
7.	Review and feedback of the SP and APP	The analytical team along with the academic reviewed the SP and APP and gave feedback to the programmes.

Milestones		
No.	Activities	Description
8.	Submission of the first draft SP and APP	First draft documents were submitted on 29 August 2014. A conformance assessment was done by Provincial Treasury (23 October 2014) and the documents were updated in accordance.
9.	Review and feedback of technical indicator descriptions of the SP and APP	The analytical team along with the academic reviewed the technical indicator descriptions of the SP and APP and gave feedback to the programmes.
10.	Submission of the second draft SP and APP	Second draft documents were submitted (20 November 2014). A technical assessment was done by Provincial Treasury (8 January 2015) and the documents were further updated in accordance.
11.	Indicator review sessions with the Director-General	Individual sessions with the Director-General were conducted with each of the programmes where indicators were finalised per programme.
12.	Final review and quality assurance of the SP and APP by the Directorate: Departmental Strategy and Provincial Treasury	Final comments from Programmes were incorporated and documents were made ready for print. Comments made by Provincial Treasury were received on 21 February 2015 and incorporated before final submission for printing.
13.	Submission and printing of final SP and APP	Documents were printed and submitted to Provincial Parliament and Provincial Treasury for tabling.



## 6. Strategic outcome-oriented goals of the institution

Strategic outcome-oriented goals indicate the broad strategic focus areas that the Department will pursue towards the achievement of its vision and mission. The Department thoroughly reviewed and reformulated the goals in line with Provincial Strategic Goal 5: “Embed good governance and integrated service delivery through partnerships and spatial alignment”, as well as the Medium-term Strategic Framework (MTSF) and National Development Plan (NDP).

**Table 5: Strategic outcome-oriented goals**

<b>Strategic outcome-oriented goal 1</b>	Improved good governance in the Western Cape Government
<b>Goal statement</b>	To improve good governance in the Western Cape Government
<b>Strategic outcome-oriented goal 2</b>	Enabled strategic decision making and stakeholder engagement
<b>Goal statement</b>	To enable strategic decision making and stakeholder management in the Western Cape Government
<b>Strategic outcome-oriented goal 3</b>	Enabled service excellence to the people of the Western Cape with people, technology and processes
<b>Goal statement</b>	To enable service excellence to the people of the Western Cape with people, technology and processes

It is difficult to pinpoint accurate measurements that relate to the three strategic outcome-oriented goals as the concepts related to good governance, stakeholder engagement and service excellence are not concisely defined. The goals will therefore be reflected by means of the two indicators below:

<b>Outcome indicators</b>	<ul style="list-style-type: none"> <li>A. Level of governance maturity, management and stakeholder engagement attained</li> <li>B. MPAT level obtained</li> </ul>
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The objective is to get an overall picture of how the organisation is performing in terms of the selected variables (the maturity models, MPAT) associated with the goals. The first composite indicator (level of governance maturity, management and stakeholder engagement) will be measured internally and will show a score based on the five governance instruments used by DotP, namely People Management Maturity, WCG Governance Maturity, Results-based M&E Maturity, ICT Governance Maturity and Stakeholder Engagement (still to be developed). This will be illustrated by means of a radar diagram with the middle of the web representing a 0-value, while each of the five arms represents one of the maturity models. The second indicator will be externally measured and will reflect the MPAT level as measured by DPME. More information about these two outcome indicators can be found in the technical indicator descriptions in Annexure B.



# Part B

## **STRATEGIC OBJECTIVES**

# Strategic objectives

## 7. Programme 1: Executive Support (Administration)

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

The programme contributes to Provincial Strategic Goal 5 aimed at enhancing good governance in the Western Cape Government through efforts to improve corporate governance maturity, people management maturity and e-governance maturity and connectivity.

There is also a linkage with the draft 2014/2019 Medium-term Strategic Framework as it relates to obtaining a positive audit outcome, payment of unopposed invoices within 30 days, maintenance of financial delegations and a procurement system that delivers value for money, which are all critical landmarks of good governance.

The programme provides for the following functions to be delivered:

Subprogramme 1.1: Programme Support

Subprogramme 1.2: Office of the Premier: to provide operational support to the Premier. Operational support to the Premier entails office administration support services, managing and operating the official residence and rendering administrative support to the designated Leader of Government Business on a detached basis. Most of the key positions in this subprogramme are filled on a contract basis as it is linked to the term of the Premier. Provision is also made for the appointment of special advisors in accordance with the Ministerial Handbook.

Subprogramme 1.3: Executive Council Support: to manage the executive secretariat. This subprogramme manages the provision of secretariat, logistical and decision support services to the Cabinet, the Premier's intergovernmental relations forums, the provincial top management and the Department of the Premier's executive committee. The unit further deals with provincial protocol matters and administers the provincial honours.

Subprogramme 1.4: Departmental Strategy: to provide strategic management, coordination and governance support services. The subprogramme facilitates the departmental strategic management processes, and the safety and security arrangements for the Department.

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

Subprogramme 1.6: Financial Management: to manage departmental financial and supply chain management services. The subprogramme ensures effective budget management, departmental financial accounting service and the application of internal control measures. The subprogramme also ensures continuous engagements with line-functions throughout the year, to facilitate appropriate

budgetary input and proper, aligned procurement processes and advice. It also manages the provisioning of assets and the monitoring of the asset register. The departmental record is managed in accordance with the National Archives and Records Service of South Africa Act (Act No. 43 of 1996, as amended in 2001). Transport management and general support services are also provided to the Department.

## 7.1 Strategic objectives

**Table 6: Programme 1 strategic objectives**

<b>Strategic objective 1.1</b>	Departmental strategic management enabled
<b>Objective statement</b>	To enable Departmental strategic management through facilitating Departmental strategic planning processes
<b>Strategic objective indicator 1.1</b>	Strategic Management MPAT level obtained
<b>Baseline</b>	3
<b>2020 target</b>	Strategic Management MPAT level 4 (against MPAT 1.4)

<b>Strategic objective 1.2</b>	Proper Departmental financial management enabled
<b>Objective statement</b>	To enable proper Departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year
<b>Strategic objective indicator 1.2</b>	Audit opinion obtained in respect of the previous financial year
<b>Baseline</b>	Clean audit in 2013/14
<b>2020 target</b>	Unqualified audit opinion

## 7.2 Strategic objective annual targets for 2015/16

Table 7: Programme 1 strategic objectives and annual targets

Strategic objective	Strategic objective indicator	Audit/actual performance			Estimated performance	Medium-term targets		
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<b>1.1</b> To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic management MPAT level obtained	Not measured	4	3	4	3	3	3
<b>1.2</b> To enable proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year	Audit opinion obtained in respect of the previous financial year	Un-qualified	Un-qualified	Un-qualified	Clean	Un-qualified	Un-qualified	Un-qualified

## 7.3 Risk management

An important risk to the achievement of the strategic objectives of this programme is dependency on third parties, and especially external oversight agencies' (AGSA, DPME, NT, PT, etc.) changing requirements. Further risks emanate from the misalignment of structures within Departmental Strategy and Supply Chain Management inhibiting them to fulfil legally prescribed requirements for certain functions. Such misalignment creates very real risks of litigation and avoidable media attention, should inadequate SCM processes result. To try and mitigate these risks, organisation design investigations commenced in the 2014/15 financial year. However, inadequate funding, due to austerity measures, for resources identified through these investigations, may impact negatively on such mitigation and the performance of these subprogrammes.

## 7.4. Programme performance indicators and annual targets for 2015/16

Table 8: Programme 1 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014		2014/2015	2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017
<b>Subprogramme 1.4: Departmental Strategy</b>													
MPAT	<b>1.4.1</b> Number of statutory reports submitted to Provincial Treasury	New indicator	New indicator	6	7	6	Quarterly	1	2	1	2	6	6
<b>Subprogramme 1.6: Financial Management</b>													
	<b>1.6.1</b> Audit opinion obtained in respect of the previous financial year	Unqualified audit	Unqualified audit	Unqualified audit	Clean audit	Unqualified audit	Annually	-	Unqualified audit			Unqualified audit	Unqualified audit
	<b>1.6.2</b> Percentage spend achieved on the budget of the Department in respect of the preceding financial year	99.61%	99.78%	99.89%	99.18%	98%	Annually	98%	-	-	-	98%	98%
FOSAD	<b>1.6.3</b> Percentage of unopposed invoices paid within 30 days of receipt	Not measured	25 <sup>1</sup>	99.52%	99%	99%	Quarterly	99%	99%	99%	99%	99%	99%
MPAT	<b>1.6.4</b> Supply chain management MPAT level obtained	New indicator	New indicator	New indicator	3	3	Annual	-	-	-	3	3+	3+
	<b>1.6.5</b> Departmental SCM Policy and Delegations reviewed	New indicator	New indicator	New indicator	New indicator	1	Annually	-	-	-	1	1	1
	<b>1.6.6</b> Number of SCM Capacity-building Interventions	New indicator	New indicator	New indicator	New indicator	2	Bi-annually	-	1	-	1	2	3

<sup>1</sup>The indicator in the 2012/13 financial year was measured in numbers and not in percentages.

## 7.5 Reconciling performance targets with the budget and MTEF

Table 9: Programme 1 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2011/12	2012/13		2013/14	2014/15	2015/16
<b>1</b> Programme Support	1 601	1 568	1 486	1 718	2 433	2 610	2 796
<b>2</b> Office of the Premier	12 962	13 289	13 512	15 223	16 480	17 668	18 913
<b>3</b> Executive Council Support	11 192	7 363	7 617	8 614	9 281	9 862	10 469
<b>4</b> Departmental Strategy	3 353	3 818	3 577	5 436	4 936	5 231	5 539
<b>5</b> Office of the Director-General	9 179	9 868	9 271	11 375	10 682	11 465	12 284
<b>6</b> Financial Management	20 644	24 362	31 796	30 583	33 207	34 677	38 090
<b>Total</b>	<b>58 931</b>	<b>60 268</b>	<b>67 259</b>	<b>72 949</b>	<b>77 019</b>	<b>81 513</b>	<b>88 091</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	42 280	48 367	48 653	58 713	61 730	66 773	71 047
Goods and services of which:	9 131	9 931	10 409	13 290	13 557	13 118	15 386
Communication	737	729	768	593	659	555	754
Computer services	31	68	576	51	475	475	399
Consultants, contractors and special services	820	668	890	1 305	1 403	1 241	1 554
Inventory	729	847	794	1 545	1 181	1 124	1 080
Lease payments	294	333	420	300	394	267	280
Travel and subsistence	669	1 236	1 374	1 485	879	1 170	1 040
Venues and facilities	886	770	599	1 052	927	1 106	998
Other	4 965	5 280	4 988	6 959	7 639	7 180	9 281
Interest and rent on land	43						
Financial transactions in assets and liabilities	103	158	174				
<b>Transfers and subsidies to:</b>							
Departmental agencies and accounts	2 943	3	3	5	5	5	5
Non-profit institutions	40	34	147				
Households	2 662	21	6 675				
<b>Payments for capital assets</b>							
Machinery and equipment	1 729	1 754	1 198	941	1 727	1 617	1 653
<b>Total</b>	<b>58 931</b>	<b>60 268</b>	<b>67 259</b>	<b>72 949</b>	<b>77 019</b>	<b>81 513</b>	<b>88 091</b>

## Performance and expenditure trends

This programme's budget allocation shows an increase over the MTEF period. This is due to the filling of key middle management posts in SCM to give partial effect to the intents of the national Medium-term Strategic Framework. Funding was also made available for SCM capacity building to try and prevent irregular expenditure within this area. The Department also received capacitation of the Internal Control Unit which will result in improved financial governance in the Department.

## 8. Programme 2: Provincial Strategic Management

**Purpose:** To provide policy and strategy support as well as strategic management information and to coordinate strategic projects and communication services through partnerships and strategic engagement.

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

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

A Service Level Agreement exist with Statistics South Africa and WCG is an official stakeholder of the National Statistics System.

### The programme's contribution to the MTSF and PSG5:

The Branch: Strategic Programmes contributes towards ensuring that the strategic priorities of the Department of the Premier, and the broader Western Cape Government, are aligned to the PSP, OneCape 2040, MTSF and NDP. The strategic coordination of WCG priorities through PSG 5 is critical to the success of the implementation of the plan.

### Functions per subprogramme:

The **Chief Directorate: International and Priority Programmes** will continue to strengthen the destination's value proposition by giving effect to the Integrated Events Strategy. In terms of the International Relations Strategy, the BRICS countries and the rest of Africa have become new focus areas, without neglecting traditional partners. The Branch will also continue to coordinate WCG priority programmes where strong social outcomes are sought. An example is the monitoring and implementation of the Hangberg Peace Accord and Court Order.

The **Chief Directorate: Policy and Strategy** will continue to provide professional, evidence-based policy advice to the Executive on various strategic issues, as required. The transversal implementation of the PSP will be supported by the revised PTMS and regular quarterly reporting on strategic priorities, with particular support to the Premier's Delivery Support Unit.



Transversal policies and strategies are developed or supported by the Chief Directorate, in collaboration with stakeholders. The Chief Directorate will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills.

The **Directorate: Strategic Communications** will continue to coordinate external communication and public engagement in order to ensure that the Western Cape Government communicates its strategic goals and service delivery outcomes to the people of the Western Cape.

The **Chief Directorate: Strategic Management Information** reports directly to the Director-General on the Department's mandate on the role of Office of the Premier in Monitoring and Evaluation (M&E). In this regard, the Chief Directorate will embed Results-based Monitoring and Evaluation in the WCG for the provisioning of relevant and accurate data and information. The approach is to improve governance by focusing on measuring desired results or outcomes, rather than merely focusing on outputs.

The Chief Directorate will continue to institutionalise Province-wide Monitoring and Evaluation (PWME) within the context of the Government-wide Monitoring and Evaluation (GWM&E). This domain has broadened due to the increased focus to generate data and information for evidence-based development and improving accountability and transparency. The strategic focus for Strategic Management Information is underpinned by the various elements of M&E, data governance and methodologies and quality data and information. The increased scope of Province-wide M&E includes Programme and Project Performance, Provincial Performance Information, Institutional M&E, Outcome M&E, Result-based M&E and Spatial Information. These will be supported by information technology systems and the client demand.

## 8.1 Strategic objectives

Table 10: Programme 2 strategic objectives

Strategic objective 2.1	Executive policy development and implementation strategically supported.
Objective statement	To support the Executive strategically in the development and implementation of high-level Provincial policies and strategies
Strategic objective indicator 2.1	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews.
Baseline	2
2020 target	2 per annum

Strategic objective 2.2	Results-based M&E embedded in the Western Cape Government
Objective statement	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System.
Strategic objective indicator 2.2	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government
Baseline	New indicator
2020 target	3

Strategic objective 2.3	Strategic goals of the Western Cape Government are communicated to the people of the Western Cape
Objective statement	To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government is communicated to the people of the Western Cape
Strategic objective indicator 2.3	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment
Baseline	18
2020 target	12

Strategic objective 2.4	Strategic partnerships and stakeholder engagement facilitated
Objective statement	To promote the strategic goals of the Western Cape Government through key partnerships and engagements
Strategic objective indicator 2.4	Number of reports submitted on key partnerships and engagements
Baseline	8
2020 target	8

## 8.2 Strategic objective annual targets for 2015/16

Table 11: Programme 2 strategic objectives and annual targets

Strategic objective	Strategic objective indicator	Audit/actual performance			Estimated performance	Medium-term targets		
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<b>Subprogramme 2.2: Policy and Strategy</b>								
<b>2.1</b> To support the Executive strategically in the development and implementation of high-level provincial policies and strategies	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews	2	3	2	3	2	2	2
<b>Subprogramme 2.3: Strategic Management Information</b>								
<b>2.2</b> To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the province-wide Monitoring and Evaluation System	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government	New indicator	New indicator	New indicator	1	1	1.5	2
<b>Subprogramme 2.4: Strategic Communication</b>								
<b>2.3</b> To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government is communicated to the people of the Western Cape	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment	12	19	18	12	12	12	12
<b>Subprogramme 2.5: Strategic Programmes</b>								
<b>2.4</b> To promote the strategic goals of the Western Cape through key partnerships and engagements	Number of consolidated reports submitted on key partnerships and engagements.	New indicator	New indicator	New indicator	8	8	8	8

## 8.3. Risk management

The implementation of PSP via the PTMS requires full buy-in. Although goals may be communicated, not all members of the public understand or accept the strategic goals. A further risk is disengaged stakeholders, which impact on the establishment of key partnerships. The absence of norms of standards in the application of data quality and the production and coordination of data in the WCG also needs to be managed through advocacy with key stakeholders.

