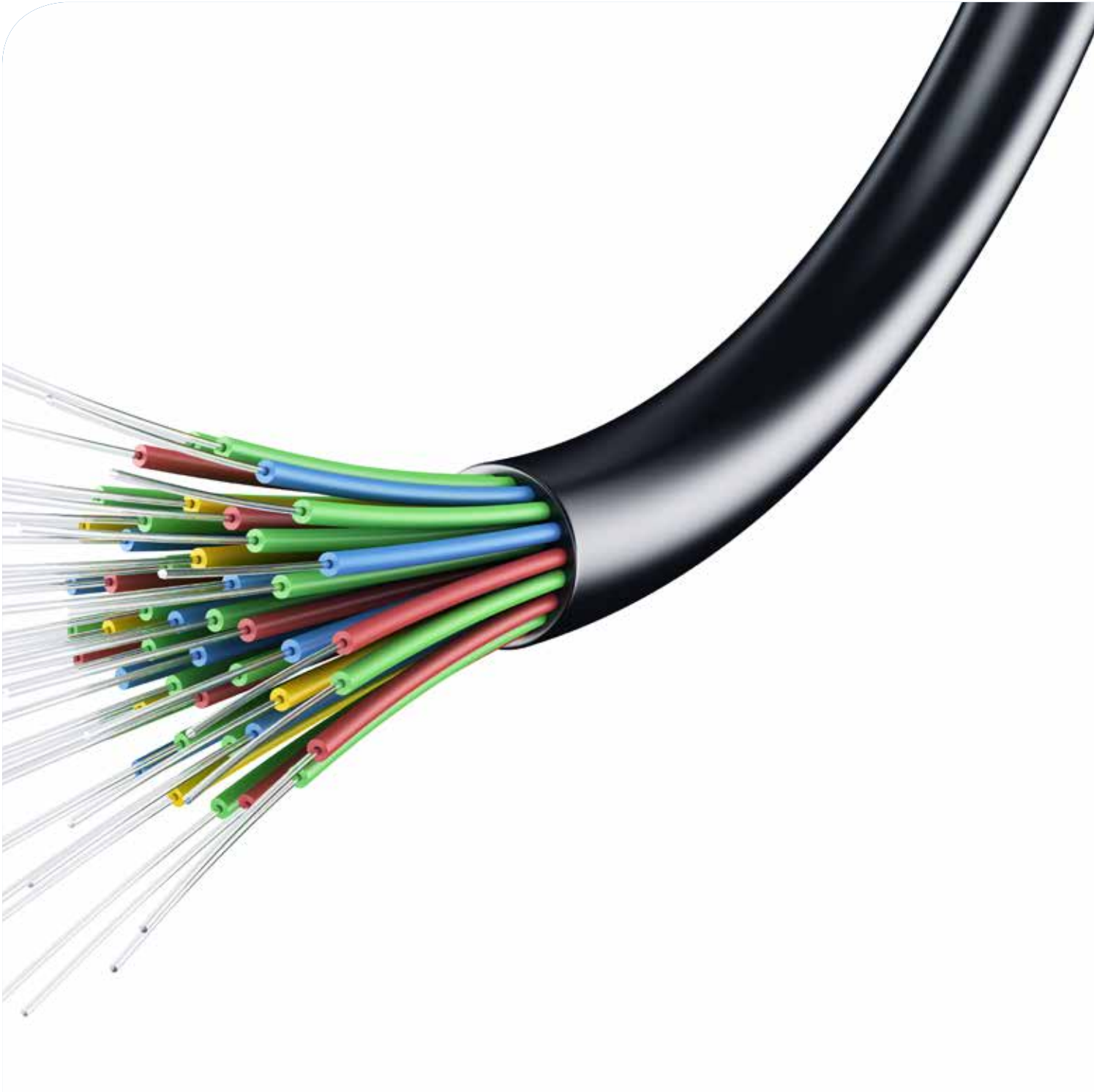




**Western Cape
Government**

Department of the Premier



Strategic Plan
2015/16 - 2019/20

FOREWORD

I am pleased to submit the 2015/16 to 2019/20 Strategic Plan of the Department of the Premier, particularly as it affords us an opportunity to take forward the work that we started in the previous term of office. During the last term, a foundation was laid to put the Western Cape on a path to future prosperity. We focused on embedding new strategic management approaches, such as the “whole of society” approach and good governance models and practices, to bring stability to the way that the Western Cape Government delivers on its mandates. The public has entrusted this government with a further term of office, and this allows us to follow through on our plans to build a prosperous Province.

The Provincial Strategic Plan outlines the next five-year strategic trajectory for the Western Cape Government and puts forward five Provincial strategic goals to guide us towards the realisation of an open opportunity society. It is the product of careful strategic analysis and thinking on the best way to ensure provincial growth and development. The Department of the Premier is not only the custodian of this plan, but also contributes to its implementation, particularly as it relates to the fifth provincial strategic goal, dealing with good governance, the importance of nurturing strategic partnerships and the appreciation that all Government’s interventions have specific geographical results. This underscores the need for Government and its partners to ensure that integrated planning and implementation remain prerequisites to have an impact that matters in communities. There is significant alignment with the National Development Plan 2030, as both plans propose similar strategic paths.

The Department of the Premier responded to these strategic imperatives by leading in the development of a new strategic vision and mission for the institution. The strategic vision of the Department of the Premier is to be a leading department in enabling the Western Cape Government to improve the quality of life for all 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.

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.

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

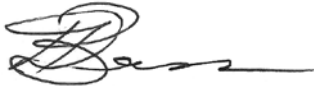
OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

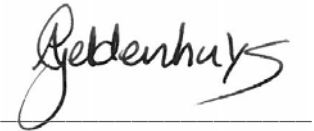
was developed by the Management of the Department of the Premier under the guidance of Premier Helen Zille;

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 Medium-term Expenditure Framework.



Mr. Drikus Basson
Chief Financial Officer



Mr. Almo Geldenhuys
Director: Departmental Strategy



Adv. Brent Gerber
Accounting Officer

Approved by:



Ms. Helen Zille
Premier (Executive Authority)

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ABBREVIATIONS

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

PTMS	Provincial Transversal Management System
RBM&E	Results-based Monitoring and Evaluation
SCM	Supply Chain Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SLAN	School Local Area Network
SMART	Specific, Measurable, Achievable, Realistic and Time Bound
SMS	Senior Management Service
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
WAN	Wide Area Network
WCG	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 – 2015-2020
- 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. The four-stream 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 Development 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. At this stage, 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 roll-out must be buttressed with adequate funding, dedicated capacity and a clear governance structure.

- **Business Process Optimisation (BPO) projects**

The BPO initiative addresses the need for business to improve efficiency and effectiveness of service delivery to citizens and departments within the WCG. Business process optimisation 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 and will be rolled out in the WCG. The BizSystem includes the Annual Performance System (BizPerformance), Enterprise Project Management (BizProjects) and 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. These 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 and 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 efforts was a requirement in the professional standards for some assurance providers, emphasised in the King Code of 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 previous Provincial Strategic Plan and the Provincial Transversal Management System has brought about improvements in the ability to manage key strategic priorities on a transversal basis. There is room for enhancement and further development of the system exists and will be addressed in the short term. 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 as evidenced by the joint planning initiatives.

The **population** according to Stats SA during mid-year 2013 in the Western Cape is estimated at 6 016 938 people. The population is expected to grow to 7.36 million by 2040. In line with most developing countries, the Western Cape has a large population of young people, with 51.8% of the population younger than 29 years (Census 2011). However, the percentage of the population older than 65 years is expected to double by 2040. Almost 81% of the provincial population resides in formal residential areas, much more than the national average. A further 7% live in informal residential areas and almost 8% on farms, which is double the national average. The high percentage of the Western Cape population living in urban areas and in formal residential areas makes it potentially easier to pursue inclusive growth strategies than in most other provinces, but the differences then become more stark, which raises expectations and anger at relative deprivation. It therefore becomes important for the Department of the Premier to develop community engagement models and communication strategies that bind people into a mutually beneficial relationship with Government.

The Western Cape is culturally diverse and is subject to population increases due to inward migration. Between 2001 and 2011, the Province experienced in-migration of 432 790 compared to out-migration of 128 967. The bulk of the in-migration comes from the Eastern Cape, Gauteng and other parts of the continent. It is envisaged that due to the relatively low fertility rate amongst the existing population groups in the Province, future population growth would also come largely from in-migration. The increasing size of the population to be served, as well as their concentrated urban and young age distribution, pressurises service delivery.

The demographic profile of the Province is therefore a critical factor that the Department must consider when it supports the Executive with policy advice and appropriate policy approaches that will respond to the characteristics of the population target groups. This Department co-ordinates the

people management policies and practices of the Western Cape Government and hence has significant leverage on how it supports especially the youth in gaining work life experience through interventions such as the Premier's Advancement of Youth project, internships and bursaries.

As an open **economy**, the Western Cape is greatly exposed to the vagaries of international economic developments. The recent global economic downturn and subsequent (subdued) recovery thus impacts on the regions' growth and development trajectory. The relatively subdued growth in China in the coming years, as well as the hesitant recovery in Europe, will entail downside risks for the South African economy for the foreseeable future. However, the Western Cape is less exposed to the growth slowdown in China and other emerging market economies due to its lack of mineral resources, the primary South African export to these markets. The Western Cape economy is predicted to perform slightly better than the national economy in 2014/15. Risks to the regional economy include the impact of slower global growth on exports, catering and the accommodation sector (driven by tourism) and further moderation of the national economy, which may place pressure on consumption.

The provincial economy 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 sector. It is forecast that growth in the Western Cape will continue to be ahead of that of the national economy, with the construction sector leading (Budget OPRE 2014:10). The forecasted average annual growth between 2014 and 2018 is estimated to be at 3.4%. The Province's strong reliance on tertiary sector growth is expected to continue in the coming years. 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. Plans are being implemented to increase international engagement and to create conducive conditions to attract and retain tourism, trade and foreign direct investment.

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.

Despite relatively high **educational** attainment, the Western Cape experiences a surprisingly high level of school drop-out between grades 10 and 12, which affects more boys than girls. Educational quality is still far behind that of developed countries and also lags some developing countries. Most primary school children do not reach national performance norms in the Annual National Assessment. Weak education quality impedes the attainment of inclusive growth in the Province. Transfers of learners into the Western Cape were particularly large in grades 1, 8 and 10, the beginning of important school

phases. The larger migration in these grades reflects the fact that children from other provinces are sent to school in the Western Cape because of the latter's perceived good quality schools. This puts pressure on service delivery, leading to crowding in schools and under-provisioning.

There has also been an increase in the total number of learners enrolled in public ordinary schools between 2011 and 2013 by 36 636; and the number of schools with national senior certificate pass rates of less than 60% have decreased from 78 to 23 between 2010 and 2013.

The **life expectancy** for the period 2011 to 2016 at birth is at 70.1 for females and 64.2 for males, which are respectively higher than the national averages. Life expectancy is affected by disease related to poverty, including chronic diseases and deaths caused by trauma (homicide, road accidents), at least 50% of which involve the use of alcohol. The Western Cape fares reasonably well in providing access to healthcare for its citizens. Statistics on early first contact with the public health services during pregnancy and on child immunisation coverage indicate that there remains room for improvement in reaching vulnerable users with important health services. HIV and TB remains the leading causes of death and premature mortality, with large amounts of Government resources directed at halting the spread of and managing persons with these diseases. Chronic diseases are responsible for the largest proportion of female and male deaths. The Western Cape is the Province with the largest percentage of people who say they have been diagnosed with diabetes and hypertension.

Housing and municipal services are important measures of living conditions and also have important implications for productivity. They are important aspects for inclusive growth. The number of informal housing units in the City of Cape Town is relatively low for a metropolitan area that experiences much in-migration. However, since 2001, growth of the formal housing stock has not kept up with population growth, leading to a rise in informal housing. The Province has seen an 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). However, some in the poorer, marginalised informal settlements and rural areas have difficulty in accessing government services, which is reflected in service delivery protests. 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).

Census 2011 data has shown that a higher proportion of households own a motor car in the Western Cape (44%), a computer in the home (34%), washing machines (58% as against 42%), TV (86%) and electric or gas stoves (90%). However, despite its relative economic affluence, the Province is plagued by a number of social problems. These include the highest levels of violent crime and housebreaking in the country, and also widespread alcohol and substance abuse, abuse of women and of children, and high levels of gang activity. As a consequence, many respondents in this Province have safety fears regarding the use of public transport and public places for themselves and their children. Behavioural studies are being undertaken through the Department of the Premier with four WCG departments to understand human behaviour which 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 to coordinate and integrate Government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. Figure 2 shows the towns where a broadband point of presence/penetration will be created.

The Western Cape Broadband Strategy and Implementation Plan also focuses on covering the rural areas of the Province through the extension and expansion of telecommunication infrastructure across the Province.

The provincial economy is resource intensive particularly in view of the important role of agricultural production and related activities. Furthermore, the region's biodiversity and, tied to this, the important



Figure 1: Distribution of Cape Access centres



Figure 2: Broadband penetration

role of the tourism industry are key elements of the provincial economy's comparative advantage. Future carbon taxes could have a major adverse impact on the Province's comparative advantage in agriculture and agri-processing if the industry's carbon footprint is not reduced. Climate change, therefore, threatens the future viability of some agricultural crops in the Province, owing to the likelihood of increasing droughts in water-stressed areas. Furthermore, the region's biodiversity is under threat from climate change and increasing human demands, which in turn, will impact the tourism industry and economic well-being.

The decision to position the Province as the lowest carbon province in South Africa and the leading green economic hub of the African continent, as well as the move to renewable energy sources, are strategic imperatives in view of the challenges South Africa faces in relation to energy supply and dependence on non-renewable energy sources. The development of off-shore natural gas and renewable energy resources (mainly solar and wind power) along the West Coast will be critical for the Western Cape to become the lowest carbon province and attract the required appropriate manufacturing investment. Furthermore, employment opportunities are also available in waste management systems, ranging from biomass to e-waste disposal and recycling and the protection of our biodiversity.

There is a continued relationship with annual events ("jewels") such as the Cape Town Cycle Tour and the Cape Town Jazz Festival that each make a major contribution to the economy annually. Stemming from the Integrated Event Strategy (2011), these events play a key role in marketing the destination globally, their impact stretching way beyond the event period. Innovative plans are being considered and implemented to expand smaller events (incubators) to ensure that the provincial event portfolio is diversified geographically.

In July 2014, Cabinet approved the five Provincial Strategic Goals (PSGs) as the over-arching strategic framework for the period 2014 to 2019. These are:

PSG 1: Create opportunities for growth and jobs

PSG 2: Improve education outcomes and opportunities for youth development

PSG 3: Increase wellness, safety and tackle social ills

PSG 4: Build a quality living environment, resilient to climate change

PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

Each of the PSGs will have an implementation plan that sets out the outcomes, objectives, priorities, outputs, indicators and targets and how these will be delivered over the next five years. The PSGs build on the previous Provincial Strategic Plan, strategies, programmes and projects that have been developed and implemented over the previous electoral cycle. The PSGs are also aligned to the National Development Plan and Medium-term Strategic Framework of the National Government. Together these PSGs constitute the WCG's response to the development and socio-economic challenges highlighted above. Underpinning this response is the Department of the Premier's role to develop, implement and facilitate enabling governance frameworks, systems and processes to support the roll-out of the PSGs across and between spheres of Government in partnership with the private sector and an active civil society.

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. 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 “silos” 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 maximize the impact of engagements with a broad array of international and local stakeholders. The International Relations Strategy prioritises: 1) the facilitation on 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 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 Next11 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 in 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.