## 8.4. Programme performance indicators and annual targets for 2015/16

Table 12: Programme 2 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance				Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015		2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018
<b>Subprogramme 2.2: Policy and Strategy</b>														
NDP PSP	<b>2.2.1</b> Number of assessment reports submitted to Heads of Department on the alignment of Departments' APPs to the Provincial Strategic Plan	New indicator	2	1	1	1	Annually	Nil	Nil	1	Nil	1	1	
NDP PSP PSG 5	<b>2.2.2</b> Number of policy and strategy papers compiled in response to national and provincial strategic imperatives	6	39	29	12	12	Quarterly	3	3	3	3	12	12	
NDP PSP PSG 5	<b>2.2.3</b> Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews	New indicator	2	3	2	2	Bi-annually	Nil	1	Nil	1	2	2	
	<b>2.2.4</b> Number of Game Changers to be designed and developed	New indicator				4	Annually	Nil	Nil	Nil	4	Nil	Nil	
<b>Subprogramme 2.3: Strategic Management Information</b>														
	<b>2.3.1</b> Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas	New indicator	New indicator	New indicator	1	1	Annually	Nil	Nil	Nil	1	1	1	
	<b>2.3.2</b> Number of annual publications produced on measuring a set of key governance indicators	New indicator	New indicator	New indicator	1	1	Annual	Nil	Nil	Nil	1	1	1	

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018
<b>Subprogramme 2.3: Strategic Management Information</b>													
	<b>2.3.3</b> Quarterly project performance reviews produced of strategic projects managed through the BizProjects System	New indicator	New indicator	New indicator	New indicator	4	Quarterly	1	1	1	1	4	4
	<b>2.3.4</b> Number of annual reviews produced on implementation of WC Provincial Evaluation Plan	New indicator	New indicator	New indicator	New indicator	1	Annual	1	Nil	Nil	Nil	1	1
<b>Subprogramme 2.4: Strategic Communication</b>													
	<b>2.4.1</b> Number of assessment reports submitted to Cabinet on the Western Cape Government communications environment.	New indicator	12	19	18	12	Quarterly	3	3	3	3	12	12
<b>Subprogramme 2.5: Strategic Programmes</b>													
NDP PSG 5	<b>2.5.1</b> Number of consolidated reports submitted on strategic international engagements.	New indicator	New indicator	New indicator	4	4	Quarterly	1	1	1	1	4	4
NDP PSG 5	<b>2.5.2</b> Number of consolidated reports submitted on strategic priority projects.	New indicator	New indicator	New indicator	4	4	Quarterly	1	1	1	1	4	4

## 8.5 Reconciling performance targets with the budget and MTEF

Table 13: Programme 2 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
R thousand							
<b>1</b> Programme Support	2 297	2 197	2 851	2 784	2 887	3 097	3 318
<b>2</b> Policy and Strategy	8 992	12 042	12 866	12 198	13 596	14 848	15 635
<b>3</b> Strategic Management Information	9 089	8 148	12 341	32 413	50 945	18 593	19 708
<b>4</b> Strategic Communication	7 488	2 889	3 525	3 901	5 643	5 934	6 240
<b>5</b> Strategic Programmes	9 234	12 778	20 097	20 363	19 026	19 865	20 737
<b>Total</b>	<b>37 100</b>	<b>38 054</b>	<b>51 680</b>	<b>71 659</b>	<b>92 097</b>	<b>62 337</b>	<b>65 639</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	23 256	27 049	31 165	35 239	38 269	41 139	44 145
Goods and services of which:	12 257	9 224	16 381	35 423	52 412	19 782	20 017
Communication	684	695	886	795	2 042	1 936	1 939
Computer services		194	2 688	19 150	34 610	2 581	2 558
Consultants, contractors and special services	5 229	4 034	7 055	9 457	11 293	5 498	5 556
Inventory	377	242	459	435	588	576	634
Lease payments	176	1	59	75	168	168	176
Travel and subsistence	1 657	1 246	1 103	1 530	2 068	3 136	3 182
Venues and facilities	267	289	501	810	902	802	814
Other	3 867	2 523	3 582	3 171	4 864	4 085	4 157
Interest and rent on land	19						
Financial transactions in assets and liabilities		3					
<b>Transfers and subsidies to:</b>							
Provinces and municipalities							
Departmental agencies and accounts			2 600	5	5	5	5
Public corporations and private enterprises		230					
Non-profit institutions	1 003	1 177	1 260	900	900	900	945
Households	200	45	47				
<b>Payments for capital assets</b>							
Machinery and equipment	365	326	226	92	511	511	528
<b>Total</b>	<b>37 100</b>	<b>38 054</b>	<b>51 680</b>	<b>71 659</b>	<b>92 097</b>	<b>62 337</b>	<b>65 639</b>

## Performance and expenditure trends

This programme's budget allocation shows an increase for 2015/16. This is due to the filling of posts in Policy and Strategy and Strategic Communication components that was identified as key to the performance by the programme.

# 9. Programme 3: People Management

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

The Branch: People Management seeks to enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement. The Branch falls within the Corporate Services Centre of the Department and provides transversal services across WCG departments, which range from the high-volume transactional to expert advice and consultancy services. As such it encompasses day-to-day operational activities as well as an array of different initiatives, programmes, interventions and projects.

The Branch is however not limited to operational activities, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. The strategic objective is aligned with the National Development Plan, specifically the achievement of a capable state and the Provincial Strategic Objective of building the best-run regional government, specifically the outcome themes for People Management and for Citizen-centric Service Delivery. The objective is also linked to the MTSF and specifically Outcome 12, which seeks to achieve an efficient, effective and development-orientated public service. There is thus an acknowledgement of the centrality that people management plays in achieving these strategic goals. In this regard, it also falls within the ambit of Outcome 1 (Enhanced Governance) of the PSG 5. As such, improved people management maturity is a sub-output of the Output 1 of this outcome, which is efficient, effective and responsive provincial governance. To this end, a people management maturity model is in the process of being developed that will ensure objective measurable levels of people management maturity in the provincial government. As part of this development, it is envisaged that a pilot will be run to test the model before roll-out.

The people management strategy of the Western Cape Government was developed and once formally adopted will be implemented to provide a clear understanding of the current people management context and the desired people state in line with the Provincial Strategic Plan (PSP). The strategy defines a distinctive people philosophy, value proposition, ideal people profile, strategic initiatives, people score card as well as the implementation of governance architecture that will facilitate an improved citizen experience through people efficiencies.

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

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

The role of the Chief Directorate: Organisation Development is to enable improvements in organisational effectiveness through planned interventions with departments, thereby contributing to service delivery. Organisation design interventions of varying focus and scope are conducted as part of a continuous process of assessing and adapting departments to evolving internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements.



The Work Organisation policy which embeds the principles of affordability and proven need is pivotal in this regard.

The phased implementation of the Business Process Optimisation (BPO) project across all departments will continue. The project initially focuses on the development of departmental process architectures, during which process selection criteria are developed to identify priority business processes to be optimised within each department. Business process design and improvement in core citizen-centric and support processes across the WCG departments also includes the development of service charters (service standards included) and Batho Pele-related interventions.

Competency assessments for senior and middle management across various occupations continue to be coordinated or conducted to determine person job fit and development areas. Change navigation support, especially large-scale ICT systems changes, leadership and team development interventions are part of building a strong, positive, value-driven culture, which is a key determinant of any successful organisation. Provision of support to staff through the Employee Health and Wellness (EHW) programme is also provided.

The Chief Directorate: People Training and Empowerment (PTE) ensures human resource development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. The PTE also plays a broader strategic role in the governance and management of transversal HRD and training in the Province, taking into account the strategic objectives and plans of provincial departments. The development of an Onboarding strategy for new entrants into the public service will be one of the focus areas. The Chief Directorate also conducts training impact assessments on selected learning programmes and assumes responsibility for the development of Workplace Skills Plans, learnerships, administering the placement of interns and facilitating the process for awarding bursaries.

The Chief Directorate also administers the Premier's Advancement of Youth (PAY) project. The PAY project is one of the attempts by the WCG to address the growing youth unemployment and skills challenge in South Africa. It does this by providing a number of matriculants from the previous year with experiential learning within the 13 Government departments. During the one-year internship, the young people are exposed to skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable. Candidates are recruited from secondary schools throughout the Western Cape. Much focus is placed on advocacy in community newspapers, community structures and Government platforms like the Cape Access and Thusong centres, to ensure that as many matriculants as possible are reached.

The role of the Chief Directorate: People Management Practices is talent attraction and retention through its four directorates, which are responsible for driving strategic workforce planning and effective people management practices as part of the people management value chain. People policy and workforce planning, recruitment and selection, service benefits, performance management, as well as employee relations fall within the purview of this Chief Directorate.

Recruitment and selection is constantly monitored and an analysis of the workflow and timeline indicates that the shortlisting process is the most time consuming. This is further impacted upon by the number of regulated activities that have to be concluded before an appointment can be made.

People policies are reviewed in addition to the monthly people barometer and quarterly trend analysis reports that are issued to enable people managers to make informed decisions regarding people matters. Employee Relations manages and coordinates Collective Bargaining on labour issues. A dedicated panel of presiding officers assists in improving timelines for dealing with disciplinary cases, while training interventions improve the capacity of people managers to deal with labour issues.

A Health Risk Manager (HRM) was appointed by the Department of Public Service Administration (DPSA) to clear the stockpiled incapacity leave (Pillir) applications that are a result of a previously reported legal dispute between the DPSA and another HRM.

With the close-out of the IFMS HCM Module pilot in the Department of Economic Development and Tourism, it is envisaged that the WCG will be a pilot site for the new IFMS COTS (commercial off-the-shelf) system. The new pilot will commence once the national tender processes as managed by National Treasury have been completed. While the benefits of the IFMS in the medium to long term is not disputed, any further roll-out must be buttressed with adequate funding, dedicated capacity and a clear governance structure.

Technology is a key driver of efficiency and transactional excellence and hence further roll-out of Remedy and ECM systems and the implementation of e-recruitment and computerised job profiling solutions is foreseen. The need has also been identified to upgrade the network connectivity at Kromme Rhee and for the establishment of computer labs at Kromme Rhee and in the City Bowl for e-learning and systems training. Pending the implementation of the IFMS (referred to above) legacy systems such as PERMIS may need to be upgraded.

In the area of procurement planning, various transversal contracts are still being managed. Within this period and where required, transversal or major services may need to be procured in line with the regulatory framework and policies of the supply chain management. These include a Health Risk Manager for Pillir applications, e-response handling (recruitment), personnel suitability checks, and employee health and wellness.

Accommodation remains a challenge in several areas due to inter alia the increased demand for services, as a result of the reallocation of staff from Kromme Rhee to the City Bowl, or the temporary decanting of staff due to building renovations. There is also the ever-increasing demand for maintenance of the facilities and buildings of the provincial training campus at Kromme Rhee.

## 9.1 Strategic objectives

Table 14: Programme 3 strategic objectives

Strategic objective 3	Enabled service excellence with people
Objective statement	To enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement
Strategic objective indicator 3.1	Level of people management maturity attained
Baseline	Development of People Management Maturity Model finalised and baseline determined
2020 target	Level 3

## 9.2 Strategic objective annual targets for 2015/16

Table 15: Programme 3 strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audit/actual performance			Estimated performance	Medium-term targets		
		2011/2012	2012/2013	2013/2014		2014/2015	2015/2016	2016/2017
<b>3.1</b> To enable service excellence through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement	Level of People Management Maturity attained	N/A	N/A	N/A	Development of People Maturity Model finalised and baseline determined	Maturity Model Pilot implementation	2	2

Note\*: The level of maturity cannot be projected as the maturity model is being developed. As part of the development, the model will be piloted in 2015/16.

### 9.3. Risk management

The shrinking budget allocation, compounded by an increase in demand for services is placing strain on the Branch to perform its functions. This is compounded by the lack of joint planning with departments, as well as an increased number of ad hoc requests for services. It also increases the risk for compliance with regulatory prescripts and the achievement of national, provincial and departmental outcomes and outputs.

**Table 16: Programme 3 risk identification and mitigation**

Risk	Mitigation
<b>Cultural entropy</b> due to red tape, information withholding and relationship issues, which impacts on performance and service delivery	Leadership and culture initiative
<b>Capacity and competence</b> due to the skills deficiencies, and critical vacancies impacting on performance	Development of methodologies, continuous professional development and ensuring budget (including COE) credibility
<b>Efficiency of transactional services</b> impacting on the performance	Business Process Optimisation initiative
Competence of <b>people managers</b> impacting on and compromising service standards and APP targets	People management toolkits, ERP solutions (MyProfile and e-recruitment), training programmes and establishing consultancy service
<b>Access, responsiveness and availability of clients</b>	Alternative methods of engagement and enabling
<b>Resource constraints</b> impacting on the effectiveness and efficiency of services (inadequate budget allocation, outdated ICT legacy systems, accommodation shortage)	Prioritising of funding allocation, new systems roll-out, identification of suitable accommodation

## 9.4 Programme performance indicators and annual targets for 2015/16

Table 17: Programme 3 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015 (Current)	2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018
<b>Subprogramme 3.2: Organisation Development</b>													
MTSF NDP - Capable state	<b>3.2.1</b> Percentage of scheduled "Improving the way people interact" projects completed	New indicator	New indicator	99%	90%	90%	Annually				90%	90%	90%
MTSF NDP - Capable state	<b>3.2.2</b> Percentage of scheduled "Improving the way people do work" projects completed	New indicator	New indicator	90%	90%	90%	Annually				90%	90%	90%
MTSF NDP - Capable state	<b>3.2.3</b> Percentage of scheduled "Improving the way work is organised" projects completed	New indicator	New indicator	65%	90%	90%	Annually				90%	90%	90%
<b>Subprogramme 3.3: People Training and Empowerment</b>													
MTSF NDP - Capable state	<b>3.3.1</b> Number of learning programmes offered	41	51	43	43	43	Annually	0	0	0	43	48	50
MTSF NDP - Capable state	<b>3.3.2</b> Number of learning programmes assessed for training impact	4	4	6	7	8	Annually	0	0	0	8	8	9
<b>Subprogramme 3.4: People Management Practices</b>													
MTSF NDP - Capable state	<b>3.4.1</b> Percentage of planned strategic business partnership initiatives completed	New indicator	New indicator	New indicator	New indicator	80%	Annually	-	-	-	80%	85%	90%
MTSF NDP - Capable state	<b>3.4.2</b> Percentage planned innovative people practices initiatives completed	New indicator	New indicator	New indicator	New indicator	80%	Annual	-	-	-	80%	85%	90%
MTSF NDP - Capable state	<b>3.4.3</b> Percentage planned transactional excellence initiatives completed	New indicator	New indicator	New indicator	New indicator	80%	Annual	-	-	-	80%	85%	90%
MTSF NDP - Capable state	<b>3.4.4</b> Percentage planned people manager and professional empowerment initiatives completed	New indicator	New indicator	New indicator	New indicator	80%		-	-	-	80%	85%	90%

## 9.5 Reconciling performance targets with the budget and MTEF

### Expenditure estimates

Table 18: Programme 3 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
<b>1</b> Programme Support	1 695	2 054	2 051	2 344	2 479	2 659	2 846
<b>2</b> Organisation Development	29 130	35 110	39 123	61 094	74 819	70 536	61 430
<b>3</b> People Training and Empowerment	17 761	21 572	24 116	27 820	29 300	31 218	33 224
<b>4</b> People Management Practices	79 109	79 334	77 266	91 441	87 784	93 574	97 318
<b>Total</b>	<b>127 695</b>	<b>138 070</b>	<b>142 556</b>	<b>182 699</b>	<b>194 382</b>	<b>197 987</b>	<b>194 818</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	101 202	111 058	112 706	131 035	141 152	151 739	162 814
Goods and services of which:	25 244	23 673	26 640	50 295	51 125	44 143	29 887
Communication	1 053	1 144	1 045	790	1 296	1 298	1 360
Computer services	1 260	867	6 047	22 101	12 801	13 416	5 552
Consultants, contractors and special services	4 009	5 454	5 872	14 127	19 761	11 738	7 410
Inventory	861	750	1 165	730	999	999	1 055
Lease payments	287	62	728		753	753	691
Travel and subsistence	1 742	1 354	2 606	1 059	2 519	2 540	2 547
Venues and facilities	332	57	837	80	691	425	349
Other	15 700	13 985	8 340	11 408	14 305	12 974	10 923
Interest and rent on land	52						
Financial transactions in assets and liabilities		1	2				
<b>Transfers and subsidies to:</b>							
Departmental agencies and accounts		14	14	15	15	15	16
Non-profit institutions		1 000					
Households	145	402	719				
<b>Payments for capital assets</b>							
Machinery and equipment	1 052	1 922	2 475	1 354	2 090	2 090	2 101
<b>Total</b>	<b>127 695</b>	<b>138 070</b>	<b>142 556</b>	<b>182 699</b>	<b>194 382</b>	<b>197 987</b>	<b>194 818</b>

## Performance and expenditure trends

The programme's budget allocation shows an increase over the MTEF period. This is due to the establishment of the Internal Control section within People Management Practices. Additional funding was allocated towards the Business Process Optimisation project and the bi-annual Barrett Survey that will be conducted in 2015. People Training and Empowerment was also allocated additional funding through the retention of revenue to enable the upkeep of the facilities at the institute in Stellenbosch.

# 10. Programme 4: Centre for e-Innovation

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

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

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

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

The programme provides for the following functions to be delivered:

Subprogramme 4.1: Programme Support

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

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

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

Subprogramme 4.5: Transversal Applications Development and Support: primarily responsible for Stream 3 of the Connected Cape initiative, which focuses on transversal applications development and support.

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

- Numerous ICT-related services with the State Information Technology Agency (SITA)
- The Broadband Contract with SITA
- The IT Service Desk
- Business Analysis Services
- Architecture Services
- Application Development Services
- SQL and SharePoint Services, etc.

## 10.1 Strategic objectives

**Table 19: Programme 4 strategic objectives**

<b>Strategic objective 4.1</b>	ICT governance maturity improved
<b>Objective statement</b>	To improve ICT governance maturity of the Western Cape Government
<b>Strategic objective indicator 4.1</b>	ICT governance maturity rating (Cobit 5)
<b>Baseline</b>	To be determined in 2014/15 (against Cobit 5).
<b>2020 target</b>	ICT governance maturity level of 4 (against Cobit 5)

<b>Strategic objective 4.2</b>	Access to the Western Cape e-Government services enabled and improved
<b>Objective statement</b>	To enable and improve access to Western Cape e-Government services through the automation of prioritised Western Cape Government citizen-facing services
<b>Strategic objective indicator 4.2</b>	Number of prioritised Western Cape Government citizen-facing services automated
<b>Baseline</b>	0
<b>2020 target</b>	6



<b>Strategic objective 4.3</b> (subprogrammes 4.3, 4.4 and 4.5)	Improved ICT services provided to the Western Cape Government
<b>Objective statement</b>	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services
<b>Strategic objective indicator 4.3a</b>	Average percentage systems uptime and availability maintained
<b>Baseline</b>	98%
<b>2020 target</b>	99%
<b>Strategic objective indicator 4.3b</b>	Average percentage network uptime and availability maintained
<b>Baseline</b>	98%
<b>2020 target</b>	99%
<b>Strategic objective indicator 4.3c</b>	Average turnaround time in days for finalising IT Service Desk requests
<b>Baseline</b>	6 days
<b>2020 target</b>	4 days
<b>Strategic objective indicator 4.3d</b>	Number of WCG sites provided with broadband connectivity
<b>Baseline</b>	To be determined
<b>2020 target</b>	2100
<b>Strategic objective indicator 4.3e</b>	Percentage of transversal business application solutions implemented
<b>Baseline</b>	To be determined
<b>2020 target</b>	80%

## 10.2 Strategic objective annual targets for 2015/16

Table 20: Programme 4 strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audit/actual performance			Estimated performance	Medium-term targets		
		2011/2012	2012/2013	2013/2014		2014/2015	2015/2016	2016/2017
<b>4.1</b> ICT governance maturity improved	ICT governance maturity rating (COBIT 5).	3	3	3	3	1	2	2
<b>4.2</b> To enable and improve access to Western Cape e-Government services through the automation of prioritised Western Cape Government citizen-facing services	Number of prioritised Western Cape Government citizen-facing services automated	New indicator	New indicator	New indicator	New indicator	1	2	2
<b>4.3</b> To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services	<b>a.</b> Average percentage systems uptime and availability maintained	99.75%	99.73%	99.60%	98%	98%	98%	98%
	<b>b.</b> Average percentage network uptime and availability maintained	99.16%	99.21%	98.74%	98%	98%	98%	98%
	<b>c.</b> Average turnaround time in days for finalising IT Service Desk requests	-	-	-	New indicator	6 days	6 days	6 days
	<b>d.</b> Total number of WCG sites provided with broadband connectivity (cumulative)	-	-	-	New indicator	1632	1997	2100
	<b>e.</b> Percentage of transversal business application solutions implemented	-	-	-	New indicator	80%	80%	80%

### 10.3 Risk management

The following risks have been identified for the programme:

**Table 21: Programme 4 risk identification and mitigation**

Risk	Mitigation
Correct Capacity and Capability to adequately support business (staffing and skills within Ce-I as well as departments)	<ul style="list-style-type: none"> <li>• A structural review will be concluded within the 2015/16 financial year which will ensure the correct structures within Ce-I and departments.</li> <li>• Ce-I will continue with its co-sourcing strategy through which it on-boards contract and consultant resources to ensure that it can fulfil its service delivery mandate.</li> </ul>
Increasing demand for ICT services in a resource-constrained environment	<ul style="list-style-type: none"> <li>• The ICT planning processes and IT Mini-MTEC ensures joint planning between Ce-I and departments and alignment of resources.</li> <li>• Approval of the IT Tariff Policy, which clarifies roles and responsibilities of Ce-I and departments.</li> </ul>
Organisational readiness for uptake of solutions	<ul style="list-style-type: none"> <li>• Change navigation will form part of the ICT initiatives to ensure organisational readiness.</li> </ul>
The dependence on service delivery by the State Information Technology Agency (SITA) and other third parties	<ul style="list-style-type: none"> <li>• The relationship with SITA and third parties will be managed through the relevant contractual arrangements (through the Business Agreement and the Service Level agreements (SLA) with SITA and SLAs with third parties).</li> </ul>
The timeous procurement of IT goods and services that are dependent on the relevant contracts and tenders being in place	<ul style="list-style-type: none"> <li>• A Strategic Sourcing Strategy will be concluded in collaboration with the Provincial Treasury.</li> <li>• The WCG to conclude a Memorandum of Agreement with SITA to regulate the procurement processes and clearly define roles, responsibilities and time frames.</li> </ul>
Ageing network infrastructure and end user equipment	<ul style="list-style-type: none"> <li>• A technology renewal plan to address the ageing network infrastructure will be compiled. Departments will be involved in order to encourage them to address their infrastructural challenges.</li> </ul>
New Legislative Mandates (POPI, etc.)	<ul style="list-style-type: none"> <li>• Will collaborate with Legal Services to understand the legislative requirements and finalise a plan to ensure compliance.</li> </ul>
The impact of persistent load shedding	<ul style="list-style-type: none"> <li>• Disaster Recovery and Business Continuity Plans will be further improved to mitigate the risk of load shedding over the medium to long term.</li> </ul>

## 10.4 Programme performance indicators and annual targets for 2015/16

Table 22: Programme 4 performance indicators and annual targets

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015 (Current)	2015/2016 (Targets)	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018
<b>Subprogramme 4.2: Strategic ICT Services</b>													
PSG5 Outcome 1: Enhanced governance	<b>4.2.1</b> ICT governance maturity rating. (COBIT 5) <sup>2</sup>	3	3	3	3	1	Annually	-	-	-	1	2	2
PSG5 Outcome 1: Enhanced governance	<b>4.2.2</b> Number of Departmental ICT plans reviewed	12	10	13	13	13	Annually	-	13	-	-	13	13
FOSAD	<b>4.2.3</b> Presidential Hotline resolution rate	98.42%	98.93%	99.11%	90%	95%	Quarterly	95%	95%	95%	95%	95%	95%
MTSF NDP	<b>4.2.4</b> Number of new Cape Access Centres established	6	9	7	8	10	Quarterly	2	2	3	3	12	12
MTSF NDP	<b>4.2.5</b> Number of e-government access channels managed through which citizens actively engage Government	-	-	-	New indicator	8	Annually	-	-	-	8	9	10
MTSF NDP	<b>4.2.6</b> Number of prioritised Western Cape Government citizen-facing services automated	-	-	-	New indicator	1	Annually	-	-	-	1	2	2
<b>Subprogramme 4.3: GITO Management Services</b>													
PSG5 Outcome 1: Enhanced governance MTSF NDP	<b>4.3.1</b> Average percentage systems uptime and availability maintained.	99.75%	99.73	99.60	98%	98%	Annually	-	-	-	98%	98%	98%
PSG5 Outcome 1: Enhanced governance MTSF NDP	<b>4.3.2</b> Average percentage network uptime and availability maintained	99.16%	99.21	98.74	99.16%	98%	Annually	-	-	-	98%	98%	98%

<sup>2</sup>For the preceding years the measurement was against COBIT 4

Strategic alignment (e.g. FOSAD, National Outcomes and/or PSG 5)	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015 (Current)	2015/2016 (Targets)	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018
<b>Subprogramme 4.3: GITO Management Services</b>													
PSG5 Outcome 1: Enhanced governance MTSF NDP	<b>4.3.3</b> Average turnaround time in days for finalising IT Service Desk requests	-	-	-	New	6	Annually	-	-	-	6	5	4
<b>Subprogramme 4.4: Connected Government and Unified Communications</b>													
	<b>4.4.1</b> Total number of WCG sites provided with broadband connectivity (cumulative)	-	-	-	New	1632	Annually	-	-	-	1632	1997	2100
<b>Subprogramme 4.5: Transversal Applications Development and Support</b>													
	<b>4.5.1</b> Percentage of transversal business application solutions implemented	-	-	-	New	80%	Annually	-	-	-	80%	80%	80%

## 10.5 Reconciling performance targets with the budget and MTEF

Table 23: Programme 4 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2011/12	2012/13		2013/14	2014/15	2015/16
<b>1</b> Programme Support	10 109	6 688	6 868	11 119	7 806	8 367	8 955
<b>2</b> Strategic ICT Services	42 817	67 352	82 102	104 843	88 052	90 831	92 158
<b>3</b> GITO Management Services	336 800	347 351	454 850	792 818	469 291	466 864	485 390
<b>4</b> Connected Government and Unified Communications					235 223	330 494	344 696
<b>5</b> Transversal Applications Development and Support					50 549	53 093	34 802
<b>Total</b>	<b>389 726</b>	<b>421 391</b>	<b>543 820</b>	<b>908 780</b>	<b>850 921</b>	<b>949 649</b>	<b>966 001</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	119 008	135 706	148 651	172 936	191 548	210 210	220 777
Goods and services of which:	239 385	249 105	338 595	661 956	582 265	676 425	682 079
Communication	2 008	2 205	3 664	2 244	3 176	3 283	3 482
Computer services	224 148	220 089	322 895	644 750	564 715	655 149	660 660
Consultants, contractors and special services	1 766	18 134	1 675	475	2 497	2 997	3 086
Inventory	1 672	854	1 213	1 406	1 240	1 438	1 504
Lease payments			576		588	588	611
Travel and subsistence	2 476	2 063	5 116	3 630	3 579	3 851	3 971
Assets < R5 000	1 180	454	1 496	350	1 011	1 011	1 062
Other	6 135	5 306	1 960	9 101	5 459	8 108	7 705
Interest and rent on land	80						
<b>Transfers and subsidies to:</b>							
Provinces and municipalities		9 000	10 000	10 702	7 298		
Departmental agencies and accounts		5	5	6	6	6	6
Non-profit institutions	9 800	10 500	11 500	12 200	18 500	17 500	15 500
Households	31	94	229				
<b>Payments for capital assets</b>							
Machinery and equipment	21 409	16 828	34 840	50 980	51 304	45 508	47 638
Software and other intangible assets	13	153					
<b>Total</b>	<b>389 726</b>	<b>421 391</b>	<b>543 820</b>	<b>908 780</b>	<b>850 921</b>	<b>949 649</b>	<b>966 001</b>

## Performance and expenditure trends

This programme's budget allocation shows an increase over the MTEF period due to the roll-out of special projects and the inception of the WCG Broadband Strategy and Implementation Plan. The Broadband components will be appointing staff into the structures that were created to oversee this new function, which will bring an increase in the compensation of employees. Within the programme there was also a reprioritisation of funding for projects driven within the Ce-I environment to ensure stable service delivery despite the cut in budget over the MTEF period.

The programme has historically utilised the full budget allocated to it. The budget has increased substantially as a result of the funding required for the Connected Cape initiative (funding for the connectivity at WCG sites as well as the funding for supporting the BizSystem suite and other transversal applications).

Given the tight resource envelope and the substantial staff complement within Ce-I, the unit has had to suspend certain projects to ensure that the budget over the MTEF remains credible and sustainable.

Expenditure over the MTEF is highly dependent on the speed of the broadband roll-out, which is as a key initiative for which substantial resources have been set aside.

Expenditure will also be impacted upon by the R/\$ exchange rate going forward as a number of hardware and software obligations are priced in dollars.



# 11. Programme 5: Corporate Assurance (Corporate Services Centre)

**Purpose:** To render enterprise risk management, internal audit, provincial forensic, legal and corporate communication services

This Branch falls within the Corporate Services Centre of the Department and, through the services it offers, contributes to the improvement of governance in the WCG. The strategic objective links directly to the National Development Plan and the Medium-term Strategic Framework, particularly Outcome 12 (an efficient, effective and development-oriented public service), particularly as it pertains to fighting corruption. Provincial Strategic Goal 5 (and more specifically the output “Efficient, effective and responsive provincial governance”) in this context focuses on improving the maturity level for corporate governance in the WCG.

Governance is the responsibility of each employee of the WCG, each at a different level. This Branch is dependent on leadership in departments and other stakeholders to take ownership for driving governance-related matters in departments. The Branch plays a limited role in the governance process, mostly providing independent assurance that risks are appropriately managed, but also in the developing and rolling out of principles. We will therefore strive to improve WCG governance maturity over the next five years and to this end will develop a single governance framework and associated maturity model and targeted maturity levels for the relevant financial years.

Programme 5’s contribution to governance will be by means of the services delivered by its five subprogrammes, namely:

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

The Directorate: Enterprise Risk Management renders risk management services to departments of the WCG. If risk management is embedded in the day-to-day activities of a department, it would ensure better achievement of objectives by identifying and assessing the risks that could prevent a department from achieving its objectives and developing relevant response plans to manage these risks. The Directorate approves various risk management activities with departments, but ultimately strives to ensure that departments have risk registers of high quality as this forms the basis of management decision making, as well as the development of internal audit plans.

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

- a) Delivery of an integrated, quality internal audit service, compliant with the International Standards for the Professional Practice of Internal Auditing. This ultimately entails developing internal audit plans aligned to departmental strategies and issuing reports that contain value-add recommendations.
- b) Implementation of Continuous Auditing and Data Analytics is envisaged over the period, to provide organisational value in terms of innovative auditing practices and responding to the coverage dilemma. An ICT Internal Audit Directorate was established only in the 2014/15 financial year and this imperative will be driven in the latter years of the five-year period.

c) Strategic partnering that will result in a better implementation rate of internal audit recommendations and play a pivotal role in provincial strategic projects (such as the development of the Governance Framework and other key initiatives).

d) Actively facilitate the development and implementation of the Combined Assurance Framework in the WCG, in line with the role allocated to Internal Audit in the Framework.

The Chief Directorate: Provincial Forensic Services renders reactive and proactive forensic services to all departments in the WCG. It aims to create a zero-tolerant environment towards fraud, theft and corruption by means of its proactive programmes that are agreed upon with each department annually, which include fraud risk assessments, fraud awareness presentations and a fraud perception survey. It also contributes to creating ethical awareness among all employees and inculcating a culture of responsible whistle-blowing. It further strives to combat fraud and corruption and plays a pivotal role in ensuring that allegations of fraud and corruption are investigated and reported to the relevant Accounting Officer and that appropriate remedial action is taken in this regard. During 2015/16, there will be a full migration from the outsourced service delivery model to an in-house Provincial Forensic Service. This was taken into account when the targets for this Chief Directorate were set for the 2015/16 financial year.

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

The objective of all legal advice is to safeguard decisions from irregularities and/or legal challenges, and to avoid irregular and/or fruitless expenditure that is incurred if actions and decisions are non-compliant with the Constitution and legislation. In this regard, the Chief Directorate aims to, amongst others, receive and attend to 2 048 requests for legal advice attended to by its traditional reactive disciplines (litigation, legislation and legal advisory services) and by its proactive delivery mechanism, the Legal Compliance Unit. The latter will provide 40 legal training opportunities, review the delegations of four provincial departments for consistency with legislation, and develop an implementation plan to ensure that all departments comply with the Protection of Personal Information Act (POPI), 2013, when it is brought into operation.

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

## 11.1 Strategic objectives

Table 24: Programme 5 strategic objectives

Strategic objective 5.1 (subprogrammes 5.2, 5.3 and 5.4)	WCG governance improved
Objective statement	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption
Strategic objective indicator 5.1	Level of WCG governance maturity
Baseline	To be determined in 2016/17
2020 target	To achieve the targeted Provincial governance maturity level as determined in 2016/17

Strategic objective 5.2 (subprogrammes 5.5)	Legally sound executive and administrative decisions and actions promoted
Objective statement	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice
Strategic objective indicator 5.2	Number of matters assigned and attended to by legal advisers
Baseline	2047
2020 target	2300

Strategic objective 5.3 (subprograms 5.6)	Strategic goals of the Western Cape Government communicated to the people of the Western Cape
Objective statement	To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape
Strategic objective indicator 5.3	Number of on-brand creative execution assessment reports issued
Baseline	4
2020 target	4

## 11.2 Strategic objective annual targets for 2015/16

Table 25: Programme 5: strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audit/actual performance			Estimated performance	Medium-term targets		
		2011/2012	2012/2013	2013/2014		2014/2015	2015/2016	2016/2017
<b>5.1</b> To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption	Level of WCG governance maturity	New indicator	New indicator	New indicator	New indicator	Finalisation of a single governance framework for WCG and an associated maturity model	Perform baseline assessment on governance maturity and determine targeted Provincial governance maturity level per year	Improve baseline provincial governance maturity as determined in 2016/17
<b>5.2</b> To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice	Number of matters assigned and attended to by legal advisers	New indicator	New indicator	2047	2346	2048	2100	2200
<b>5.3</b> To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape	Number of on-brand creative execution assessment reports issued	New indicator	3	4	4	4	4	4

## 11.3 Risk management

**Table 26: Programme 5 risk identification and mitigation**

Risk	Mitigation
Dependence on cooperation and contribution of all stakeholders during the development and implementation of the governance framework	Stakeholders will be consulted and involved during the development process to ensure buy-in and support. The project will be closely monitored to ensure that each stakeholder fulfils its obligations, regular feedback sessions will be held and intervention decisions will be taken at an early stage if required.
Alignment/coordination of services within Branch Corporate Assurance to ensure seamless service delivery to client departments	Alignment of methodologies and terminology will receive attention and time will be spent with individual units and collectively to entrench this.
Uncertainty regarding demand for services	Active screening of requests to ensure that they fall within the respective mandates and allow some margin for uncertainty when annual operational plans are compiled. Work allocations will be reviewed on a continuous basis to redistribute capacity as and when required.
Recruitment and retention of specialised skills across the branch	We will consider personalised development plans to reskill staff in instances of scarce skills. In the longer term internship programmes could be considered again. Furthermore, continuous professional development and relevant certifications will be encouraged.
Business continuity during the re-establishment of Provincial Forensic Services	Detailed Standard Operating Procedures developed by Service Provider will be used as a basis for the investigation process and to familiarise new employees with the processes. Prompt filling of vacancies and coaching/mentoring of new employees will be prioritised. There will be continuous contact with accounting officers to maintain a channel of communication and escalation of service delivery issues. Furthermore, the compliance with the agreed service schedules and project execution will be monitored at an operational level.