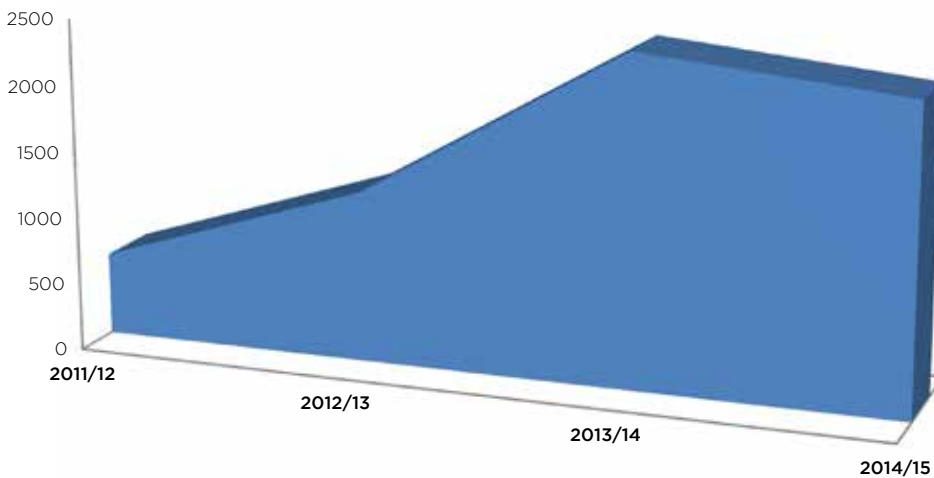


Figure 4: Organisation development deliverables

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 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.

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.

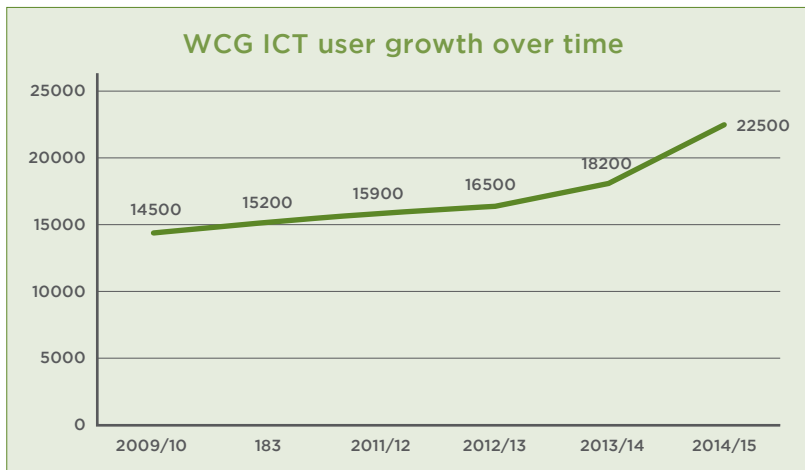


Figure 5: Demand for Information and Technology Services

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 Branch: 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
Total	1 003	873	13,0	137	0,0

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
Total	1 003	873	13,0	137	0,0

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, Provincial Strategic Goal 5 and the Provincial Development 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 with the key focus on 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 strategic planning process are described 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"> • 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; • To quality assure the credibility and validity of performance indicators; and • to review draft SP and APP versions.
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	Comments from programmes were incorporated and documents were made ready for print. Final comments were also received from Provincial Treasury 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

Strategic outcome-oriented goal 1	Improved good governance in the Western Cape Government
Goal statement	To improve good governance in the Western Cape Government
Justification	<p>Good governance is imperative for service delivery to citizens. During the previous term (2009 to 2014) the Department made great strides in embedding good governance not only in the Department of the Premier, but also the rest of the Western Cape Government, given the transversal role that it performs. Sustained improvement in Management of Performance Assessment Tool (MPAT) results, Auditor-General reports and Forum of South-African General-Directors (FOSAD) indicators confirm that the Department of the Premier and the Western Cape Government have improved their good governance practices. In moving forward to becoming a more efficient, effective and responsive Provincial Government, emphasis has been placed on the development of maturity models for corporate governance, people management, e-governance and financial governance to bring the Department in line with best practice in this regard.</p>
Links	<p>This goal contributes to Provincial Strategic Goal 5 (Embed good governance and integrated service delivery through partnerships and spatial alignment), as it seeks to ensure Enhanced Governance (Outcome 1). The main outputs here relate to improved corporate governance, people management, e-governance and financial governance maturity, efficient, effective and responsive Provincial governance (including CGRO).</p> <p>It also contributes to National Outcome 12 (An efficient, effective and development oriented public service) as it relates to most of the functional areas in the Corporate Services Centre. The Department will collaborate with National Government in pursuit of the sub-outcomes: a public service that is a career of choice, sufficient technical and specialist professional skills, sufficient and effective management and operational systems and procurement systems that deliver value for money.</p> <p>National Outcome 3 (All people in South Africa are safe and feel safe, sub-outcome 7: corruption in the public and private sectors reduced) is also covered as it relates to the functions of the Provincial Forensic Services.</p> <p>It further contributes to One Cape 2040 Transition: Leading Cape, which refers to providing socially responsible leadership and recognising the need for collaboration across multiple societal levels.</p>

Strategic outcome-oriented goal 2	Enabled strategic decision making and stakeholder engagement.
Goal statement	To enable strategic decision making and stakeholder management in the Western Cape Government.
Justification	Provincial Strategic Goal 5 recognises that integrated planning and implementation between spheres of Government and other key stakeholders have not been fully optimised. Relations with key partners, internationally, nationally and provincially, have not been optimally pursued for their potential contribution to sustainable development in the Province. Poor data collection, integration and analysis hamper evidence-based decision making. Communicating with communities is complex, time consuming and lacks an integrated approach.
Links	<p>This goal contributes to Provincial Strategic Goal 5 (Embed good governance and integrated service delivery through partnerships and spatial alignment) as it seeks to enhance governance through strategic partnerships. The development of a new approach for community engagement will contribute to an inclusive society. Integrated management refers to coordinating and aligning policy, planning, budgeting, and monitoring and evaluation amongst a multiplicity of stakeholders that in turn enables strategic decision making. The development of the Provincial strategic and delivery plans is aimed at providing the Executive with high-level policy options and management information that enables them to take strategic decisions. The spatial dimension of strategic decision making is also recognised.</p> <p>Enabling strategic decision making and engaging stakeholders contributes to the realisation of an efficient, effective and development-oriented public service.</p> <p>One Cape 2040 Transition (Leading Cape) refers to the provision of information and data assisting leadership to make socially responsible decisions.</p>

Strategic outcome-oriented goal 3	Enabled service excellence to the people of the Western Cape with people, technology and processes.
Goal statement	To enable service excellence to the people of the Western Cape with people, technology and processes.
Justification	To create an open society, Government has to create an environment and opportunities for people to live lives they value. The Department of the Premier's role is to enable the rest of the Western Cape Government to deliver services that enable people to take up the opportunities provided. This relates to the services delivered in the Corporate Services Centre, which was established to bring about greater efficiency and efficacy in the Provincial Government by rendering transversal corporate services through people management, corporate assurance, legal services, corporate communication and e-Innovation.

Links

This goal contributes to Provincial Strategic Goal 5 (Embed good governance and integrated service delivery through partnerships and spatial alignment), as it seeks to ensure Enhanced Governance (Outcome 1). The main outputs here relate to improved corporate governance, people management, e-governance and financial governance maturity, efficient, effective and responsive Provincial governance (including CGRO).

It also contributes to National Outcome 12 (An efficient, effective and development-oriented public service) as it relates to most of the functional areas in the Corporate Services Centre. The Department will collaborate with National Government in pursuit of the sub-outcomes: a public service that is a career of choice, sufficient technical and specialist professional skills, sufficient and effective management and operational systems and procurement systems that deliver value for money.

Ensured expansion, modernisation, access and affordability of information and communications infrastructure (National Outcome 6) is covered by the broadband strategy. 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 contributes to One Cape 2040 Transition: Leading Cape, which refers to the public sector's contribution to lead world-class, service-oriented delivery and sustainable approaches.

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:

Outcome indicators

- A. Level of governance maturity, management and stakeholder engagement attained
- B. MPAT level obtained

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 the Department, 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. It also manages provisioning assets and procurement, as well as the Departmental records and general support services.