## 11.4 Programme performance indicators and annual targets for 2015/16

Table 27: Programme 5 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015 (Current)	2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018 (Targets)
<b>Subprogramme 5.2: Enterprise Risk Management</b>													
PSG 5 - Improved Corporate Governance Maturity	<b>5.2.1</b> Number of enterprise risk management implementation plans approved by accounting officers	New indicator	New indicator	13	13	12	Annually	12	Nil	Nil	Nil	12	12
PSG 5 - Improved Corporate Governance Maturity	<b>5.2.2</b> Percentage completion of activities in approved ERM Implementation Plans allocated to D: ERM	New indicator	New indicator	New indicator	New indicator	80%	Annually	Nil	Nil	Nil	80%	82%	85%
<b>Subprogramme 5.3: Internal Audit</b>													
PSG 5 - Improved Corporate Governance Maturity	<b>5.3.1</b> Percentage of internal audit areas completed as per approved internal audit coverage plans.	New indicator	90%	92,2%	90%	90%	Annually	Nil	Nil	Nil	90%	92%	95%
PSG 5 - Improved Corporate Governance Maturity	<b>5.3.2</b> Percentage internal audit recommendations incorporated into agreed action plans.	New indicator	87%	91%	85%	85%	Annually	Nil	Nil	Nil	85%	90%	90%
PSG 5 - Improved Corporate Governance Maturity	<b>5.3.3</b> Percentage of action plans expired by the end of the third quarter followed up.	New indicator	New indicator	41,5%	80%	80%	Annually	Nil	Nil	Nil	80%	82%	85%
<b>Subprogramme 5.4: Provincial Forensic Services (PFS)</b>													
Outcome 12 of the NDP and MTSF	<b>5.4.1</b> Number of fraud perception surveys conducted.	New indicator	New indicator	1	1	1	Annually	Nil	Nil	Nil	1	1	1
PSG 5 - Improved Corporate Governance Maturity	<b>5.4.2</b> Percentage of PFS recommendations followed up	New indicator	New indicator	91%	82%	80%	Quarterly	80%	80%	80%	80%	82%	85%

Strategic alignment	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2011/2012	2012/2013	2013/2014	2014/2015 (Current)	2015/2016	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2016/2017	2017/2018 (Targets)
	<b>5.4.3</b> Percentage of fraud prevention activities allocated to the PFS implemented		113%	114,4%	90%	90%	Annually	Nil	Nil	Nil	90%	92%	95%
<b>Subprogramme 5.5: Legal Services</b>													
MTSF	<b>5.5.1</b> Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted	New indicator	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	2
MTSF	<b>5.5.2</b> Number of legal training opportunities provided to employees of the Western Cape Government	8	28	42	40	40	Quarterly	10	10	10	10	40	40
MTSF	<b>5.5.3</b> Number of requests assigned and attended to by legal advisers	New indicator	New indicator	2047	2346	2048	Quarterly	512	512	512	512	2100	2200
MTSF	<b>5.5.4</b> Number of provincial departments' delegations reviewed for consistency with legislation	New indicator	New indicator	New indicator	New indicator	4	Annually	Nil	Nil	Nil	4	4	4
<b>Subprogramme 5.6: Corporate Communication</b>													
	<b>5.6.1</b> Number of on-brand creative execution assessment reports issued	N/A	3	4	4	4	Quarterly	1	1	1	1	4	4
	<b>5.6.2</b> Number of Better Together magazines published to communicate the vision, values and brand to Western Cape Government employees	N/A	6	7	6	5	Quarterly	1	1	1	2	5	5
	<b>5.6.3</b> Number of reports issued on completed client-generated products and services	N/A	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	2

## 11.5 Reconciling performance targets with the budget and MTEF

### Expenditure estimates: Corporate Assurance (Corporate Services Centre)

Table 28: Programme 5 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
R thousand							
<b>1</b> Programme Support	1 415	1 709	2 025	2 126	2 152	2 310	2 473
<b>2</b> Enterprise Risk Management	4 852	5 519	7 099	7 843	7 884	8 455	9 053
<b>3</b> Internal Audit	29 866	32 714	33 124	40 279	40 128	43 013	46 033
<b>4</b> Forensic Investigations	16 963	18 669	15 030	18 456	17 983	15 949	17 065
<b>5</b> Legal Services	18 624	20 607	22 789	30 386	36 042	36 527	39 128
<b>6</b> Corporate Communication	7 273	10 164	9 155	13 218	13 419	14 086	14 784
<b>Total</b>	<b>78 993</b>	<b>89 382</b>	<b>89 222</b>	<b>112 308</b>	<b>117 608</b>	<b>120 340</b>	<b>128 536</b>
<b>Economic classification</b>							
<b>Current payments</b>							
Compensation of employees	51 931	55 918	59 259	78 165	96 646	103 894	111 460
Goods and services of which:	25 794	32 290	29 322	33 823	20 198	15 631	16 257
Communication	434	1 162	1 630	518	897	858	1 018
Computer services	439	426	752	1 070	1 722	1 516	1 620
Consultants, contractors and special services	21 597	23 761	20 151	26 023	11 074	7 314	7 237
Inventory	558	652	1 271	948	964	781	847
Operating leases	77		331	398	374	340	357
Travel and subsistence	438	346	652	628	1 062	927	973
Venues	267	46	47	465	190	190	208
Other	1 984	5 897	4 488	3 773	3 915	3 705	3 997
Interest and rent on land	50						
Financial transactions in assets and liabilities		9					
<b>Transfers and subsidies to:</b>							
Departmental agencies and accounts		2	1	3	3	3	3
Households	553	49	393				
<b>Payments for capital assets</b>							
Machinery and equipment	665	1 114	247	317	761	812	816
<b>Total</b>	<b>78 993</b>	<b>89 382</b>	<b>89 222</b>	<b>112 308</b>	<b>117 608</b>	<b>120 340</b>	<b>128 536</b>



## **Performance and expenditure trends**

This programme's budget allocation shows a slight increase over the MTEF period. This is due to the funding being allocated for the implementation of the Protection of Personal Information Act (POPI) which will be driven by the Legal Services Component. Funding was also made available for Provincial Forensic Services (PFS) to appoint the staff needed to take over from the contractor that was delivering the service to the WCG in the last three years. Within the Corporate Communications function they have streamlined processes pertaining to the Better Together magazine and other projects to enable a cost saving over the MTEF.



# Part C

## **LINKS TO OTHER PLANS**

# Links to other plans

## 12. Links to the long-term infrastructure and other capital plans

The Department does not manage long-term infrastructure programmes.

## 13. Conditional grants

Not applicable.

## 14. Public entities

Not applicable.

## 15. Public-private partnerships

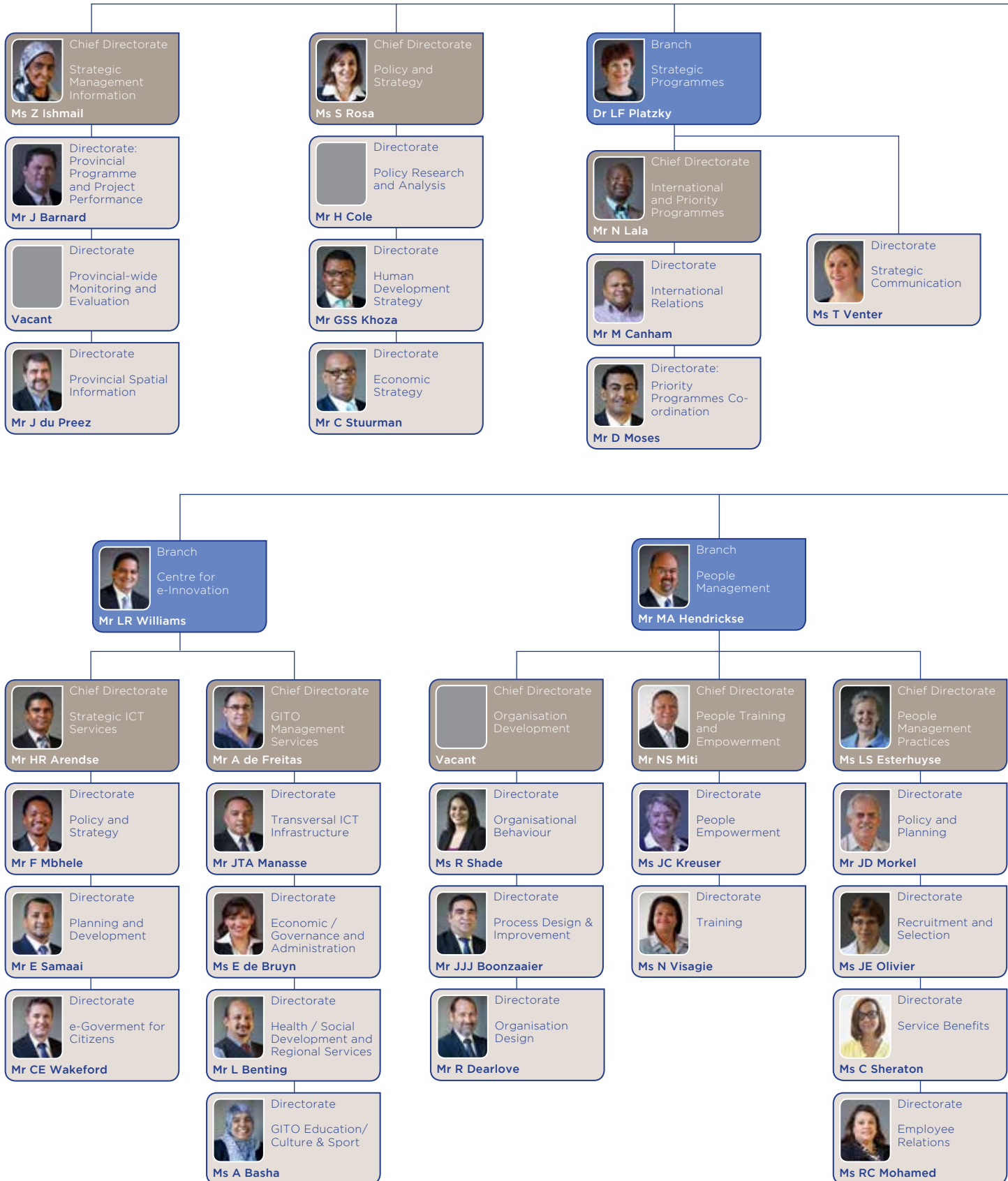
There are no public-private partnerships planned for the 2015/16 financial year.


## 16. Annexures

16.1 Annexure A: Structure of the Department of the Premier (the organogram will be updated for the final submission)

16.2 Annexure B: Technical Indicator Descriptions


# Annexures



 Premier  
Ms H Zille

 Director-General  
Adv B Gerber

 Branch  
Executive Support  
Mr LH Grootboom

 Office of the Premier  
Ms L Elliott

 Directorate  
Secretariat Services  
Mr MC Ahmed


 Chief Directorate  
Finance and Administration  
Mr DG Basson


 Directorate  
Departmental Strategy  
Mr A Geldenhuys


 Directorate  
Financial Management  
Mr PGC O'Brien


 Directorate  
Director-General Support  
Mr R Shaw

 Directorate:  
Supply Chain Management and Administration  
Ms E Isaacs


 Head: Corporate Services Centre  
Mr AF Joemat

 Branch  
Corporate Assurance  
Ms H Robson


 Chief Directorate  
Legal Services  
Mr L Buter

 Directorate  
Corporate Communication  
Ms F Steyn

 Directorate  
Enterprise Risk Management  
Vacant

 Chief Directorate  
Internal Audit  
Mr J Radebe


 Chief Directorate  
Provincial Forensic Services  
Adv. R van Rensburg

 Directorate  
Legislation  
Ms A Vosloo

 Directorate  
Internal Audit  
Ms B Cairncross


 Directorate  
Forensic Investigations Cluster A  
Ms W Hansby

 Directorate  
Litigation  
Mr S Johaar


 Directorate  
Internal Audit  
Mr S Malan


 Directorate  
Forensic Investigations Cluster B  
Vacant

 Directorate  
Corporate Legal Advisory Services (Social Cluster)  
Ms A Campbell

 Directorate  
Internal Audit  
Mr S Martin

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

 Directorate  
Internal Audit  
Mr P Swartbooi

 Directorate  
Legal Compliance  
Ms S van Aarde

 Directorate  
Internal Audit  
Mr M Williams

## Annexure B: Technical indicator descriptions

**STRATEGIC OUTCOME-ORIENTED GOAL 1: Improved good governance in the Western Cape Government**

**STRATEGIC OUTCOME-ORIENTED GOAL 2: Enabled strategic decision making and stakeholder engagement**

**STRATEGIC OUTCOME-ORIENTED GOAL 3: Enabled service excellence to the people of the Western Cape with people, technology and processes.**

Strategic goal indicator number	A
Indicator title	Level of governance maturity, management and stakeholder engagement attained
Short definition	This indicator combines the five governance instruments used by DotP to reflect various dimensions of governance, namely the People Management Maturity level, the Western Cape Government Governance Maturity level, Results-based M&E Maturity level, the ICT Governance Maturity level and Stakeholder Engagement (five levels)
Purpose/importance	Governance is an elusive concept with many performance dimensions. In a single graph this composite indicator combines measurements from the advanced indicators developed for components of governance as developed in the respective programmes of DotP. The purpose is to provide an overall reflection of governance in DotP and to identify leading and lagging areas in terms of governance.
Source/collection of data	Final measurements from the four maturity models used in DotP: People Management Maturity level, the Western Cape Government Governance Maturity level, Results-based M&E Maturity level, the ICT Governance Maturity level and Stakeholder Engagement level
Method of calculation	The calculation of each of the maturity models can be found in the descriptions for indicators 2.2, 3.1, 4.1 and 5.1. Stakeholder engagement will still be developed. A standardised scale is used that recalculates scores from the respective instruments to a common denominator. Scores are recalculated to the corresponding values in the standardised scale. The results are presented as a radar diagram, with the middle of the web representing a 0-value, and each of the four arms representing the maximum value. The recalculated score from each maturity model is presented on a separate arm of the radar diagram.
Data limitations	<p>While the instrument represents four important dimensions of governance, it fails to capture the full complexity of the concept.</p> <p>The respective maturity instruments measure governance maturity within the broader WCG and improvement thereof is only partially within the control of DotP.</p>

<b>Strategic goal indicator number</b>	<b>A</b>
	The respective governance instruments are being developed in various branches. Some instruments are still in the process of being developed and it is expected that a first integrated measurement will only be possible in the 2018/19 financial year.
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	Higher performance is desirable
<b>Indicator responsibility</b>	Director: Departmental Strategy
<b>Strategic goal indicator number</b>	<b>B</b>
<b>Indicator title</b>	MPAT level obtained
<b>Short definition</b>	This indicator refers to the average score that the Department obtained in each of the key performance areas of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
<b>Purpose/importance</b>	<p>The objective of MPAT level is to determine the following:</p> <ol style="list-style-type: none"> <li>1. Strategic Management: Strategic Plans, Annual Performance Plans, and Integration of Monitoring and Evaluation.</li> <li>2. Governance and Accountability: service delivery improvement mechanisms, assessment of accountability mechanisms, assessment of policies and systems to ensure professional ethics, prevention of fraud and corruption, assessment of internal audit and risk management arrangements, approved EA and HOD delegations for public administration in terms of the PSA and Public Service Regulations, approved HOD delegations for financial administration in terms of the PFMA, corporate governance of ICT and Promotion of Access to Information</li> <li>3. Human Resource Management: human resource planning, organisational design and planning, human resources development planning, pay sheet certification, application of recruitment and retention practices, management of diversity, management of employee health, implementation of level 1 to 12 performance management system, implementation of SMS performance management system (excluding HODs), implementation of performance management system for HODs and management of disciplinary cases</li> </ol>



<b>Strategic goal indicator number</b>	<b>B</b>										
	4. Financial management: demand, acquisition, logistics, disposal, cash flow and expenditure versus budget management, payment of suppliers and management of unauthorised irregular fruitless and wasteful expenditure										
<b>Source/collection of data</b>	The DPME MPAT results report										
<b>Method of calculation</b>	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> <li>1. Secondary data collection and first round performance assessments by the Department</li> <li>2. A self-assessment conducted by the Department and submission of data to DPME</li> <li>3. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted.</li> <li>4. A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is, the Assessment Panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary.</li> </ol> <p>The first score is based on secondary data inputs (e.g. audit reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score, which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The first score is based on secondary data inputs (e.g. audit reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score, which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour coded as indicated in the figure below:</p> <table border="1" data-bbox="491 1621 1474 1995"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly</td> </tr> </tbody> </table>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly
Level	Description										
Level 1	Department is non-compliant with legal/regulatory requirements										
Level 2	Department is partially compliant with legal/regulatory requirements										
Level 3	Department is fully compliant with legal/regulatory requirements										
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly										

<b>Strategic goal indicator number</b>	<b>B</b>
	<p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>
<b>Data limitations</b>	Dependency on DPME for moderated scores
<b>Type of indicator</b>	Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness.
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	Higher than targeted performance is desirable
<b>Indicator responsibility</b>	Director: Departmental Strategy

# STRATEGIC OBJECTIVES

## PROGRAMME 1: Executive Support

### Subprogramme 1.4: Departmental Strategy

#### Departmental strategic management enabled

Strategic objective indicator number	1.1
Indicator title	Strategic management MPAT level obtained
Short definition	This indicator refers to the score that the department obtains in the Strategic Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Performance Monitoring and Evaluation.
Purpose/importance	<p>The purpose of the indicator is to measure whether the department complies with the nationally accepted standards for strategic management in the public sector. The standards measure compliance of the strategic plan and Annual Performance Plan with guidelines. There are three standards that equate to the MPAT level obtained, as listed below:</p> <ul style="list-style-type: none"> <li>• Strategic Plans: Extent to which strategic planning is 1) based on analysis, 2) aligned with the MTSF and/or PGDS, and with Delivery Agreements as well as 3) considered on an annual basis in respect of relevance of the strategic plan and performance against the strategic plan.</li> <li>• Annual Performance Plans: Extent to which the contents of the APP 1) complies with Treasury planning guidelines, 2) is aligned with the departmental strategic plan. and 3) are aligned to quarterly performance reporting.</li> <li>• Monitoring and Evaluation: The department's ability to do monitoring and evaluation, produce useful and reliable information, and use this information to inform performance improvement.</li> </ul>
Source/collection of data	The DPME MPAT results report is concluded in the preceding financial year <sup>3</sup> and the custodian is the Directorate: Departmental Strategy. Data includes the strategic plan, proof of formal performance assessments against the strategic plan, documented evidence of review of the strategic plan, the annual performance plan, quarterly performance reports, AG findings on the predetermined objectives, internal audit report on QPR, Programme Manager/Project Manager report, minutes of management meetings showing evidence of discussion of quarterly report, the annual report (AG findings on performance information), M&E or performance management Information Policy/Framework, proof of a formal departmental performance information source(s) (i.e. departmental information plan, reports drawn from the departmental information mechanism, etc.), a departmental

<sup>3</sup>The performance report reflects on performance achieved in the 2012/13 financial year.

<b>Strategic objective indicator number</b>	<b>1.1</b>										
	evaluation plan, evaluation reports (if conducted) and/or a progress report of implementation of the improvements from the evaluation report.										
<b>Method of calculation</b>	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> <li>1. Secondary data collection and first round performance assessments by the department.</li> <li>2. A self-assessment conducted by the department and submission of data to DPME.</li> <li>3. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted.</li> <li>4. A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is the assessment panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary.</li> </ol> <p>The first score is based on secondary data inputs (e.g. audit reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score, which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour coded as in the figure below:</p> <table border="1" data-bbox="475 1261 1460 1637"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly
Level	Description										
Level 1	Department is non-compliant with legal/regulatory requirements										
Level 2	Department is partially compliant with legal/regulatory requirements										
Level 3	Department is fully compliant with legal/regulatory requirements										
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly										

<b>Strategic objective indicator number</b>	<b>1.1</b>
Data limitations	The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores.
Type of indicator	Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Director: Departmental Strategy
<b>Performance indicator number</b>	<b>1.4.1</b>
Indicator title	Number of statutory reports submitted to Provincial Treasury
Short definition	This indicator refers to the number of legislatively required reports submitted in terms of Provincial Treasury regulations. These include the Annual Performance Plan, four Quarterly Performance Reports and the Annual Report.
Purpose/importance	The indicator measures the performance of the department against requirements set by Provincial Treasury for the submission of legislatively required reports. This contributes to the strategic objective of "Departmental strategic management enabled", by being MPAT compliant.
Source/collection of data	Signed Annual Performance Plan, signed quarterly performance reports, signed annual report, proof of submission to appropriate oversight bodies, technical assessment reports, e-mails for electronic submission
Method of calculation	Simple count of legislative reports submitted
Data limitations	Quality and accuracy of data provided by programmes may impact on the credibility of the reported information
Type of indicator	Quantitative, output
Calculation type	Cumulative
Reporting cycle	Quarterly

Performance indicator number	1.4.1
New indicator	Not new, but wording changed slightly
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Departmental Strategy

## Subprogramme 1.6: Financial Management

Strategic objective: Proper departmental financial management enabled

Strategic objective indicator number	1.2
Indicator title	Audit opinion obtained in respect of the previous financial year
Short definition	This is an indication of audit opinion obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas; this subprogramme does not have direct control over the achievement of non-financial performance areas.
Purpose/importance	It contributes to ensuring that the audit opinion obtained is unqualified.  This indicates that the Department manages its finances effectively and has complied with all the necessary financial prescripts. It contributes to providing departmental financial management and support services.
Source/collection of data	Management and audit report of the Auditor -General
Method of calculation	Signed Auditor-General report received in respect of the previous financial year
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Clean audit report
Indicator responsibility	All programme managers

<b>Performance indicator number</b>	<b>1.6.1</b>
<b>Indicator title</b>	Audit opinion obtained in respect of the previous financial year
<b>Short definition</b>	This is an indication of the audit opinion obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas; this subprogramme does not have direct control over the achievement of non-financial performance areas.
<b>Purpose/importance</b>	It contributes to ensuring that the audit opinion obtained is unqualified.  This indicates that the Department manages its finances effectively and has complied with all the necessary financial prescripts. It contributes to providing departmental financial management and support services.
<b>Source/collection of data</b>	Management and audit report of the Auditor -General
<b>Method of calculation</b>	Signed Auditor-General report received in respect of the previous financial year
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	Clean audit report
<b>Indicator responsibility</b>	All programme managers
<b>Performance indicator number</b>	<b>1.6.2</b>
<b>Indicator title</b>	Percentage spend achieved on the budget of the department in respect of the preceding financial year
<b>Short definition</b>	This indicator is an indication of the percentage departmental budget spent to its fullest capacity without underspending. The norm is 2% on total budget for a particular financial year.
<b>Purpose/importance</b>	Departments are allocated budgets to perform what their mandate requires. Underspending on the annual budget could indicate that mandates /delivery were not fully realised. It contributes to providing departmental financial management and support services.

Performance indicator number	1.6.2
Source/collection of data	Adjustments Appropriation Act and Annual Financial Statements
Method of calculation	<p><b>Numerator:</b> Amount expended in a financial year as per the Annual Financial Statements, verified by the Auditor-General</p> <p><b>Denominator:</b> Approved budget of the Department as per the Adjustments Appropriation Act</p> <p><b>Calculation:</b> numerator divided by denominator multiplied by 100</p>
Data limitations	None
Type of indicator	Quantitative/output
Calculation type	Non-cumulative
Reporting cycle	Annual in respect of preceding financial year
New indicator	No
Desired performance	As high a percentage as possible – minimum of 98% with a maximum of 100%
Indicator responsibility	Director: Financial Management
Performance indicator number	1.6.3
Indicator title	Percentage of unopposed invoices paid within 30 days of receipt
Short definition	This indicator is an indication of the number of unopposed invoices paid within 30 days of receipt as a percentage of the total number of unopposed invoices received.
Purpose/importance	It measures the percentage of unopposed invoices paid within 30 days (“opposed invoices” refers to invoices returned to suppliers as a result of errors/inconsistencies). Failure to pay invoices within 30 days of receipt thereof could negatively affect the cash flow of SMMEs that do business with the Department. Payment of invoices within 30 days shows good financial management. It contributes to providing departmental financial management and support services.
Source/collection of data	BAS/ KITSO report received on a monthly basis. A report of invoices not paid within 30 days of receipt thereof, is submitted to the Provincial Treasury.



Performance indicator number	1.6.3
Method of calculation	<p><b>Numerator:</b> Number of unopposed invoices paid within 30 days per annum</p> <p><b>Denominator:</b> Total number of unopposed invoices received per annum</p> <p><b>Calculation:</b> Numerator divided by denominator multiplied by 100</p>
Data limitations	The availability and uptime of the BAS system and KITSO report and its accurate updating
Type of indicator	Quantitative/output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher (100% of unopposed invoices paid within 30 days of receipt thereof)
Indicator responsibility	Director: Financial Management
Performance indicator number	1.6.4
Indicator title	Supply chain management MPAT level obtained
Short definition	This indicator refers to the score the Department obtains on the Supply Chain Management standard in the Financial Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	<p>To ensure that supply chain management processes are practiced at a standard that is mindful of Section 217 of the Bill of Rights and to ensure that public resources are utilised efficiently and effectively. The standards for this indicator are:</p> <ul style="list-style-type: none"> <li>• demand management: to encourage proper procurement planning and compliance with the legislative requirements, which are meant to enhance efficiency, value for money, accountability and transparency in state procurement</li> <li>• acquisition management: to encourage departments to procure goods and services that promote constitutional principles of fairness, equity, transparency, competitiveness and cost effectiveness</li> <li>• logistics management: to encourage departments to adopt policies and procedures that promote the principles of efficiency,</li> </ul>

Performance indicator number	1.6.4
	<p>effectiveness and economy in managing goods held as inventory</p> <ul style="list-style-type: none"> <li>disposal management: to encourage departments to adopt disposal techniques that are consistent with the PFMA principles of efficiency, effectiveness and economy, and promote the constitutional principles of fairness, transparency, competitiveness and cost effectiveness</li> </ul>
Source/collection of data	<p>The DPME MPAT results report concluded in the preceding financial year<sup>4</sup> and the source of data is the Directorate: Financial Management. Data includes:</p> <ul style="list-style-type: none"> <li>demand management: the approved procurement plan, proof that the procurement plan was submitted on time (30 April), demand management plan, performance/progress review reports on the procurement plan, sourcing strategic and proof of implementation, regular reviews and benefits derived</li> <li>acquisition management: sample of supplier database, advertisement to register suppliers during the past twelve months, bid committee appointment letters for all three committees (specification, evaluation and adjudication), sample of three attendance registers or minutes of three meetings per committee and updated supplier report / schedule that reflects supplier performance</li> <li>logistics management: documented policy/process on stock holding and distribution, records on receiving and issuing of goods (e.g. LOGIS or equivalent), latest stock taking report, review reports and report on results of customer survey</li> <li>disposal management: disposal strategy, disposal reports, appointment letters of disposal committee members, attendance registers and minutes of disposal committee meetings (last three meetings), record on redundant, unserviceable and obsolete assets, and revised policy/strategy or minutes of meetings or decisions showing no need to change policy/strategy</li> </ul>
Method of calculation	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> <li>Secondary data collection and first round performance assessments by the department</li> <li>A self-assessment conducted by the department and submission of data to DPME</li> <li>A validation process is done by DPME based on the completeness of the self-assessment and the data submitted.</li> <li>A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is, the assessment panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary.</li> </ol>

<sup>4</sup>The performance report reflects on performance achieved in the 2012/13 financial year.

<b>Performance indicator number</b>	<b>1.6.4</b>										
	<p>The first score is based on secondary data inputs (e.g. audit reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score, which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour coded as in the figure below:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly
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Level 3	Department is fully compliant with legal/regulatory requirements										
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly										
<b>Data limitations</b>	The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores. Possible record management deficiencies could cause delays in providing evidence that needs to be assessed.										
<b>Type of indicator</b>	Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness										
<b>Calculation type</b>	Non-cumulative										
<b>Reporting cycle</b>	Annual										
<b>New indicator</b>	Yes										
<b>Desired performance</b>	Higher than targeted performance is desirable										
<b>Indicator responsibility</b>	Director: SCM & Administration										

<b>Performance indicator number</b>	<b>1.6.5</b>
<b>Indicator title</b>	Departmental SCM policy and delegations reviewed
<b>Short definition</b>	The annual review of the departmental policy on SCM incorporates any changes in the legislative environment through amendments and additions to the existing policy. The process also reviews existing procedures and update processes as required.
<b>Purpose/importance</b>	Compliant SCM policies and procedures
<b>Source/collection of data</b>	National Treasury Circulars, Practice Notes and Guideline documents Provincial Treasury Instructions, Circulars and Guideline documents Engagements with line function through daily interactions and engagements
<b>Method of calculation</b>	Simple count of updates
<b>Data limitations</b>	SCM Policy documentation is subject to interpretation.
<b>Type of indicator</b>	Quantitative
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	Full compliance
<b>Indicator responsibility</b>	Director: Supply Chain Management
<b>Performance indicator number</b>	<b>1.6.6</b>
<b>Indicator title</b>	Number of SCM Capacity-building Interventions
<b>Short definition</b>	SCM capacity building interventions include training, awareness sessions, e-learning and any other method of building overall understanding of Government procurement processes, procedures and legislative frameworks for the procurement of goods and services.
<b>Purpose/importance</b>	SCM capacity building interventions aim to strengthen financial governance and performance in the department.
<b>Source/collection of data</b>	Simple count of training interventions

Performance indicator number	1.6.6
Method of calculation	Recording training interventions planned and provided
Data limitations	Quality of training may vary between service providers
Type of indicator	Quantitative
Calculation type	Cumulative
Reporting cycle	Bi-annually (six months)
New indicator	Yes
Desired performance	SCM Training provided and attended by officials (e-learning included)
Indicator responsibility	Director: Supply Chain Management

## Programme 2: Provincial Strategic Management

### Subprogramme 2.2: Policy and Strategy

**Strategic objective: Executive policy development and implementation strategically supported**

Strategic objective indicator number	2.1
Indicator title	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. The implementation of the PSP should be monitored and reports must be written on whether implementation is happening as planned. These reports enable Cabinet to make strategic decisions that will further the key strategic priorities of the Western Cape Government. The indicator measures the number of action minutes capturing key decisions taken at Cabinet bosberaads.
Purpose/importance	The indicator reflects that key decisions are taken by Cabinet that further the implementation of the PSP.
Source/collection of data	Data source – progress reports, action minutes
Method of calculation	Simple count of minutes
Data limitations	Indicator assumes that decisions taken in Cabinet are based on PSP progress reviews

<b>Strategic objective indicator number</b>	<b>2.1</b>
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	On target
Indicator responsibility	Director: Economic Strategy, Director: Human Development Strategy
<b>Performance indicator number</b>	<b>2.2.1</b>
Indicator title	Number of assessment reports submitted to Heads of Department on the alignment of Departments' APPs to the Provincial Strategic Plan
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. To ensure that this is planned for and achieved, there must be alignment between the Provincial Strategic Plan and the APPs of Provincial Government departments. The indicator is an indication of the number of reports written on the alignment of the APPs of various departments with the Provincial Strategic Plan
Purpose/importance	To measure whether the APPs of various departments are aligned with the Provincial Strategic Plan. An alignment of provincial departments' APPs with that of the Provincial Strategic Plan contributes to the planning for achievement of the Provincial Strategic Goals. This is also intended for use in the MTEC 1 budget policy alignment process.
Source/collection of data	Information on APPs collected from WCG departments and summarised in preparation for MTEC1, data source is 12 Assessment reports for the respective departments
Method of calculation	Simple count of assessment reports
Data limitations	N/A
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No

<b>Performance indicator number</b>	<b>2.2.1</b>
<b>Desired performance</b>	On target would be desired
<b>Indicator responsibility</b>	Director: Economic Strategy, Director: Human Development Strategy, Director Policy Research and Analysis
<b>Performance indicator number</b>	<b>2.2.2</b>
<b>Indicator title</b>	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives
<b>Short definition</b>	The Provincial Strategic Plan provides a roadmap and strategic direction. In order to guide WCG, policies and strategies must be developed in line with the provincial and national strategic imperatives. This is therefore an indication of the number of policies and strategies written and/or commented upon in response to national and provincial strategic imperatives.
<b>Purpose/importance</b>	To track the number of high-level policy and strategy papers written and commented upon that align with the provincial and national strategic imperatives and serve as guidelines and frameworks for decision making in the WCG.
<b>Source/collection of data</b>	Schedule of comments, written policies and strategies
<b>Method of calculation</b>	Simple count of signed off policies, strategies and simple count of comments
<b>Data limitations</b>	Policies developed over several quarters are only counted once signed off. External factors may extensively delay the sign-off process.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Not new
<b>Desired performance</b>	Higher
<b>Indicator responsibility</b>	Director: Policy Research and Analysis

<b>Performance indicator number</b>	<b>2.2.3</b>
<b>Indicator title</b>	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews
<b>Short definition</b>	The Provincial Strategic Plan outlines the strategic direction of the WCG. The implementation of the PSP should be monitored and reports must be written on whether implementation is happening as planned. These reports enable Cabinet to make strategic decisions that will further the key strategic priorities of the Western Cape Government. The indicator measures the number of action minutes capturing key decisions taken at Cabinet bosberaads.
<b>Purpose/importance</b>	It tracks the number of reports written to inform Cabinet of progress on the implementation of the Strategic Plan; also to identify the weak areas and implement corrective actions.
<b>Source/collection of data</b>	Progress reports, working and steering group reports, reports on interviews with HODs, working group chairs and MECs, minutes of meetings, BizProjects reports (in future)
<b>Method of calculation</b>	Simple count of reviews submitted
<b>Data limitations</b>	Interviews are done on an ad hoc basis
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Not new
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Director: Economic Strategy, Director: Human Development Strategy, Director: Policy Research and Analysis
<b>Performance indicator number</b>	<b>2.2.4</b>
<b>Indicator title</b>	Number of Game Changers to be designed and developed
<b>Short definition</b>	Game changers are targeted and focused interventions that have high impact and are realisable within the next five years, are scalable and can be resourced from existing budgets. They are intended radically to shift the development trajectory of the Province with regard to socio-economic outcomes.



Performance indicator number	2.2.4
Purpose/importance	It tracks the game changers designed and developed to inform Cabinet.
Source/collection of data	Reports from game changers, minutes of meetings, workshops, design labs, steering committee and working group meetings
Method of calculation	Simple count of game changers designed and developed
Data limitations	Report dependent on meetings, workshops and planning sessions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	On target
Indicator responsibility	Director: Economic Strategy, Director: Human Development Strategy

### Subprogramme 2.3: Strategic Management Information

Strategic objective: Results-based M&E embedded in the Western Cape Government

Strategic objective indicator number	2.2
Indicator title	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government
Short definition	This indicator refers to the maturity level in RBM&E methodology applied by the Department of the Premier using an international acceptable model (World Bank model, IMA) based on the measurement of identified dimensions. Maturity refers to readiness and maintenance of identified dimensions measured for an optimised business environment.
Purpose/importance	The level of maturity assists in benchmarking current levels of RBM&E methodology applied by the Department of the Premier, and provides a road map to enhance the level of maturity for the purpose of standardising the application of RBM&E in the WCG, ultimately for the generation of reliable indicator data trends. This supports the Executive with evidence-based decision making for planning, monitoring and evaluation and informed citizenry.

Strategic objective indicator number	2.2
Source/collection of data	Data source: maturity level testing data base, questionnaire based on dimensions and interview responses
Method of calculation	<p>Questionnaire based on dimensions and conducting interviews where relevant</p> <p>The method of calculation involves the following:</p> <p>There are five key performance areas (KPAs) made up of a number of performance standards. Each performance standard is tested and assigned a final rating based on interviews, evidence availability and a peer review. For each KPA the performance standards related to it are weighted equally to provide a rating for the KPA. The KPAs are then weighted equally to finally provide an overall rating for the department tested.</p> <p>Quantitative data analysed will provide a value on a scale of 1 to 5.</p> <p>Level 1: Initial – At this level, RBM&amp;E processes and practices are performed on an ad hoc basis with no common approach to a specific sequence of steps that are required to build an RBM&amp;E System. Many processes are incomplete and informal. Any pockets of RBM&amp;E maturity that the organisation has are based on the experience and initiatives of individuals.</p> <p>Level 2: Repeatable – At this level, there is limited support for RBM&amp;E across the organisation and there is a consistent basic process/sequence of steps for an RBM&amp;E system that has been developed and has been applied to the policy context. Certain departments are aware of the importance of professional RBM&amp;E and have developed common practices used within their policy domain.</p> <p>Level 3: Defined – At this level, the common approach to RBM&amp;E in the organisation becomes more defined and comprehensive; it has obtained senior management support and is consistently being applied to the policy context. Enterprise awareness, policies, procedures, and standards exist and are generally utilised across all the enterprises.</p> <p>Level 4: Managed – At this level, links to the business planning processes are generated and the common RBM&amp;E methodology is being applied throughout the organisation in a structured manner. A Level 4, the organisation has many mature and best-in-class practices in RBM&amp;E and utilises audits to ensure compliance.</p> <p>Level 5: Optimising – At this final stage, the organisation is RBM&amp;E centred and focuses on continuous RBM&amp;E process and practices improvement. At this stage, the organisation also recognises and supports distinct career paths for RBM&amp;E managers. The distinguishing characteristic of a Level 5 organisation is the focus on continuous improvement.</p>

<b>Strategic objective indicator number</b>	<b>2.2</b>
Data limitations	Lack of norms and standards for RBME
Type of indicator	Outcome efficiency
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: Strategic Management Information
<b>Performance indicator number</b>	<b>2.3.1</b>
Indicator title	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas
Short definition	This annual publication provides relevant and accurate data trends on key outcome indicators that inform the Executive to support evidence-based decision making, planning and M&E.
Purpose/importance	The publication provides a product output of strategic management information that measures and monitors development outcome indicators to support evidence-based decision making in line with national and provincial policy imperatives. .
Source/collection of data	Data for the publication is collated from data sources (official data from Stats SA, administrative data from various provincial and national departments).  The product is produced from the database with indicators and related trends.
Method of calculation	Simple count
Data limitations	Reliability of source system used to produce the product
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes

<b>Performance indicator number</b>	<b>2.3.1</b>
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Chief Directorate: Strategic Management Information
<b>Performance indicator number</b>	<b>2.3.2</b>
<b>Indicator title</b>	Number of annual publications produced on measuring a set of key governance indicators.
<b>Short definition</b>	This annual publication provides relevant and accurate data trends on key governance outcome indicators that inform the Executive to support evidence-based decision making, planning and M&E.
<b>Purpose/importance</b>	The publication provides a product output of strategic management information that measure and monitor governance outcome indicators to support evidence-based decision making in line with national and provincial governance imperatives.
<b>Source/collection of data</b>	Data for publication collated from administrative data from various provincial and national departments  The product is produced from the database with indicators and related trends.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Accuracy of information used to compile the report
<b>Type of indicator</b>	Effectiveness
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Not new
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Chief Directorate

<b>Performance indicator number</b>	<b>2.3.3</b>
<b>Indicator title</b>	Quarterly project performance reviews produced of strategic projects managed through the BizProject System
<b>Short definition</b>	This quarterly publication provides relevant and accurate data trends on strategic projects managed through the BizProject System
<b>Purpose/importance</b>	The publication provides strategic management information on the implementation of strategic projects linked to the Provincial priorities of the Western Cape to support evidence-based decision making in line with national and provincial governance imperatives.
<b>Source/collection of data</b>	Project data and information for the report is sourced from the BizProject System.  The product is produced based on the BizProject System data.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Includes only strategic projects registered on BizSystem
<b>Type of indicator</b>	Effectiveness
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Chief Directorate: Strategic Management Information
<b>Performance indicator number</b>	<b>2.3.4</b>
<b>Indicator title</b>	Number of annual reviews produced on implementation of WC Provincial Evaluation Plan
<b>Short definition</b>	This annual publication provides a review of the implementation and progress of all provincial evaluations undertaken that form part of the Provincial Evaluation Plan to support evidence-based decision making, planning and M&E.
<b>Purpose/importance</b>	The publication provides strategic management information on the implementation of evaluations linked to the provincial priorities of the Western Cape to support evidence-based decision making in line with national and provincial policy imperatives

Performance indicator number	2.3.4
Source/collection of data	Provincial evaluation database
Method of calculation	Simple count
Data limitations	Only includes review of evaluations conducted through the Provincial Evaluation Plan
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information

## Subprogramme 2.4: Strategic Communication

**Strategic objective: To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape**

Performance indicator number	2.4.1 <sup>5</sup>
Indicator title	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment
Short definition	This indicator refers to the number of assessment reports that highlight: <ol style="list-style-type: none"> <li>1. Number of media hits in print and broadcast media and the number of proactive media statements and events generated by the Western Cape Government on a monthly basis</li> <li>2. How the Western Cape is performing in print and broadcast media on a monthly basis</li> <li>3. Current and possible future media risks/issues that might require specific action/attention/response by the relevant minister/provincial department</li> </ol>
Purpose/importance	First, to measure and assess how the Western Cape Government is reported to be performing in print and broadcast media, which is a key way in which citizens are informed of the work being done by Government and also one of the key platforms used by Government to communicate with citizens.