7.1 Strategic objectives

Table 6: Programme 1 strategic objectives

Strategic objective 1.1	Departmental strategic management enabled
Objective statement	To enable Departmental strategic management through facilitating Departmental strategic planning processes
Justification	Planning (and the publishing of planning documents), budgeting, implementation, monitoring and evaluation constitute the core elements of an institution managing its performance towards results that benefit customers. Sound planning processes are required for an institution to map out how it will attain its vision and mission. Progress towards the attainment of a chosen strategic direction must be periodically tested to ascertain whether the organisation is still on track. This entails analysis, alignment to policy regulations and the ability to produce useful and reliable information that will inform performance improvement.
Links	Enhanced good governance, Provincial Strategic Goal 5, MTSF, Provincial Treasury guidelines (e.g. Framework for Managing Performance Information, Framework for Strategic Plans and Annual Performance Plans)
Strategic objective indicator 1.1	Strategic Management MPAT level obtained
Baseline	3
2020 target	Strategic Management MPAT level 4 (against MPAT 1.4)

Strategic objective 1.2	Proper Departmental financial management enabled
Objective statement	To enable proper Departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year
Justification	To ensure that limited public resources are utilised effectively and efficiently in the Department's pursuit of an excellent rate of service delivery to all citizens of the Province
Links	Linked to the principles enshrined in PSG 5 which is to "embed good governance as it relates to improved financial governance maturity. It also links with the MTSF indicators related to improved financial management, improved MPAT scores and percentage of legitimate invoices paid within 30 days, the latter also being a FOSAD indicator.
Strategic objective indicator 1.2	Audit opinion obtained in respect of the previous financial year
Baseline	Clean audit in 2013/14
2020 target	Unqualified audit opinion

7.2 Resource considerations

The organisational structure and structural capacity of the programme needs to be reviewed in order to meet the service delivery needs of the Department. In the Directorate: Supply Chain Management and Administration it is envisaged that two new sub-directorates will be formed, namely, Strategic Sourcing and IT Sourcing. An urgent need also exists for an M&E unit for the Department, while the placement of OHS and security functions within the Directorate: Departmental Strategy also needs to be reviewed.

As far as the strategic people management plan is concerned, two additional deputy directors and two assistant directors will be added to the current SCM structure. Within the Directorate: Departmental Strategy insufficient professional capacity to give full effect to Departmental project office and strategic planning facilitation functions presents a risk. Legislative and strategy developments in OHS and security will require additional professional capacity.

IT systems must be added for additional staff. An internal audit report on predetermined objectives recommended the development of a database containing all data management plan fields, which will be used to consolidate and generate the technical indicator descriptions to avoid duplication of effort in capturing of data. BizPerformance will facilitate the development of legislatively required reports, but deals only with tables and not narratives.

Procurement planning will include assets for additional staff, printing of legislatively required documents, training service provider procurement and OHS and security equipment.

Accommodation is required for at least four additional staff members in SCM. Further accommodation needs are dependent on a review of the Directorate: Departmental Strategy structure and provision for M&E responsibilities (department specific).

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. A further risk is the misalignment of structures within Departmental Strategy and Supply Chain Management inhibiting them to fulfil legally prescribed requirements for certain functions. Organisation design investigations commenced in the 2014/15 financial year.

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.

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 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.

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 the 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 provision in g 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 7: 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
Justification	An appropriate policy framework supported by strategic plans to grow and develop the Province is critical to ensure good governance and to provide a society where people can live lives that they value. The aim is to provide professional support to the Executive on making strategic choices and ensuring that strategic decisions are implemented. This objective seeks to advise Cabinet on progress on the PSP and PTMS and to identify areas of improvement.
Links	This strategic objective contributes to the Provincial Strategic Plan, including Provincial Strategic Goal 5 (enhanced governance, inclusive society and integrated management), One Cape 2040 and the National Development Plan.
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.
Justification	<ul style="list-style-type: none"> Province-wide M&E with its results-based approach is based one of the most central features of the reforms in Government which has been the emphasis on improving performance; and ensuring that Government focus on measuring desired results or outcomes, rather than merely focusing on outputs. The domain of Province-wide M&E in Southern African Government-wide context has broadened due to the increased focus on the generation of data and information for evidence-based policy making. Results-based M&E principles inform Outcome-based M&E, Institutional M&E and Government Performance Information. There is huge demand to decrease the reporting burden and have integrated and standardised reporting that measures results. Reliable and accurate data and information are critical for WCG to support the global development agenda and sub-national data requirements. This is guided by international examples and related country-specific statistical coordination systems. Administrative data that is collected in an ad hoc manner and that is not integrated into a system cannot be used for a wide range of purposes and cannot influence policy. This highlights the lack of data sharing, lack of a central repository and the need to improve the data governance in the Province.
Links	<p>This strategic objective contributes to Provincial Strategic Goal 5 (Embed good governance and integrated service delivery through partnerships and spatial alignment) as it contributes to governance through the provision of reliable and accurate data and information for evidence-based decision making. In particular it delivers on Output 3.2: Province-wide monitoring and evaluation and intergovernmental reporting.</p> <p>It links to multiple chapters within the NDP, specifically chapters two, four, eight, eleven and fourteen. Sections within these chapters speak to evidence-based development and to the increased use of quality statistical and administrative data information to inform decision making, planning, M&E, and to have informed citizenry.</p> <p>It links to National Outcome 12 Output 3 - Business processes and systems with a specific focus on the South African Statistical Quality Assessment Framework and data quality.</p>
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
Justification	The purpose is to measure whether the Western Cape Government is communicating its strategic priorities and goals effectively to citizens in the Province.
Links	It links to the PSP as a whole and to strategic goal 5 (communicating all the projects and programmes aimed at achieving all 5 SGs to the people of the Western Cape). The NDP also raises the importance of a capable, responsive state - communicating to citizens is as important as encouraging an active citizenry to ensure the realisation of the South African Constitution.
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
Justification	To provide a platform for mutual sharing and learning of good practices between the Province and its local and global partners with the objective of promoting economic growth and social inclusion in the Western Cape
Links	Linked to the PSP as a whole and in particular to PSG 5, which is to “Embed good governance and integrated service delivery through partnerships and spatial alignment”, focusing on Outcome 3 (Enhanced Provincial and Local Governments). At output level, the SO is linked to “Strategic Partnerships” and “Community Engagement”
Strategic objective indicator 2.4	Number of reports submitted on key partnerships and engagements
Baseline	8
2020 target	8

8.2 Resource considerations

The organisational structure of the CD: SMI is under review, taking into account the institutional mandate on M&E that has broadened and the evolution of M&E within the context of the integrated Province-wide M&E automated system. The Department of the Premier fully supports the Department of Planning and Performance Monitoring and Evaluation and their related core focus areas that must be institutionalised provincially through the Department of the Premier. Because the scope of M&E focus areas has expanded and the BizSystems require roll-out, the CD: SMI is under resourced and funding requirements remain a challenge. The rationale is based on the national mandate; the strategic direction in terms of an integrated/automated M&E system with GIS and project management interface. Plans to enhance Official Development Assistance/International Development Cooperation capacity within the Directorate: International Programmes are delayed owing to budget constraints.

As far as accommodation is concerned, the CD: Strategic Management Information has been allocated temporary accommodation and further temporary shifts have taken place since 2009. A formal submission for the proposed shift to 2nd floor, 15 Wale Street, has been submitted. Two Media Monitoring assistants and two Community Engagement Officers in the Directorate: Strategic Communications are based in different areas during renovations.

CD: Policy and Strategy still has two unfunded DD posts and might be funded to enable the roll-out of the five PSGs and support for game changers and the Delivery Support Unit. For the CD: Strategic Management Information people resource requirements will be needed in the area of Business Intelligence, Evaluations, Frontline Service Delivery and Citizens-based Monitoring, Institutionalisation of SP and APPs, APP Quarterly Reporting and Annual Reporting. The Directorate: Strategic Communications also urgently needs an administrative assistant, particularly due to the recent expansion of the unit's functions to include community engagement officers. Currently the Directorate has no administrative support, while an administrative assistant position exists on the establishment, and it is currently not funded.

The CD: International and Priority Programmes has an unfunded post of a Director (level 13), as well as levels unfunded ASD (level 7) and Personal Assistant (level 7) in its structure.