<sup>5</sup>This is also strategic objective indicator 2.3

Performance indicator number	2.4.1 <sup>5</sup>
	Second, to highlight/identify possible media risks/issues for the Western Cape Government in order to manage the image and reputation of the provincial government, to identify key issues and to plan responses to critical issues and problems facing relevant ministers/provincial departments.
Source/collection of data	<p>A media monitoring agency sends the Directorate of Strategic Communications raw print and broadcast hits on a daily basis.</p> <p>Information is also collated from media liaison officers, Head of Communications, and Director: Strategic Communication, who have direct knowledge of the potential risks faced by departments and who also monitor print and broadcast media on a daily basis.</p> <p>Data source: completed assessment reports</p>
Method of calculation	Simple count of assessment reports
Data limitations	Dependent on information supplied by media liaison officers, Head of Communications, changes in the political landscape, coverage in free media
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Strategic Communication

## Subprogramme 2.5: Strategic Programmes

Strategic objective: Strategic partnerships and stakeholder engagement facilitated

Strategic objective indicator number	2.4
Indicator title	Number of consolidated reports submitted on key partnerships and engagements
Short definition	This indicator refers to the information (report) on strategic international engagements, priority projects and events managed for the WCG.

<b>Strategic objective indicator number</b>	<b>2.4</b>
<b>Purpose/importance</b>	The indicator reflects on strategic international engagements, priority projects, as well as events managed for the WCG that are aligned to the PSGs.
<b>Source/collection of data</b>	Quarterly consolidated reports on strategic priority programmes and international relations would be submitted to the DG.
<b>Method of calculation</b>	Simple count of the number of reports submitted to the DG.
<b>Data limitations</b>	Departments not sharing information on international engagements, example reports from trips taken.  Ad hoc requests for example events to be managed.  The fact that the report has been submitted does not mean that significant performance has been achieved.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Not new
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Chief Director: International & Priority Programmes
<b>Performance indicator number</b>	<b>2.5.1</b>
<b>Indicator title</b>	Number of consolidated reports submitted on key partnerships and engagements
<b>Short definition</b>	Quarterly reports, submitted to the DG, track the progress of key partnerships and engagements
<b>Purpose/importance</b>	The quarterly report provides a detailed description of the current progress in each of the key areas identified and will highlight the strategic importance of the interventions undertaken
<b>Source/collection of data</b>	Files will be maintained for all activities and this information will form the basis for a consolidated report.
<b>Method of calculation</b>	Simple count of the number of reports

<sup>6</sup>This is also the strategic objective indicator.



<b>Performance indicator number</b>	<b>2.5.1</b>
<b>Data limitations</b>	Departments not sharing information on international engagements such as reports of international visits undertaken  Using common measurements within the report due to the disparate nature of the quality and reliability of received data, dependency on third parties
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Not new
<b>Desired performance</b>	On target
<b>Indicator responsibility</b>	Chief Director: International & Priority Programmes
<b>Performance indicator number</b>	<b>2.5.2</b>
<b>Indicator title</b>	Number of consolidated reports submitted on strategic priority projects
<b>Short definition</b>	Quarterly reports submitted to the DG track the progress of strategic priority projects
<b>Purpose/importance</b>	The quarterly report will be disaggregated according to the five provincial strategic goals. The report will highlight the importance of interventions undertaken.
<b>Source/collection of data</b>	Files will be maintained for all strategic priority projects and this information will form the basis for a consolidated report. Where there is financial support provided to a third party, that party will be required to submit a detailed report.
<b>Method of calculation</b>	Simple count. One quarterly consolidated report on strategic priority programmes would be submitted to the DG.
<b>Data limitations</b>	Using common measurements within the report due to the disparate nature of the themes, quality and reliability of data files, dependency on third parties
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative

<sup>7</sup>This is also the strategic objective indicator.

Performance indicator number	2.5.2
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Priority Programmes Coordination

## PROGRAMME 3: People Management

### Strategic objective: Enabled service excellence with people

Strategic objective indicator number	3
Indicator title	Level of people management maturity attained
Short definition	The People Management Maturity model is developed to describe the maturity of people management practices in the WCG. The model describes five levels of maturity. An internal people management maturity survey tool is being developed to determine the levels of maturity within each functional area. The results from the internal survey will be utilised to plan for and monitor improvements to people management practices in the WCG. The level of maturity cannot be projected at this year as the maturity model is being developed. As part of the development, the model will be piloted in 2015/16.
Purpose/importance	<p>People are the driving force in achieving the goals set in an organisation's strategic plans. People management consists of practices aimed at creating a coherent system of focused, people-related effort to achieve organisational goals.</p> <p>The people management maturity model and survey will assist the Western Cape Government to:</p> <ul style="list-style-type: none"> <li>Assess and track the maturity of its people management practices. Maturity in this context refers to the extent to and manner in which people management in the organisation is integrated in support of the strategic goals of the organisation. The PM3 model describes five levels of maturity, from Level 1 referring to an absence of strategic people management (called "Fragmented and Reactive") to Level 5, referring to a state of maturity where people management practices are integrated with business practices within departments and being continuously improved to better support their strategic objectives.</li> <li>Identify priorities for the improvement of specific people management practices for the purpose of strategic people management planning.</li> </ul>

<b>Strategic objective indicator number</b>	<b>3</b>
	The people management maturity model can be linked, more specifically, to the Strategic Objective of the Department of the Premier in support of Provincial Strategic Goal 5: "To enable service excellence to the people of the Western Cape with people, technology and processes." The basic premise being that greater People Management maturity enables better service delivery.
<b>Source/collection of data</b>	A written report on the pilot implementation of a People Management Maturity Model submitted to the Superintendent General of the Corporate Service Centre by 30 March 2016; Maturity Model submitted to the Superintendent General of the Corporate Service Centre by 30 March 2016
<b>Method of calculation</b>	<p>Once the Model is implemented, the PM3 survey instrument will evaluate people management practices against Rubric statements at five descriptive levels. Each level of maturity in the People Management Maturity Model is described as a set of practices that represent the extent of the integration of people management practices with the strategic business needs of the organisation.</p> <p>The survey instrument consists of statements of the abovementioned practices and requires respondents to provide proof of the existence of these practices when they indicate that these practices are present.</p> <p>The number of practices present at each level is determined through the survey.</p> <p>The calculated median and modus of practices present vs. practices required at each level are utilised to determine the level of maturity attained..</p>
<b>Data limitations</b>	Delay in reporting due to not implementing the pilot timeously. Once the Model is implemented, not submitting survey data timeously might delay the final results.
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Revised
<b>Desired performance</b>	Higher than target is desirable
<b>Indicator responsibility</b>	Chief Directorate: People Management Practices

## Subprogramme 3.2: Organisation Development

Performance indicator number	3.2.1
Indicator title	Percentage of scheduled “Improving the way people interact” projects completed
Short definition	The indicator refers to the number of organisational behaviour projects completed as a percentage of the number of organisational behaviour projects scheduled. Types of projects may include competency assessments, employee health and wellness, organisational behaviour (e.g. LVA, Barrett, Team Cohesion, etc.) and change navigation projects.
Purpose/importance	The projects are aimed at enabling congruent wellbeing in the WCG, where congruent wellbeing refers to a system where healthy people are integrated within a healthy organisation and bound by a common purpose.
Source/collection of data	<p>CD OD business plan will contain the planned projects and the project register will contain the actual deliverable against the planned deliverable; portfolio of evidence will include, inter alia, reports, sign-off certificates and attendance registers.</p> <p>Note: For the purposes of performance measurement, the project register will reflect both projects that have project plans (where the project has a start and end date longer than three months) and those that do not have plans (where the start and end date are less than three months) as both are deemed to be of equal value.</p>
Method of calculation	<p><b>Numerator:</b> Number of completed organisational behaviour projects completed per year; date of completion is the date that the service is provided to the department or date that CD OD provides deliverable to department</p> <p><b>Denominator:</b> Number of scheduled organisational behaviour projects in departmental programmes per year as contained in the Chief Directorate: Project Register</p> <p><b>Calculation:</b> Numerator/denominator x 100</p> <p>Note: Additional (not scheduled) projects will be added to the numerator if completed, but not the denominator</p> <p>The baseline is illustrative as this is a demand-driven service.</p>
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project Register
Type of indicator	Output
Calculation type	Non-cumulative

<b>Performance indicator number</b>	<b>3.2.1</b>
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Not new, but wording changed
<b>Desired performance</b>	Higher than target is desirable
<b>Indicator responsibility</b>	Director: Organisational Behaviour
<b>Performance indicator number</b>	<b>3.2.2</b>
<b>Indicator title</b>	Percentage of scheduled “Improving the way people do work” projects completed
<b>Short definition</b>	<p>The indicator refers to the number of service delivery improvement projects completed as a percentage of the number of service delivery improvement projects scheduled.</p> <p>The projects are aimed at helping individuals, components, departments and the WCG as a whole to perform optimally by describing and optimising work processes and developing service improvement mechanisms to manage and continuously improve the way people do their work. Types of deliverables may include: Business Process Optimisation (BPO), Standard Operational Procedures, Process Maps, 3rd yearly Service Delivery Improvement Plans, Part B of the Annual Report, Service Charters, Provincial Forum, Service Excellence, etc. This indicator is demand driven and the need exists to continuously improve service delivery.</p>
<b>Purpose/importance</b>	It refers to the projects completed in the WCG to improve efficiency within a business unit and ultimately a department. It therefore contributes to creating an enabling workplace.
<b>Source/collection of data</b>	<p>Chief Directorate Organisation Development’s Project Register that contains details of amongst other business processes, signed-off certificates and service delivery improvement initiatives that include service delivery improvement plans published in the Annual Report, 3rd yearly Service Delivery Improvement Plans approved, signed service charters, service excellence awards reported and hosted, Provincial Forum Agendas, Minutes, Attendance Lists, Scheduled Deliverables approved.</p> <p>Note. For the purposes of performance measurement, the project register will reflect both projects that have project plans (where the project has a start and end date longer than three months) and those that do not have plans (where the start and end date are less than three months) as both are deemed to be of equal value.</p>

Performance indicator number	3.2.2
Method of calculation	<p><b>Numerator:</b> Number of completed service delivery improvement projects per year. Date of completion is the date that CD OD provides the deliverable to the Department.</p> <p><b>Denominator:</b> Number of service delivery improvement projects scheduled in departmental programmes per year as reflected in the Chief Directorate: Organisation Development Business Plan</p> <p><b>Calculation:</b> Numerator/denominator x 100</p> <p>Note: Additional (not scheduled) projects will be added to the numerator if completed, but not the denominator.</p> <p>The baseline is illustrative as this is a demand-driven service.</p>
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project and Job Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new, but wording changed
Desired performance	Higher than target is desirable
Indicator responsibility	Director: Process Design and Improvement
Performance indicator number	3.2.3
Indicator title	Percentage of scheduled “Improving the way work is organised” projects completed
Short definition	The indicator refers to the number of organisation design projects completed as a percentage of the number of organisation design projects scheduled in departments. Types of deliverables may include amongst other Organisation Design Reports or Memoranda, Job Evaluation Reports, Panel Agendas, Minutes and Attendant Lists; and Organisation Design-related National Communique. This indicator is demand driven.

Performance indicator number	3.2.3
Purpose/importance	It refers to the organisational design interventions (at the strategic, tactical and operational levels) in selected departments/units of the WCG in order to optimise structure configurations in relation to statutory and strategic mandates, as well as operational service delivery capacity requirements. It, therefore, contributes to creating an enabling workplace.
Source/collection of data	<p>Chief Directorate: Organisation Development Business Plan, Project Register as well as organisation design reports, memos and communiques.</p> <p>Note: In the case of a job evaluation, for the purpose of the performance measurement, up to 20 job evaluations are deemed to be and are recorded as a project in the project register.</p> <p>Note: For the purposes of performance measurement, the project register will reflect both projects that have project plans (where the project has a start and end date longer than three months) and those that do not have plans (where the start and end date are less than three months) as both are deemed to be of equal value.</p>
Method of calculation	<p><b>Numerator:</b> Number of completed organisation design projects per year. Date of completion is date that CD OD provides a deliverable to the department.</p> <p><b>Denominator:</b> Number of annually scheduled organisation design projects in departmental programmes per year</p> <p><b>Calculation:</b> Numerator/denominator x 100</p> <p>Note: Additional (not scheduled) projects will be added to the numerator if completed, but not the denominator.</p> <p>The baseline is illustrative, as this is a demand-driven service.</p>
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project and Job Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new, but wording changed
Desired performance	Higher than target is desirable
Indicator responsibility	Director: Organisation Design

### Subprogramme 3.3: People Training and Empowerment

Performance indicator number	3.3.1
Indicator title	Number of learning programmes offered
Short definition	Refers to the number of transversal learning programmes (LPs) that are on offer, primarily in terms of the Prospectus to employees of the Western Cape Government
Purpose/importance	The purpose of this indicator is to illustrate the offerings of the PTE in the WCG that may improve the effectiveness and efficiency of employees and improve service delivery. It contributes to a capable workforce.
Source/collection of data	PTE Prospectus of Learning programmes; auxiliary sources to the primary source include inter alia: Human Resource Development System, Course Attendance Registers, Registration Forms, where applicable
Method of calculation	Simple count of learning programmes on offer
Data limitations	Changes to Prospectus due to, inter alia, workplace skills plans, legislation amendments, policy changes and/or budget constraints
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Training



Performance indicator number	3.3.2
Indicator title	Number of learning programmes assessed for training impact
Short definition	Refers to the number of transversal learning programmes that will be assessed to determine impact of training on the workplace, the employee and department
Purpose/importance	The purpose of this indicator is to measure the number of learning programmes that are being gauged for effectiveness of training. This enables the development of remedial strategies, where necessary. This should contribute to providing a highly capable workforce, resulting in better performance or service delivery.
Source/collection of data	Training Impact Assessment Reports, Auxiliary sources include inter alia: Kirkpatrick Assessment Instruments; Interview Results, Interview questionnaires.
Method of calculation	Simple count of learning programmes assessed
Data limitations	Availability of identified trainees and supervisors for interviews
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher performance is desirable
Indicator responsibility	Director: People Empowerment

## Subprogramme 3.4: People Management Practices

Performance indicator number	3.4.1
Indicator title	Percentage of planned strategic business partnership initiatives completed
Short definition	<p>The indicator refers to the number of strategic business partnership initiatives completed as a percentage of the number of planned strategic business partnership initiatives.</p> <p>Strategic business partnership initiatives include collective bargaining, people analytics and intelligence, reporting and the development of people policies and plans that enable sound people management decision making.</p>
Purpose/importance	The initiatives are aimed at influencing the people management environment with sound collective bargaining, trendsetting policies, workforce analysis and management information that enables sound decision making.
Source/collection of data	Chief Directorate: People Management Practices Business Plan as well as people policies, plans and reports
Method of calculation	<p><b>Numerator:</b> Number of completed strategic business partnership initiatives in Chief Directorate: People Management Practices business plan</p> <p><b>Denominator:</b> Number of planned strategic business partnership initiatives in Chief Directorate: People Management Practices business plan</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100</p>
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices

Performance indicator number	3.4.2
Indicator title	Percentage planned innovative people practices initiatives completed
Short definition	<p>The indicator refers to the number of innovative people practices initiatives completed as a percentage of the number of planned innovative people practices initiatives.</p> <p>Innovative people practices initiatives refer to any initiatives that aim to improve the way we do business focusing on people, processes, systems and technology.</p>
Purpose/importance	It refers to the initiatives that drive innovation within the people management practices work environment with the aim to improve efficiency and service excellence.
Source/collection of data	Chief Directorate: People Management Practices business plan, project plans, SLAs, contracts and reports, etc.
Method of calculation	<p><b>Numerator:</b> Number of completed innovative people practices initiatives in Chief Directorate: People Management Practices business plan</p> <p><b>Denominator:</b> Number of planned innovative people practices initiatives in Chief Directorate: People Management Practices business plan</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100</p>
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices

Performance indicator number	3.4.3
Indicator title	Percentage planned transactional excellence initiatives completed
Short definition	<p>The indicator refers to the number of transactional excellence initiatives completed as a percentage of the number of planned transactional excellence initiatives.</p> <p>Transactional excellence initiatives refer to any initiative within the following transactional areas: recruitment and selection, service benefits, performance management, employee relations and contact centre.</p>
Purpose/importance	It refers to initiatives that drive people management practices efficiency. Highly efficient people practices will contribute to employee engagement, which in turn will positively impact on employee performance.
Source/collection of data	Chief Directorate: People Management Practices business plan, CSC scorecard, databases, etc.
Method of calculation	<p><b>Numerator:</b> Number of completed transactional excellence initiatives in Chief Directorate: People Management Practices business plan</p> <p><b>Denominator:</b> Number of planned transactional excellence initiatives in Chief Directorate: People Management Practices business plan</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100</p>
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices

Performance indicator number	3.4.4
Indicator title	Percentage planned people manager and professional empowerment initiatives completed
Short definition	<p>The indicator refers to the number of people manager and professional empowerment initiatives completed as a percentage of the number of planned people manager and professional empowerment initiatives.</p> <p>People manager and professional empowerment initiatives refer to the initiatives aimed at the development of tools and toolkits and the development of people.</p>
Purpose/importance	The initiatives are contributing to the improvement of the people management maturity within the Western Cape Government through developing the people manager (line manager) and people professional capability.
Source/collection of data	Chief Directorate: People Management Practices business plan, training schedules, toolkits
Method of calculation	<p><b>Numerator:</b> Number of completed people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan</p> <p><b>Denominator:</b> Number of planned people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100</p>
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices

# Programme 4: Centre for e-Innovation

## Strategic objective: ICT governance maturity improved

<b>Performance indicator number</b>	4.2.1 <sup>6</sup>															
<b>Indicator title</b>	ICT governance maturity rating (Cobit 5)															
<b>Short definition</b>	The indicator measures the level of ICT governance maturity achieved by the Centre for e-Innovation as measured against the COBIT Framework that reflects improvement of governance maturity in IT organisations.															
<b>Purpose/importance</b>	This indicator reflects how the WCG through the transversal role played by the Ce-I is maturing in terms of the governance and management of ICT technology, people and processes.															
<b>Source/collection of data</b>	<p>Collection of data: An annual assessment is performed by either an external entity or by appropriately skilled internal Ce-I resources.</p> <p>Data source: A report is issued upon completion of the assessment, which will contain an overall rating of the ICT governance maturity; COBIT maturity model.</p>															
<b>Method of calculation</b>	<p>The COBIT maturity model, which comprises a rating from 1 to 5, is used for reporting on this indicator.</p> <table border="1"> <thead> <tr> <th>Process Level</th> <th>Capability</th> </tr> </thead> <tbody> <tr> <td>0 (Incomplete)</td> <td>The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose,</td> </tr> <tr> <td>1 (Performed)</td> <td>The implemented process achieves its purpose.</td> </tr> <tr> <td>2 (Managed)</td> <td>The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.</td> </tr> <tr> <td>3 (Established)</td> <td>The managed process is now implemented using a defined process that is capable of achieving its process outcomes.</td> </tr> <tr> <td>4 (Predictable)</td> <td>The established process now operates within defined limits to achieve its process outcomes.</td> </tr> <tr> <td>5 (Optimising)</td> <td>The predictable process is continuously improved to meet relevant current and projected business goals.</td> </tr> </tbody> </table>		Process Level	Capability	0 (Incomplete)	The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose,	1 (Performed)	The implemented process achieves its purpose.	2 (Managed)	The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.	3 (Established)	The managed process is now implemented using a defined process that is capable of achieving its process outcomes.	4 (Predictable)	The established process now operates within defined limits to achieve its process outcomes.	5 (Optimising)	The predictable process is continuously improved to meet relevant current and projected business goals.
Process Level	Capability															
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1 (Performed)	The implemented process achieves its purpose.															
2 (Managed)	The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.															
3 (Established)	The managed process is now implemented using a defined process that is capable of achieving its process outcomes.															
4 (Predictable)	The established process now operates within defined limits to achieve its process outcomes.															
5 (Optimising)	The predictable process is continuously improved to meet relevant current and projected business goals.															
<b>Data limitations</b>	None															
<b>Type of indicator</b>	Outcome indicator															

<sup>6</sup>This is also strategic objective indicator 4.1

<b>Performance indicator number</b>	<b>4.2.1<sup>6</sup></b>
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
<b>Performance indicator number</b>	<b>4.2.2</b>
Indicator title	Number of departmental ICT plans reviewed
Short definition	This indicator measures the number of ICT implementation plans reviewed in conjunction with the client departments' management teams to enable departments to meet their strategic objectives.
Purpose/importance	The purpose of the indicator is to assist departments to realistically plan their IT initiatives and required resources annually in support of that department's strategic agenda. It also provides Ce-I with an opportunity to ascertain which of the initiatives are cutting across various departments. Importantly, it allows for Ce-I to budget and plan for the service requirements of client departments. It contributes to enhancing ICT governance maturity in the Western Cape Government.
Source/collection of data	Collection of data: Physical ICT Plans are produced, signed off and filed by the Directorate: Planning and Development after sign-off by the relevant accounting officer. It is important to note that some departments will not necessarily review their ICT plans annually, but will provide written confirmation that their ICT plan is valid, relevant and aligned with their departmental Annual Performance Plan.  Data source: signed-off ICT implementation plans and written confirmations of valid ICT plans
Method of calculation	Simple count of ICT implementation plans reviewed/confirmed as valid, relevant and aligned
Data limitations	Potential delay in sign-off of the report by the HOD of client departments
Type of indicator	Output
Calculation type	Non-cumulative

<sup>6</sup>This is also strategic objective indicator 4.1

Performance indicator number	4.2.2
Reporting cycle	Annually
New indicator	Not new indicator
Desired performance	On target is desired performance
Indicator responsibility	CD Strategic ICT Services

**Strategic objective: Access to the Western Cape e-Government services enabled and improved**

Performance indicator number	4.2.3
Indicator title	Presidential Hotline resolution rate
Short definition	This indicator measures the number of calls resolved within 36 hours of being logged as a percentage of the total number of calls received at the Western Cape Presidential Hotline.
Purpose/importance	This indicator reflects progress made by the WCG towards e-Services transformation, e-Governance enhancement and digital enablement. It also reflects the Province's responsiveness and commitment to ensuring that calls logged by residents are resolved timeously. It contributes to enabling and improving access to the Western Cape 3-Government services.
Source/collection of data	Collection of data: Reports generated by the nationally administered Call Management System  Source of data: National Call Management System
Method of calculation	Resolution rate calculation is based on the percentage of calls resolved that were logged at the Presidential Hotline over a predefined period.  Numerator = number of calls resolved within 36 hours in a particular quarter  Denominator = total number of calls received in a particular quarter.  Percentage = numerator/denominator x 100  For the purposes of quarterly reporting the resolution rates as at the end of June, September, December and March are used.  The annual report figure is determined by calculating the average of the four quarters' reported resolution rates.



<b>Performance indicator number</b>	<b>4.2.3</b>
Data limitations	None
Type of indicator	Output; efficiency
Calculation type	Non-cumulative  The annual calculation is the arithmetic average of the four quarters' reported results.
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
<b>Performance indicator number</b>	<b>4.2.4</b>
Indicator title	Total number of new Cape Access Centres established
Short definition	This indicator refers to the number of new Cape Access Centres established (defined as operationalized, thus fully equipped and functional) by the Ce-I during the financial year.
Purpose/importance	This indicator shows the number of new Cape Access Centres established during the course of the financial year. The purpose of these centres is to provide free access to ICTs and training to citizens in rural areas. It contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Collection of data: Monitoring of new centres physically established through completion of an observation sheet or checklist  Data source: Before and after photo images of the newly established centres and observation sheets/checklist, monitoring report will be included in the portfolio of evidence.
Method of calculation	Simple count of the number of centres that have been equipped with computers and a server. These centres will not necessarily be open to the public by the end of the financial year, but it will be equipped and functional.
Data limitations	None
Type of indicator	Output

<b>Performance indicator number</b>	<b>4.2.4</b>
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
<b>Performance indicator number</b>	<b>4.2.5</b>
Indicator title	Number of e-government access channels managed through which citizens actively engage Government
Short definition	This indicator measures the number of actively managed channels through which citizens can engage the WCG. Current channels include the WCG walk-in centre, call centre, e-mail, SMS, fax, internet, Twitter and Facebook.
Purpose/importance	In order to be responsive to citizens' needs to engage Government it is important that as many as possible communication channels are made available to citizens. Taking into account the high gini-coefficient of our Province, it is important to provide for managed communication platforms for all citizens. This contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Reports on the number of contact tickets per channel
Method of calculation	Calculation of this indicator is performed by doing a simple count of the number of active channels in operation – which in turn is substantiated by the reports on the number of contact tickets.
Data limitations	Channels established, but not active, will not be included in the count of active channels
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	New indicator
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD: Strategic ICT Services

**Strategic objective: Access to the Western Cape e-Government services enabled and improved**

<b>Performance indicator number</b>	4.2.6 <sup>7</sup>
<b>Indicator title</b>	Number of prioritised Western Cape Government citizen-facing services automated
<b>Short definition</b>	This indicator measures the number of services that have been automated during a particular financial year in order to improve services to our citizens.
<b>Purpose/importance</b>	The WCG continually strives to improve its services to citizens. It is therefore important that services are made available on digital platforms that expand the accessibility and reach of services. This indicator reflects on the number of automated services available to citizens that contribute to enabled and improved access to Western Cape e-Government services.
<b>Source/collection of data</b>	An automated citizen-facing service can take various forms, such as information being made available electronically, being able to submit information/forms electronically, applying for services online or online transacting. The key criteria that define a citizen-facing service are: citizens' ability to access the service or information through digital/electronic media, or where a manual process affecting directly is automated. Data will be collected to verify the existence of a new service that is functional on a digital platform. Services will be prioritised through a process of consultation with the department and approval of the prioritised initiative(s) by either the ICT MTEC process, the WCG ICT Governance Steercom or the Provincial Top Management Meeting.
<b>Method of calculation</b>	Simple count of the number of digital services made available to citizens
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Desired performance is higher than targeted performance
<b>Indicator responsibility</b>	CD Strategic ICT Services

<sup>7</sup>This is also the strategic objective indicator 4.2

**Strategic objective: Improved ICT services to the Western Cape Government**

<b>Performance indicator number</b>	<b>4.3.1<sup>8</sup></b>																																				
<b>Indicator title</b>	Average percentage systems uptime and availability maintained																																				
<b>Short definition</b>	This indicator refers to the average percentage systems uptime and availability maintained over the year for a 24 hours x 7 day per week service. Uptime is defined as time when systems are available for users to utilise.																																				
<b>Purpose/importance</b>	Note: The measurement of required uptime and availability excludes scheduled downtime for maintenance.																																				
<b>Source/collection of data</b>	Systems infrastructure availability reports																																				
<b>Method of calculation</b>	<p><b>Numerator:</b> Total number of hours uptime required minus the number of hours that systems were down unscheduled.</p> <p><b>Denominator:</b> Total number of hours uptime required over 24 hours x 7 days per week over a financial year.</p> <p>Data collected will be calculated on a monthly basis and aggregated on a quarterly and an annual basis, as reflected in the table below:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr - Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul - Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct - Dec 2014)</td> <td colspan="3">Average for Quarter 4 (Jan - Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 - Mar 2015)</td> </tr> </table> <p><i>M = Month</i></p> <p>Percentage: numerator/denominator x 100 as reflected for the monthly calculation as follows:</p> <p>Monthly calculation: 31 days x 24 hours in a day = 744 hours          Total no. hours for the month: 744          Less scheduled downtime for the month: 0.0          Less unscheduled downtime for the month: 0.0          Required uptime for the month: 744          Percentage uptime for the month: 100%</p> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr - Jun 2014)			Average for Quarter 2 (Jul - Sep 2014)			Average for Quarter 3 (Oct - Dec 2014)			Average for Quarter 4 (Jan - Mar 2014)			Average for the Financial Year (Apr 2014 - Mar 2015)											
M	M	M	M	M	M	M	M	M	M	M	M																										
Average for Quarter 1 (Apr - Jun 2014)			Average for Quarter 2 (Jul - Sep 2014)			Average for Quarter 3 (Oct - Dec 2014)			Average for Quarter 4 (Jan - Mar 2014)																												
Average for the Financial Year (Apr 2014 - Mar 2015)																																					

<sup>8</sup>This is also the strategic objective indicator 4.3a

Performance indicator number	4.3.1 <sup>8</sup>
	The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.
Data limitations	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency
Type of indicator	Output; accessibility
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD: GITO Management Services
Performance indicator number	4.3.2 <sup>9</sup>
Indicator title	Average percentage network uptime and availability maintained
Short definition	<p>This indicator refers to the average percentage network uptime and availability maintained over the year for a 24 hour x 7 per week day service. Uptime is the amount of time when the network is available for users to utilise.</p> <p>Note: The measurement of required uptime excludes scheduled downtime for maintenance.</p>
Purpose/importance	It measures the reliability and availability of the Wide Area Network (WAN) infrastructure in order to provide better connectivity to systems and applications across the Western Cape Government. This contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Network infrastructure availability reports
Method of calculation	<p><b>Numerator:</b> Total number of hours uptime required less the amount of hours that the Wide Area Network was down unscheduled.</p> <p><b>Denominator:</b> Total number of hours uptime required over 24 hours x 7 days per week over a financial year.</p>

<sup>10</sup>This is also the strategic objective indicator

<b>Performance indicator number</b>	<b>4.3.2<sup>9</sup></b>																																				
	<p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annually basis, as reflected in the table below:</p> <table border="1"> <tr> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> <td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 Jul – Sep 2014</td> <td colspan="3">Average for Quarter 3 Oct – Dec 2014</td> <td colspan="3">Average for Quarter 4 Jan – Mar 2014</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> </table> <p><i>M = Month</i></p> <p>Percentage: numerator/denominator x 100 as reflected for the monthly calculation as follows:</p> <p>Monthly calculation: 31 days x 24 hours in a day = 744 hours  Total no. hours for the month: 744  Less scheduled downtime for the month: 0.0  Less unscheduled downtime for the month:  Uptime for the month: 744  Percentage uptime for the month: 100%</p> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 Jul – Sep 2014			Average for Quarter 3 Oct – Dec 2014			Average for Quarter 4 Jan – Mar 2014			Average for the Financial Year (Apr 2014 – Mar 2015)											
M	M	M	M	M	M	M	M	M	M	M	M																										
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Average for the Financial Year (Apr 2014 – Mar 2015)																																					
<b>Data limitations</b>	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency																																				
<b>Type of indicator</b>	Output; accessibility																																				
<b>Calculation type</b>	Non-cumulative																																				
<b>Reporting cycle</b>	Annually																																				
<b>New indicator</b>	Not new																																				
<b>Desired performance</b>	Higher than desired performance is desired.																																				
<b>Indicator responsibility</b>	CD GITO Management Services																																				

<sup>9</sup>This is also strategic objective 4.3b

<b>Performance indicator number</b>	<b>4.3.3<sup>10</sup></b>																																																				
<b>Indicator title</b>	Average turnaround time in days for finalising IT Service Desk requests																																																				
<b>Short definition</b>	This indicator refers to the average turnaround time in days to finalise requests reported to the IT Service Desk by users across all departments.																																																				
<b>Purpose/importance</b>	It measures the services provided by the IT Service Desk in order to provide efficient problem and incident management to resolve problems, issues and service requests reported by users. It contributes to improved ICT services provided to the Western Cape Government.																																																				
<b>Source/collection of data</b>	Service Desk system reports extracted from the database; list of requests resolved and closed																																																				
<b>Method of calculation</b>	<p>Average number of days taken to resolve requests.</p> <p>Calculation based on the time taken to resolve each request averaged out on the total number of requests reported.</p> <p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annual basis, as reflected in the table below:</p> <table border="1"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr - Jun 2014)</td> <td colspan="3">Average for Quarter 2 Jul - Sep 2014</td> <td colspan="3">Average for Quarter 3 Oct - Dec 2014</td> <td colspan="3">Average for Quarter 4 Jan - Mar 2014</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 - Mar 2015)</td> </tr> </table> <p><i>M = Month</i></p> <p>Monthly calculation:</p> <table border="1"> <tr> <td>Request 1</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>Request 2</td> <td>Time- logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>Request 3</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>No of requests</td> <td>Time logged</td> <td>Time resolved</td> <td>Average time taken to resolve request</td> </tr> </table> <p>Monthly average number of days will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr - Jun 2014)			Average for Quarter 2 Jul - Sep 2014			Average for Quarter 3 Oct - Dec 2014			Average for Quarter 4 Jan - Mar 2014			Average for the Financial Year (Apr 2014 - Mar 2015)												Request 1	Time logged	Time resolved	Time taken to resolve request	Request 2	Time- logged	Time resolved	Time taken to resolve request	Request 3	Time logged	Time resolved	Time taken to resolve request	No of requests	Time logged	Time resolved	Average time taken to resolve request
M	M	M	M	M	M	M	M	M	M	M	M																																										
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Request 3	Time logged	Time resolved	Time taken to resolve request																																																		
No of requests	Time logged	Time resolved	Average time taken to resolve request																																																		

<sup>10</sup>This is also the strategic objective indicator 4.3c

<b>Performance indicator number</b>	<b>4.3.3<sup>10</sup></b>
Data limitations	Availability and accuracy of information of the Service Desk system
Type of indicator	Output, efficiency
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Lower than targeted performance is desirable.
Indicator responsibility	CD GITO Management Services
<b>Performance indicator number</b>	<b>4.4.1<sup>11</sup></b>
Indicator title	Total number of WCG sites provided with broadband connectivity (cumulative)
Short definition	The indicator refers to the number of WCG sites that will be connected to the broadband service under the WCG Broadband Strategy.
Purpose/importance	It measures service roll-out performance against the broadband project plan. Coordinating and integrating Government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. This indicator reflects the importance of providing every citizen in every town and village with access to affordable high-speed broadband infrastructure and services. This indicator contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Service acceptance/hand-over reports
Method of calculation	Simple count of the number of WCG sites provided with broadband connectivity as reflected in the handover reports
Data limitations	Availability and dependence on service provider reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	New

<sup>11</sup>This is also the strategic objective indicator 4.3d



Performance indicator number	4.4.1 <sup>11</sup>
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD Connected Government and Unified Communications
Performance indicator number	4.5.1 <sup>12</sup>
Indicator title	Percentage of transversal business application solutions implemented
Short definition	<p>This indicator measures the number of transversal business solutions/applications of which the design, development and implementation have been completed, as a percentage of the total number of transversal business solutions/applications as per approved ICT Planning/governance process and as agreed with relevant stakeholders.</p> <p>Note: This includes new development and major enhancements.</p>
Purpose/importance	This indicator reflects on implemented solutions that are geared towards improved decision-making, service transformation and effective monitoring. This contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Approved initiatives via the relevant governance processes, including the ICT Governance Steercom, ICT Planning and ICT MTEC processes as per the Provincial IT Delivery Plan. Various data sources are used for completed solutions, including UAT and deployment sign-off documents, as well as project closure reports.
Method of calculation	<p>Number of solutions designed, developed and implemented as a percentage of the total number of requests approved – and agreed – to be delivered within a financial year.</p> <p><b>Numerator:</b> Total number of solutions implemented  <b>Denominator:</b> Total number of approved/agreed solutions to be implemented as per the ICT Planning/governance process for the financial year  <b>Calculation:</b> Numerator divided by the denominator multiplied by 100</p>
Data limitations	<p>Various approval processes/sources. Provincial IT Delivery Plan initiatives are prioritised, with funding that does not necessarily cover the full, required implementation.</p> <p>Enhancement requests are primarily demand driven.</p>
Type of indicator	Output
Calculation type	Non-cumulative