Links to BizProjects for game changers is critical for tracking the implementation progress. Linking this system with municipalities is also a challenge. The Directorate: Strategic Communications requires a correspondence management and tracking system. The Deputy Director: Strategic Communications and two community engagement officers follow up on a number of complaints received from citizens addressed to the Premier. These must be logged and progress in resolving issues that have been raised must be properly tracked. Currently there is no record-keeping system. Other IT systems requirements include:

- BizSystem: integration with other source systems
- BizProjects: enhancements, improved functionality
- BizPerformance: scope changes in terms of Functional Shift
- BizBrain: system integration

8.3. Risk management

The following risks have been identified:

- Implementation of PSP via the PTMS requires full buy-in. This is a WCG risk.
- Although goals may be communicated, not all members of the public understand or accept the strategic goals.
- Disengaged stakeholders impact on the establishment of key partnerships.
- There is an absence of norms of standards in the application of data quality and the production and coordination of data in the WCG.

9. Programme 3: People Management (Corporate Services Centre)

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

The Branch falls within the Corporate Services Centre of the Department and provides transversal services across WCG departments that range from the high-volume transactional to expert advice and consultancy services. As such it encompasses day-to-day operational activities as well as an array of different initiatives, programmes, interventions and projects.

The Branch is, however, not limited to the 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. The following five strategic initiatives identified in the people management strategy will be the core focus of this programme in achieving the strategic objective of the human capital programme:

- an empowering and enabling people management framework (policies, systems and toolkit);
- a conducive workplace in which people can perform optimally (the “hardware”);
- organisation values and culture alignment through leadership excellence (the “software”);
- talent management excellence (i.e. people management value chain excellence); and
- strategically focused people management data and analysis.

By means of this strategy the WCG will move beyond the notion of human resources as a mere workforce and position people as the primary drivers in building the “best-run regional government in the world”.

Programme 3 performs its people management functions through its three sub-programmes 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 and so contribute 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, and leadership development interventions are part of building a strong, positive, values-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. In line with the NDP, it participates in reviews of the curriculum of training programmes, specifically those related to induction of staff. 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 Chief Directorate: People Management Practices through its four directorates is responsible for driving strategic workforce planning and effective people management practices as part of the people management value chain. Service benefits, performance management, recruitment and selection, policy and planning 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.

HR policies are reviewed in addition to monthly HR Fact Sheets and quarterly trend analysis reports 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 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 are not disputed, any further roll-out must be buttressed with adequate funding, dedicated capacity and a clear governance structure.

9.1 Strategic objectives

Table 8: 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
Justification	People management is an integral part and a precursor to transversal as well as Department-specific responsibilities and hence directly supports the Departmental strategic goal of enabled service excellence to the people of the Western Cape with people, technology and processes. It gives acknowledgement that people are at the heart of any organisation.
Links	The objective is intrinsically linked to Outcome 1: Enhanced Governance of the Provincial Strategic Goal 5. It is also linked to the achievement of the capable state as set out in the NDP, which emphasised the need for well-run and effectively coordinated state institutions with skilled officials who are committed to the public good and capable of delivering consistently high-quality services. The objective is also linked to the MTSF and specifically Outcome 12, which seeks to achieve an efficient, effective and development-orientated public service.
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 Resource considerations

While the Branch has undergone a realignment of its structure, the capacity constraints continue due to the increased demand in the transaction area, ad hoc or unplanned interventions from departments and the delay in full implementation of ICT systems. Critical mass has yet to be achieved in the shift from an emphasis on organisation design solution as opposed to organisation development solutions. There is also a need for additional capacity to respond to the heightened audit scrutiny, MPAT and other performance monitoring requirements. Any implementation of the IFMS pilot will, inter alia, require additional funded capacity in order to manage the parallel processes and may also result in the current temporary ICT Change Navigation Unit being converted into permanent.

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 eLearning and systems training. Pending the implementation of the IFMS (referred to above) legacy systems such as PERMIS must be upgraded.

In the area of procurement planning, various transversal contracts continue to be managed. Within this period and where required, transversal or major services will must 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 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.

Budget constraints in the current and the five-year period will continue to place pressure on budget baseline allocations, and alternative funding models and methods must be explored and implemented, including requiring departments to pay for certain additional services and training. Any implementation of the IFMS must be founded upon adequate and sustained funding allocations.

9.3. Risk management

The shrinking budget allocation, compounded by an increase in demand for services is placing serious 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 to compliance with regulatory prescripts and the achievement of national, Provincial and Departmental outcomes and outputs.

Table 9: Programme 3 risk identification and mitigation

Risk	Mitigation
Cultural entropy due to red tape, information withholding and relationship issues, which impacts on performance and service delivery	Leadership and culture initiative
Capacity and competence due to the skills deficiencies, and critical vacancies impacting on performance	Development of methodologies, continuous professional development and ensuring budget (including COE) credibility
Efficiency of transactional services impacting on the performance	Business Process Optimisation initiative
Competence of people managers impacting on and compromising service standards and APP targets	People management toolkits, ERP solutions (MyProfile and e-recruitment), training programmes and establishing consultancy service
Access, responsiveness and availability of clients	Alternative methods of engagement and enabling
Resource constraints 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

10. Programme 4: Centre for e-Innovation

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

Sub-programme 4.1: Programme Support

Sub-programme 4.2: Strategic Management 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.

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

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

Sub-programme 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.

The Ce-I has retained its staff compliment at a fairly stable level over the past few years as it consistently remained between 400 and 430. The branch provides employment opportunities for more than 50 PAY interns annually as well as a number of graduate interns. More than 50% of our staff compliment is at level 9, which comprises predominantly network technologists/trainee network technologists and analyst developers/trainee analyst developers. Due to the increased demand in the ICT Services, the Ce-I will embark on a structure redesign over the next few years.

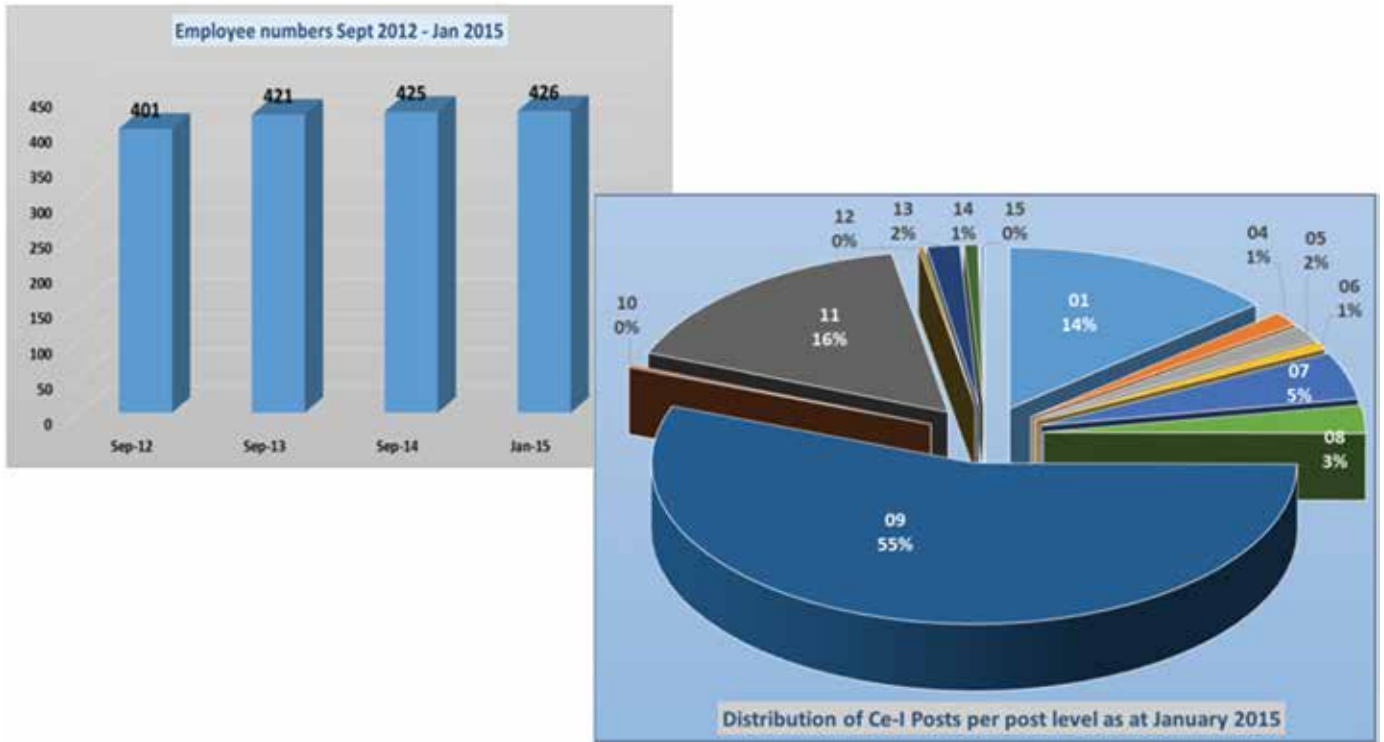


Figure 6: Ce-I employee totals and distribution across salary scales

10.1 Strategic objectives

Table 10: Programme 4 strategic objectives

Strategic objective 4.1	ICT governance maturity improved
Objective statement	To improve ICT governance maturity of the Western Cape Government
Justification	The ICT Governance maturity rating provides an indication of an organisation's ability to create value through the use of ICTs so as to ensure the achievement of the organisation's strategic objectives.
Links	Linked to the principles enshrined in PSG 5, particularly as it relates to improving e-Governance Maturity and Connectivity
Strategic objective indicator 4.1	ICT governance maturity rating (Cobit 5)
Baseline	To be determined in 2014/15 (against Cobit 5).
2020 target	ICT governance maturity level of 4 (against Cobit 5)

Strategic objective 4.2	Access to the Western Cape e-Government services enabled and improved
Objective statement	To enable and improve access to Western Cape e-Government services through the automation of prioritised Western Cape Government citizen-facing services.
Justification	e-Government refers to the use of ICTs to improve or enhance the efficiency and effectiveness of service delivery in the public sector.
Links	Linked to the principles enshrined in PSG 5, particularly as it relates to improving e-Governance Maturity and Connectivity. Also linked 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.
Strategic objective indicator 4.2	Number of prioritised Western Cape Government citizen-facing services automated
Baseline	0
2020 target	6

Strategic objective 4.3 (subprogrammes 4.3, 4.4 and 4.5)	Improved ICT services provided to the Western Cape Government
Objective statement	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services
Justification	The dependency on ICT services by departments in the delivery of their own service mandates is critical and essential to ensure cost-effective, efficient and affordable delivery of services across the Western Cape Province. In a digital and information age, the increasing adoption and exploitation of information and communication technologies, solutions and services are critical to the functioning of departments.
Links	Linked to the principles enshrined in PSG 5, particularly as it relates to improving e-Governance Maturity and Connectivity. Also linked 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.
Strategic objective indicator 4.3a	Average percentage systems uptime and availability maintained.
Baseline	98%
2020 target	99%
Strategic objective indicator 4.3b	Average percentage network uptime and availability maintained
Baseline	98%
2020 target	99%
Strategic objective indicator 4.3c	Average turnaround time in days for finalising IT Service Desk requests.
Baseline	6 days
2020 target	4 days
Strategic objective indicator 4.3d	Number of WCG sites provided with broadband connectivity
Baseline	To be determined
2020 target	2100
Strategic objective indicator 4.3e	Percentage of transversal business application solutions implemented
Baseline	To be determined
2020 target	80%

10.2 Resource considerations

An OD process to review the Macro structure of Ce-I is planned to ensure that sufficient capacity exists for streams 1 and 3 of the WCG Broadband Strategy and Implementation Plan as well as to ensure the optimisation of existing functional areas. Capacity within departments for Corporate Governance of ICTs, Business Analysts, User Account Management, etc. will also be considered. Furthermore, a refinement of the capabilities within the Ce-I, reaffirmation of the Co-sourcing Model and access to Skilled Resources are needed.

As far as procurement planning is concerned, this branch is dependent on SITA transversal contracts and engagement mechanisms, and the linkage to the Strategic Sourcing initiative. Accommodation is at crisis proportions with +/- 100 staff accommodated across the CBD as there is no accommodation available. Third party dependencies include SITA, and contract and vendor management.

Change navigation is needed for transversal ICT initiatives, including readiness of client departments, readiness of DotP and readiness for change within Ce-I.

10.3 Risk management

The following risks have been identified for the programme:

Table 11: 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"> • A structural review will be concluded within the 2015/16 financial year which will ensure the correct structures within Ce-I and departments. • 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.
Increasing demand for ICT services in a resource-constrained environment	<ul style="list-style-type: none"> • The ICT planning processes and IT Mini-MTEC ensures joint planning between Ce-I and departments and alignment of resources. • Approval of the IT Tariff Policy, which clarifies roles and responsibilities of Ce-I and departments.
Organisational readiness for uptake of solutions	<ul style="list-style-type: none"> • Change navigation will form part of the ICT initiatives to ensure organisational readiness.
The dependence on service delivery by the State Information Technology Agency (SITA) and other third parties	<ul style="list-style-type: none"> • 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).
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"> • A Strategic Sourcing Strategy will be concluded in collaboration with the Provincial Treasury. • The WCG to conclude a Memorandum of Agreement with SITA to regulate the procurement processes and clearly define roles, responsibilities and time frames.
Ageing network infrastructure and end user equipment	<ul style="list-style-type: none"> • Will collaborate with Legal Services to understand the legislative requirements and finalise a plan to ensure compliance.
New Legislative Mandates (POPI, etc.)	<ul style="list-style-type: none"> • Disaster Recovery and Business Continuity Plans will be further improved to mitigate the risk of load shedding over the medium to long term.
The impact of persistent load shedding	<ul style="list-style-type: none"> • Will collaborate with Legal Services to understand the legislative requirements and finalise a plan to ensure compliance.
The impact of persistent load shedding	<ul style="list-style-type: none"> • Disaster Recovery and Business Continuity Plans will be further improved to mitigate the risk of load shedding over the medium to long term.

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 focusses on improving the maturity level of corporate governance in the WCG.

Governance is the responsibility of each employee in the WCG, each on a different level. This Branch is dependent on leadership in departments and other stakeholders to take ownership for driving governance related matters in departments. It 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 5 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 sub-programmes, namely:

- 5.2 Enterprise Risk Management;
- 5.3 Internal Audit;
- 5.4 Provincial Forensic Services;
- 5.5 Legal Services; and
- 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 agrees 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) Delivering an integrated, quality internal audit service, compliant to 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;
- c) Strategic partnering with departments and other stakeholders that will result in a better implementation rate of Internal Audit recommendations and playing 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 as per the Framework.

The Chief Directorate: Provincial Forensic Services renders reactive and pro-active 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 pro-active programmes 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 whistleblowing. 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 on to the relevant Accounting Officer and appropriate remedial action is taken in this regard.

The Chief Directorate: Legal Services promotes efficient and effective governance by rendering legal advice in support of executive and administrative decision-making. Both pro-active and re-active 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/or legislation. In this regard the Chief Directorate aims to, amongst others, receive and attend to 2 300 requests for legal advice by 2020, as attended to by its traditional reactive disciplines (litigation, legislation and legal advisory services) and by its pro-active delivery mechanism, the Legal Compliance Unit.

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 12: 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
Justification	This strategic objective aims 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.
Links	Outcome 12 of the National Development Plan and the Medium-term Strategic Framework (an efficient, effective and development-oriented public service) Provincial Strategic Goal 5 (and more specifically the output “efficient, effective and responsive Provincial governance”)
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
Justification	Improved governance and adherence to the rule of law, with a reduction in litigation and litigation costs
Links	All Provincial strategic goals
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
Justification	To stimulate active, well-informed, participative citizenry
Links	All Provincial strategic goals
Strategic objective indicator 5.3	Number of on-brand creative execution assessment reports issued
Baseline	4
2020 target	4

11.2 Resource considerations

No significant structural changes are anticipated as the current structures have been designed to respond reasonably optimally to the demands for services in the context of limited resources. Demand is carefully managed through agreed delivery plans based on available resources at the start of each financial year. OSD-related discrepancies do exist in some sub-programmes and adjustments may be required. Additional posts might also be needed on the establishment of the Legal Compliance Unit due to the volume and scope of work referred to that unit. The filling of posts and filling of vacancies as soon as possible after being vacated will be prioritised. Furthermore, development of people and soft skills training is needed (career-pathing pipeline).