<sup>12</sup>This is also a strategic objective indicator 4.3e

Performance indicator number	4.5.1 <sup>12</sup>
Reporting cycle	Annual
New indicator	Yes
Desired performance	Performance higher than targeted is desirable
Indicator responsibility	CD Transversal Applications Development & Support

## Programme 5: Corporate Assurance

### Strategic objective: WCG governance improved

Strategic objective indicator number	5.1
Indicator title	Level of WCG governance maturity
Short definition	This indicator refers to the assessments that are conducted to determine governance maturity level per provincial department and for the WCG as a whole.
Purpose/importance	The purpose of the indicator is to measure and monitor the WCG governance maturity against an approved framework. The increase in governance maturity over a period of time indicates that governance principles and processes are embedded in the WCG.
Source/collection of data	Signed report issued to the respective accounting officers
Method of calculation	A maturity model, based on the approved governance framework, will be designed and utilised to report on this indicator.
Data limitations	None
Type of indicator	Outcome indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	DDG: Corporate Assurance

## Subprogramme 5.2 Enterprise Risk Management

Performance indicator number	5.2.1
Indicator title	Number of enterprise risk management implementation plans approved by accounting officers
Short definition	This indicator refers to the number of enterprise risk management plans that are compiled within the first quarter of the financial year and approved by the relevant accounting officer. Risk management plans are compiled for all WCG departments, excluding the Department of Health.
Purpose/importance	This indicator reflects the compilation of risk management plans that drive key ERM deliverables that will embed ERM and address key ERM elements that will drive the desired maturity level within departments. This contributes to improved governance.
Source/collection of data	The ERM Implementation Plans of each department are annexed to the approved ERM Strategy of the respective department. The original, signed ERM Strategies, inclusive of the ERM Implementation Plans, are kept with the Accounting Officers and D:ERM retains back-up copies.
Method of calculation	Simple count of number of compiled plans approved and signed off by the accounting officers
Data limitations	The data does not reflect the quality of risk management plans or risk management implementation by respective departments.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target is desired performance.
Indicator responsibility	Director: ERM
Performance indicator number	5.2.2
Indicator title	Percentage completion of activities in approved ERM Implementation Plans allocated to D:ERM

Performance indicator number	5.2.2
Short definition	This indicator refers to the number of risk management activities implemented as a percentage of the number of activities in the approved ERM Implementation Plans allocated to D:ERM. This indicator is impacted by the demand of these services by departments.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of risk management activities included in the approved ERM Implementation Plans of departments and which have been allocated to D:ERM. It contributes to improving the governance maturity of the Western Cape Government.
Source/collection of data	ERM Implementation Plans approved by the relevant accounting officer and progress on status of implementation as recorded in the fourth quarter ERM progress reports issued to the respective accounting officers by 15 April 2016.
Method of calculation	<p><b>Numerator:</b> Total number of risk management activities allocated to D:ERM finalised. The activities are deemed to have been finalised by D:ERM when the final deliverables are handed over to the department for approval by the respective delegated authority.</p> <p><b>Denominator:</b> Total number of activities in approved ERM Implementation Plans allocated to D:ERM and indicated as such on the approved ERM Implementation Plan of each department.</p> <p>The numerator is calculated by adding up all completed risk management activities.</p> <p>The denominator is calculated by adding up all approved risk management activities in the ERM Implementation Plans allocated to D:ERM.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target is desirable.
Indicator responsibility	Director: ERM

## Subprogramme 5.3: Internal Audit

Performance indicator number	5.3.1
Indicator title	Percentage of internal audit areas completed as per approved internal audit coverage plans
Short definition	The indicator refers to the number of internal audit areas completed as a percentage of the total number of internal audit areas contained in approved coverage plans. It provides an indication of the progress of execution of the approved annual internal audit operational plans. This indicator is driven by the number of significant high risks included in internal audit plans during the annual planning process. Therefore the denominator will differ from year to year, depending on the risk profile of departments/votes.
Purpose/importance	This indicator reflects the provision of internal audit services in the Province. It contributes to improved governance through improved business processes.
Source/collection of data	Final internal audit reports issued during the reporting period and reported in the quarterly Audit Committee progress reports  Approved departmental/vote internal audit coverage plans, as might be amended from time to time and subsequently approved by the relevant audit committee.
Method of calculation	<b>Numerator:</b> Total number of final internal audit reports issued subsequent to the completion of the IA areas, by the 15th day of the month following the quarter end.  <b>Denominator:</b> Total number of IA areas included as per the approved annual operational internal audit coverage plans of all departments/votes  Calculation of percentage: numerator divided by the denominator multiplied by 100
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive

Performance indicator number	5.3.2
Indicator title	Percentage internal audit recommendations incorporated into agreed action plans
Short definition	This indicator refers to the number of internal audit recommendations that were incorporated into agreed management action plans as a percentage of the total number of internal audit recommendations made. This indicator is dependent on indicator 5.3.1 (i.e. the number of internal audit reports issued is determined by the approved internal audit coverage plans).
Purpose/importance	<p>The indicator reflects the degree to which the recommendations made by internal audit are incorporated into action plans that may improve the control framework. It serves as an indicator of the quality of recommendations made by Internal Audit, the extent to which clients are acknowledging the work of Internal Audit and commitment to good governance.</p> <p>It contributes to improved governance through improved business processes.</p>
Source/collection of data	Recommendations and agreed action plans as recorded in the final issued internal audit reports.
Method of calculation	<p><b>Numerator:</b> Total number of recommendations included in management action plans as per final internal audit reports issued during the reporting period</p> <p><b>Denominator:</b> Total number of internal audit recommendations made in final internal audit reports issued during the reporting period</p> <p>The numerator is calculated by adding up all recommendations in agreed action plans. The denominator is calculated by adding up all recommendations made in internal audit reports issued during the reporting period.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100</p>
Data limitations	Incomplete/inaccurate data in management action plans (where there is no precise indication of what is going to be implemented)
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new

<b>Performance indicator number</b>	<b>5.3.2</b>
<b>Desired performance</b>	Higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Chief Audit Executive
<b>Performance indicator number</b>	<b>5.3.3</b>
<b>Indicator title</b>	Percentage of action plans expired by the end of the third quarter followed up
<b>Short definition</b>	This indicator calculates the number of action plans followed up by Internal Audit at the end of the financial year, as a percentage of the total number of action plans that have expired by 31 December annually.
<b>Purpose/importance</b>	<p>This indicator reflects the extent to which internal audit is conducting the follow up on implementation of expired management action plans. This process further provides information to the client and oversight structures on the rate of implementation of the internal audit recommendations.</p> <p>It contributes to improved governance through improved business processes.</p>
<b>Source/collection of data</b>	<p>The final follow-up internal audit reports issued indicate the number of management action plans that were followed up. The Excel spread sheet maintained which summarises this information, containing all management action plans clearly indicating the expiry dates.</p> <p>Please note: The date of expired management action plans is the one reflected as “Internal Audit Expiry Date” on the final issued internal audit reports.</p> <p>The verification process:</p> <ul style="list-style-type: none"> <li>• confirm the number of expired management action plans reported in the original final internal audit report against that in the Excel spread sheet; and</li> <li>• validate the number of management action plans reported in the Excel spread sheet against management action plans in the individual final follow-up internal audit report per internal audit area.</li> </ul>

Performance indicator number	5.3.3
Method of calculation	<p><b>Numerator:</b> Number of expired management action plans followed up</p> <p><b>Denominator:</b> Total number of management action plans expired as at 31 December annually</p> <p>The numerator is calculated by adding up all expired management action plans that were followed up by Internal Audit.</p> <p>The denominator is calculated by adding up all management action plans expired by 31 December.</p> <p>Percentage calculation: numerator/denominator x 100</p>
Data limitations	Departments not timeously providing information on the implementation of their action plans
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Anything higher than the target will be acceptable
Indicator responsibility	Chief Audit Executive



## Subprogramme 5.4: Provincial Forensic Services

Performance indicator number	5.4.1
Indicator title	Number of fraud perception surveys conducted
Short definition	This indicator refers to the annual survey conducted by means of an online questionnaire to determine the level of fraud awareness amongst WCG employees.
Purpose/importance	The purpose of the indicator is to determine the level of fraud awareness amongst WCG employees. It contributes to improved governance through zero tolerance for fraud and corruption.
Source/collection of data	Online questionnaire administered and results released in a consolidated report and an interactive manner on a compact disc subsequent to analysis of questionnaire responses.
Method of calculation	Simple count of number of reports and accompanying compact disc issued subsequent to the survey by 15 April 2016
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Equal to targeted performance
Indicator responsibility	Chief Director: Provincial Forensic Services
Performance indicator number	5.4.2
Indicator title	Percentage of PFS recommendations followed up
Short definition	The indicator refers to the number of “open” or outstanding PFS recommendations followed up as a percentage of the total number of recommendations made by the PFS. These recommendations emanate from the PFS’s investigations into cases of alleged fraud and corruption and are contained in the reports issued by PFS once the investigations are completed. This indicator is impacted by the number of forensic investigations completed within a specific reporting period.

Performance indicator number	5.4.2
Purpose/importance	The purpose of the indicator is to indicate progress made in departments with implementing corrective action recommended subsequent to a forensic investigation. It contributes to improved governance through zero tolerance for fraud and corruption.
Source/collection of data	Results of follow-ups as recorded in quarterly HoD and audit committee progress reports
Method of calculation	<p><b>Numerator:</b> Number of recommendations followed-up in the specific reporting period</p> <p><b>Denominator:</b> Sum total number of “open” or outstanding recommendations as at end of previous reporting period and total number of recommendations made in reports completed for the specific reporting period</p> <p>The numerator is calculated by adding up all recommendations that were followed up in a quarter.</p> <p>The denominator is calculated by adding up the total number of “open” or outstanding recommendations as at the end of the previous quarter and the total number of recommendations made in reports completed for the specific quarter.</p> <p><b>Percentage calculation:</b> numerator divided by denominator multiplied by 100</p>
Data limitations	Currently manual collection of data from departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target will be desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services

Performance indicator number	5.4.3
Indicator title	Percentage of fraud prevention activities allocated to the PFS implemented
Short definition	This indicator refers to the number of fraud prevention activities implemented as a percentage of the number of activities in the approved fraud prevention programme allocated to the PFS. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of preventative initiatives approved per department. It contributes to a mature control framework and improved Western Cape Government Governance through zero tolerance for fraud and corruption.
Source/collection of data	Fraud prevention implementation plans agreed with the relevant accounting officer or the Chief Director: PFS and progress on status of implementation as recorded in quarterly PFS progress reports to HoDs
Method of calculation	<p><b>Numerator:</b> Total number of fraud prevention activities allocated to the PFS finalised. The following explains the stage at which each category of activity is deemed to have been finalised:</p> <ul style="list-style-type: none"> <li>• Update of Fraud Prevention Plans and Fraud Risk Registers – This is finalised by the PFS on the day it is submitted to the relevant department for approval by their respective delegated authority.</li> <li>• Fraud Prevention Implementation Plans – This is finalised by the PFS on the day it is submitted to the relevant department or the Chief Director: PFS.</li> <li>• Fraud Awareness presentations – This is finalised on the day of the actual presentation as evidenced by an attendance register.</li> </ul> <p><b>Denominator:</b> Total number of activities in approved fraud prevention programme allocated to the PFS and indicated on the Fraud Prevention Implementation Plans of each department</p> <p>The numerator is calculated by adding up all completed fraud prevention activities.</p> <p>The denominator is calculated by adding up all approved fraud prevention activities in the fraud prevention programme.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually

Performance indicator number	5.4.3
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target is desirable
Indicator responsibility	Chief Director: Provincial Forensic Services

## Subprogramme 5.5: Legal Services

Strategic objective: Legally sound executive and administrative decisions and actions promoted

Performance indicator number	5.5.1
Indicator title	Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted
Short definition	This indicator refers to the number of reports submitted to Cabinet that contain a proactive analysis of all provincial litigation matters, associated awards and judgments.
Purpose/importance	The purpose of the indicator is to monitor the number of litigation matters that relate to shortcomings in decision-making processes that formed the basis for litigation against the WCG previously. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	Legal Services sources the data from litigation files, awards and judgments and compiles findings in a report submitted to Cabinet.
Method of calculation	Simple count of analysis reports submitted that contain all provincial litigation matters, associated awards and judgments
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New indicator	Not new
Desired performance	Performance that is on target is desirable.
Indicator responsibility	Director: Litigation and Chief Director: Legal Services

<b>Performance indicator number</b>	5.5.2
<b>Indicator title</b>	Number of legal training opportunities provided to employees of the Western Cape Government
<b>Short definition</b>	The indicator refers to the number of training opportunities provided to provincial employees to raise awareness and increase their knowledge of the legislative framework applicable to the Western Cape Government. Training opportunities include: functional training courses provided and awareness sessions conducted at various meetings and forums.
<b>Purpose/importance</b>	The purpose is to enable the organisation to improve adherence to legal requirements in decision-making and legislative processes. It contributes to WCG executive and administrative decisions and actions that are sound in law.
<b>Source/collection of data</b>	List of legal training opportunities provided, training programmes and signed attendance registers.
<b>Method of calculation</b>	Simple count of legal training opportunities provided as evidenced in attendance registers completed by attendees of functional training courses provided and awareness sessions conducted at various meetings and forums and recorded cancellations of provided opportunities.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Not new indicator
<b>Desired performance</b>	Higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Director: Legal Compliance and Chief Director: Legal Services

Performance indicator number	5.5.3 <sup>13</sup>
Indicator title	Number of requests assigned and attended to by legal advisers
Short definition	The indicator refers to the number of requests received by Legal Services and assigned to legal advisers to provide assistance in respect of legal matters. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to provide information on the extent of legal support services provided to the Executive, provincial departments and, in appropriate circumstances, to provincial public entities. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	File register containing details of assigned requests and physical files
Method of calculation	Simple count of requests assigned and attended to
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Chief Director: Legal Services

<sup>13</sup>This is also the strategic objective indicator 5.2

<b>Performance indicator number</b>	<b>5.5.4</b>
<b>Indicator title</b>	Number of provincial departments' delegations reviewed for consistency with legislation
<b>Short definition</b>	The indicator refers to the number of departments' delegations reviewed by the Legal Compliance Unit for consistency with specific legislation and general legal principles.
<b>Purpose/importance</b>	The purpose of the indicator is to ensure compliance with legislation and legal principles during the decision-making process that will ultimately contribute to WCG executive and administrative decisions and actions that are sound in law.
<b>Source/collection of data</b>	Delegations as revised and amended, and adopted by departments
<b>Method of calculation</b>	Simple count of departments whose delegations have been reviewed
<b>Data limitations</b>	The count of the departments does not reflect the actual number of delegations reviewed.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	On target: four departments' delegations reviewed for consistency with legislation
<b>Indicator responsibility</b>	Director: Legal Compliance and Chief Director: Legal Services

## Subprogramme 5.6: Corporate Communication

Strategic objective: Strategic goals of the Western Cape Government communicated to the people of the Western Cape

Performance indicator number	5.6.1 <sup>14</sup>
Indicator title	Number of on-brand creative execution assessment reports issued
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and Heads of Departments to assess whether communication material created/published is on brand and on message, (i.e. correct logo identity and visual language application and Better Together message).
Purpose/importance	The purpose of the indicator is to measure and improve transversal compliance of brand and Better Together concept by WCG departments.  It is important because it supports the five PSGs and our aim to have a single organisational brand.
Source/collection of data	Assessment reports compiled, issued and distributed electronically to HoDs and HoCs of the various departments within the WCG
Method of calculation	Simple count of assessment reports issued by the tenth working day of the month following the quarter end. Assessments will be done as follows:  Quarter 1 report will contain data of April, May and June.  Quarter 2 report will contain data of July, August and September.  Quarter 3 report will contain data of October, November and December.  Quarter 4 report will contain data of January, February and March.
Data limitations	Dependent on input from Heads of Communication of departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target is the desired performance
Indicator responsibility	Director: Corporate Communication

<sup>14</sup>This is also the strategic objective 5.3



Performance indicator number	5.6.2
Indicator title	Number of <i>Better Together</i> magazines published to communicate the vision, values and brand to Western Cape Government employees
Short definition	This indicator refers to the number of Better Together magazines published and distributed to employees of the WCG to engage with them on the vision, values and Better Together brand.
Purpose/importance	The purpose of the indicator is to create awareness of the WCG vision, values and Better Together communication concept in support of the PSGs and to build a single, strong organisational brand identity.
Source/collection of data	Printed <i>Better Together</i> magazines
Method of calculation	Simple count of Better Together magazines published during the reporting period (one per quarter plus an extra special edition in the fourth quarter)
Data limitations	Dependent on participation from WCG employees and WCG departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Performance on target is desirable.
Indicator responsibility	Director: Corporate Communication

<b>Performance indicator number</b>	<b>5.6.3</b>
<b>Indicator title</b>	Number of reports issued on completed client-generated products and services
<b>Short definition</b>	This indicator refers to the number of reports issued on requests for translations and number of Gazettes published. Translations and the Gazette are both demand driven and completed on request.
<b>Purpose/importance</b>	<p>The Gazette is a statutory requirement and the report measures the number of issues published.</p> <p>Translation and editing are done so as to comply with the three language policy of the WCG and the report measures the number of translation and/or editing requests completed.</p> <p>The importance of reporting on both is to align resources to the volume of requests received and to understand the extent of complying with the three language policy of the WCG.</p>
<b>Source/collection of data</b>	<p>Bi-annual reports relating to completed client-generated products and services and submitted to the Director: Corporate Communication</p> <p>Data is collected via <i>Government Gazette</i> request from departments and briefing requests for translation and editing.</p> <p>Signed and adopted; bi-annual reports</p>
<b>Method of calculation</b>	Simple count of reports issued on completed client-generated products and service requests. The report will be issued by the tenth working day of the month following the quarter end.
<b>Data limitations</b>	Dependent on requests received for service
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annual
<b>New indicator</b>	Not new indicator
<b>Desired performance</b>	Targeted performance is desirable.
<b>Indicator responsibility</b>	Director: Corporate Communication

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