The following IT systems will be needed:

- Forensic Case Management System (either internally developed or off-the-shelf product procured)
- Electronic Content Management (ECM) – future demand scanning (Legal Advisory Services) and back and future demand scanning (Litigation, Legislation and Legal Compliance Unit) – online referral of requests
- Litigation database – contingent liabilities and accurate reporting
- Specialised hardware and software for Corporate Communication

This Branch renders services in an environment where specialised skills (i.e. it is not viable to create permanent capacity) and capacity augmentation is required on an ad hoc basis. It is therefore paramount that efficient mechanisms are devised to acquire the services in collaboration with SCM, in order to maintain the level of service delivery to departments. Procurement planning includes approved supplier listing to supplement resources if and when required, the communications contract and developing and implementing a transversal bid for external litigation services for use when the state attorney is not able to act for the Western Cape Government.

As far as accommodation is concerned, current establishments exceed allocated accommodation. On the longer term, Corporate Assurance units must be located in one building to realise closer alignment of services in the branch. Currently there is an unsatisfactory business unit split in respect of Legal Services, with the Legal Compliance Unit housed in temporary accommodation at 27 Wale Street.

11.3 Risk management

Table 13: 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.



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

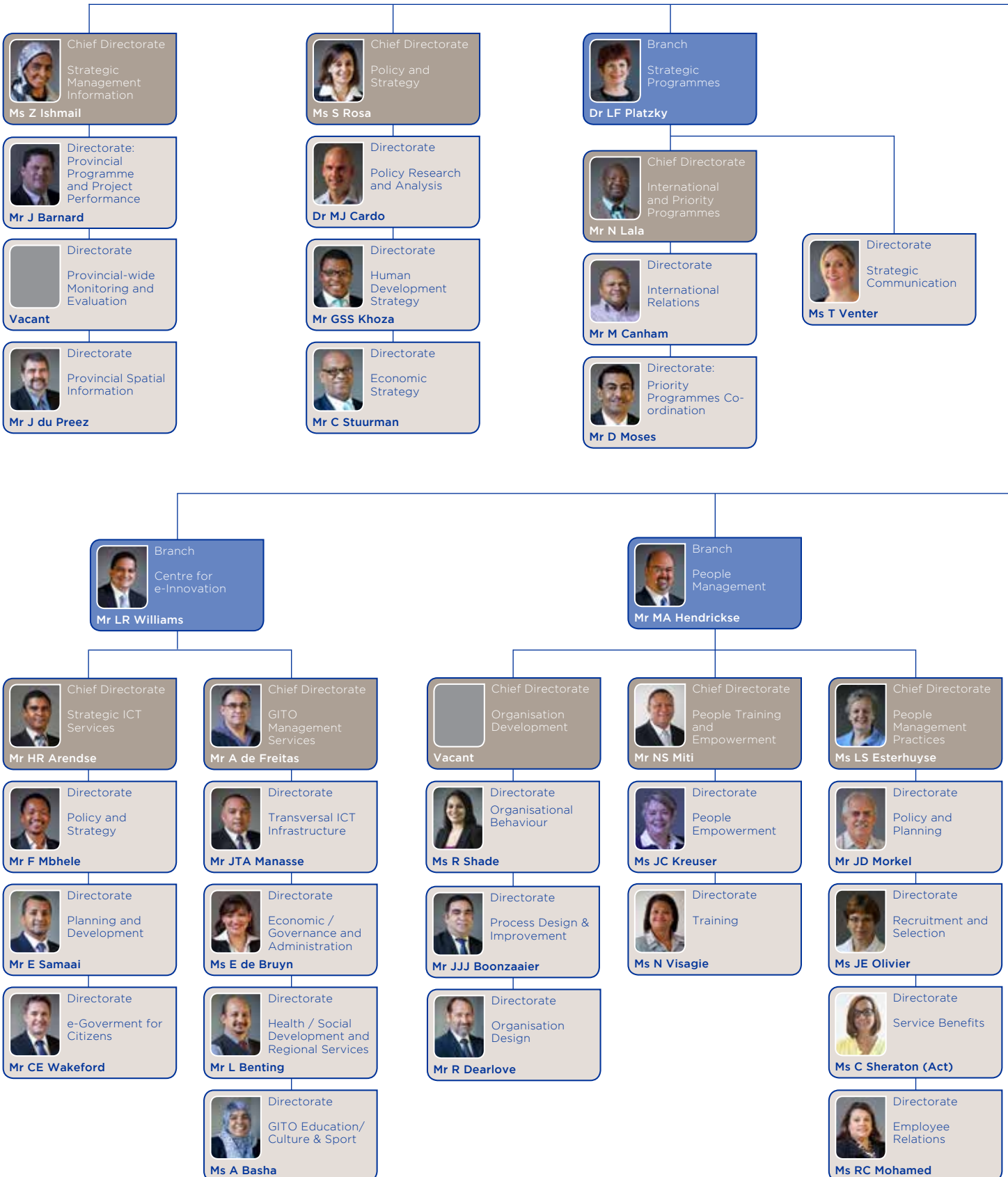
There are no public-private partnerships planned for the 2014/15 financial year.

16. Annexures

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

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

Adv L Elliot

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

Ms B Misrole


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 R Collins

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 Unit

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 and the ICT Governance Maturity level and stakeholder engagement (5 levels).
Purpose/importance	Governance is an elusive concept with many performance dimensions. This composite indicator combines in a single graph 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 and 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	While the instrument represents four important dimensions of governance, it fails to capture the full complexity of the concept. The respective maturity instruments measure governance maturity within the broader WCG and improvement thereof is only partially within the

Strategic goal indicator number	A
	control of DotP. 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.
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Director: Departmental Strategy
Strategic goal indicator number	B
Indicator title	MPAT level obtained
Short definition	This indicator refers to the average score the department obtained on each of the key performance areas of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	The objective of MPAT level is to determine the following: <ol style="list-style-type: none"> 1. Strategic Management: Strategic Plans, Annual Performance Plans, and Integration of Monitoring and Evaluation 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 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 levels 1 to 12 performance management system, implementation of SMS performance management system

Strategic goal indicator number	B										
	<p>(excluding HODs), implementation of performance management system for HODs and management of disciplinary cases</p> <p>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</p>										
Source/collection of data	The DPME MPAT results report										
Method of calculation	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> 1. Secondary data collection and first round performance assessments by the Department 2. A self-assessment conducted by the department and submission of data to DPME 3. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted. 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. <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 the figure below:</p> <table border="1" data-bbox="491 1480 1476 1854"> <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>	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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Strategic goal indicator number	B
	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.
Data limitations	Dependency on DPME for 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

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	<p>This indicator refers to the score the Department obtained on the Strategic Management key performance area of Management Performance Assessment Tool (MPAT) as assessed by the Department of Performance Monitoring and Evaluation.</p> <p>There are three standards that equate to the MPAT level obtained as listed below:</p> <ul style="list-style-type: none"> • 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. • Annual Performance Plans: Extent to which the contents of the APP: 1) comply with Treasury planning guidelines, 2) are aligned to the Departmental strategic plan, and 3) are aligned to quarterly performance reporting. <p>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.</p>
Purpose/importance	<p>The objective of this MPAT level is to determine the following:</p> <ul style="list-style-type: none"> • whether the department's strategic plan is compliant with Treasury Regulations and planning guidelines in respect of format, that it contains analysis based on information relevant to external and internal factors facilitating or constraining the department's operations and delivery, that there is a link between the strategic plan and MTSF/ PGDS and/or delivery agreements that is clear and follows a logic progression, that the submission of the first draft strategic plan is on time and is compliant with the Treasury Regulations and planning guidelines in respect of format, that the Department reviews its performance against the strategic plan within the period and revises it, if necessary, and that there is a link between the first draft strategic plan and the MTSF; • whether the department's annual performance plan complies with Treasury Regulations and planning guidelines in respect of format,

Strategic objective indicator number	1.1
	<p>that its APP has clear links to the department's strategic plan and/or the department's responsibilities in respect of delivery agreements and follows a logic progression, that there are signed off/approved quarterly reports that are based on the progress of planned targets as stipulated in the APP, that it complies with the requirements of the Medium-term Strategic Framework and the customised indicators (Provincial departments), that it complies with the requirements of the Treasury Regulation and planning guideline in respect of containing analysis based on information relevant to external and internal factors facilitating or constraining the Department's operation and delivery, containing strategic objectives (with annual and quarterly targets that conform to the SMART principle), which are adequately quantified and linked to specific budget programmes and performance indicators (which are reliable, well defined, verifiable, cost effective, appropriate and relevant), are adequately quantified and linked to specific budget programmes. It also checks if management confirms the reliability and credibility of QPRs (internal auditors or programme manager/project manager report), engages with the quarterly progress report and uses the report to inform improvements and if APP Performance targets were substantially (80% achievement) met and expressed in the Annual Report.</p> <p>The department has an M&E or Performance Management Information Policy or Framework, which has standardised mechanisms and/or processes and procedures to collect, manage and store data that enables the monitoring of progress against targets in the APP and checks that at least one evaluation (for the period under review) of a major programme is planned or conducted or that recommendations are being implemented.</p>
Source/collection of data	<p>The DPME MPAT results report is concluded in the preceding financial year and the custodian is the Directorate: Departmental Strategy. Data includes the strategic plan, proof of formal performance assessments against strategic plan, documented evidence of review of 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 evaluation plan, evaluation reports (if conducted) and/or a progress report of implementation of the improvements from the evaluation report.</p>

Strategic objective indicator number	1.1										
Method of calculation	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> 5. Secondary data collection and first round performance assessments by the department. 6. A self-assessment conducted by the department and submission of data to DPME. 7. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted. 8. 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. <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 the figure below:</p> <table border="1" data-bbox="491 1120 1476 1496"> <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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Data limitations	Have to wait on the moderated scores from DPME										
Type of indicator	Qualitative/outcome?										
Calculation type	Non-cumulative										

Strategic objective indicator number	1.1
Reporting cycle	Annual
New indicator	Yes
Desired performance	A Strategic Management MPAT level of 4
Indicator responsibility	Director: Departmental Strategy

Subprogramme 1.6: Financial Management

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 sub-programme does not have direct control over the achievement of those 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	Simple count of audit opinions obtained
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

Programme 2: Provincial Strategic Management

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 have to be written on whether implementation is happening as planned. These reports enable Cabinet to make strategic decisions and interventions that will further the key strategic priorities of the Western Cape Government. The indicator measures the number of action minutes capturing key decisions taken usually at Cabinet bosberaads.
Purpose/importance	The indicator reflects that key decisions are taken by Cabinet which furthers 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
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

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 internationally 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.
Source/collection of data	Data source: maturity level testing data base, questionnaire based on dimensions and interview responses
Method of calculation	<p>The questionnaire is 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&E processes and practices are performed on an ad hoc basis with no common approach to a specific sequence of steps that is required to build an RBM&E System. Many processes are incomplete and informal. Any pockets of RBM&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&E across the organisation and there is a consistent basic process/sequence of steps for an RBM&E system that has been developed and has been applied to the policy context. Certain departments are aware</p>

Strategic objective indicator number	2.2
	<p>of the importance of professional RBM&E and have developed common practices used within their policy domain.</p> <p>Level 3: Defined – At this level, the common approach to RBM&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&E methodology is being applied throughout the organisation in a structured manner. A Level 4 organisation has many mature and best-in-class practices in RBM&E and utilises audits to ensure compliance.</p> <p>Level 5: Optimising – at this final stage, the organisation is RBM&E-centred and focuses on continuous RBM&E process and practice improvement; at this stage, the organisation also recognises and supports distinct career paths for RBM&E managers. The distinguishing characteristic of a Level 5 organisation is the focus on continuous improvement.</p>
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

Strategic goals of the Western Cape Government are communicated to the people of the Western Cape

Strategic objective indicator number	2.3
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"> 1. Number of media hits in print and broadcast media and the number of proactive media statements and events 2. How the Western Cape is performing in print and broadcast media on a monthly basis 3. Current and possible future media risks/issues that might require specific action/attention/response by the relevant minister/provincial department.
Purpose/importance	<p>The first is to measure and assess how the Western Cape Government is 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.</p> <p>The second is to highlight/identify possible media risks/issues for the Western Cape Government in order to manage the image and reputation of the provincial government and to plan responses to critical issues and problems facing relevant ministers/provincial departments.</p>
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: 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

Strategic objective indicator number	2.3
Desired performance	On target
Indicator responsibility	Director: Strategic Communications

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.
Purpose/importance	The indicator reflects on strategic international engagements, priority projects, as well as events managed for the WCG that are aligned to the PSGs.
Source/collection of data	Quarterly consolidated reports on strategic priority programmes and international relations would be submitted.
Method of calculation	Simple count of the number of reports submitted to the DG
Data limitations	<p>Departments not sharing information on international engagements. Example reports from trips taken.</p> <p>Ad hoc requests for example events to be managed.</p> <p>The fact that the report has been submitted does not mean that significant performance has been achieved.</p>
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: International & Priority Programmes

PROGRAMME 3: People Management

Enabled service excellence with people

Strategic objective indicator number	3.1
Indicator title	Level of people management maturity attained
Short definition	<p>The People Management Maturity model is developed to describe the maturity of people management practices in the WCG. The model describes 5 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</p>
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 efforts 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"> • 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 are continuously improved to support their strategic objectives better. • Identify priorities for the improvement of specific people management practices for the purpose of strategic people management planning. <p>In support of Provincial Strategic Goal 5, the people management maturity model can be linked, more specifically, to the Strategic Objective of the Department of the Premier: “To enable service excellence to the people of the Western Cape with people, technology and processes.” The basic premise is that greater people management maturity enables better service delivery.</p>
Source/collection of data	Data and information from feedback sessions, role players and research

Strategic objective indicator number	3.1
Method of calculation	<p>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</p> <p>Once the Model is implemented, the PM3 survey instrument will evaluate people management practices against the 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 is utilised to determine the level of maturity attained.</p>
Data limitations	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.
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	Report to the Superintendent General of the CSC submitted before 30 March 2016
Indicator responsibility	Chief Directorate: People Management Practices

Programme 4: Centre for e-Innovation

ICT governance maturity improved

Strategic objective indicator number	4.1														
Indicator title	ICT governance maturity rating (Cobit 5)														
Short definition	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.														
Purpose/importance	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.														
Source/collection of data	<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 that will contain an overall rating of the ICT governance maturity; COBIT maturity model.</p> <p>An assessment is performed by means of a series of workshops whereby the assessor ascertains the extent to which processes have been implemented in the organisation, supported by verifiable evidence.</p>														
Method of calculation	<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.
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5 (Optimising)	The predictable process is continuously improved to meet relevant current and projected business goals.														
Data limitations	None														

Strategic objective indicator number	4.1
Type of indicator	Outcome indicator
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

Access to the Western Cape e-Government services enabled and improved

Strategic objective indicator number	4.2
Indicator title	Number of prioritised Western Cape Government citizen-facing services automated
Short definition	This indicator measures the number of services that have been automated during a particular financial year in order to improve services to our citizens.
Purpose/importance	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 and it contributes to enabled and improved access to Western Cape e-Government services.
Source/collection of data	An automated 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. Data will be collected to verify the existence of a new service that is functional on a digital platform.
Method of calculation	Simple count of the number of digital services made available to citizens.
Data limitations	None
Type of indicator	Output indicator
Calculation type	Non-cumulative

Strategic objective indicator number	4.2
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Desired performance is higher than targeted performance
Indicator responsibility	CD Strategic ICT Services

Improved ICT services provided to the Western Cape Government

Strategic objective indicator number	4.3a
Indicator title	Average percentage systems uptime and availability maintained
Short definition	<p>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.</p> <p>Note: The measurement of required uptime and availability excludes scheduled downtime for maintenance.</p>
Purpose/importance	It measures the reliability and availability of systems and applications used across the Western Cape Government that underpin, support and enable service delivery by departments. It contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Systems infrastructure availability reports
Method of calculation	<p>Numerator: Total number of hours uptime required minus the number of hours that systems were down unscheduled.</p> <p>Denominator: Total number of hours uptime required over 24 hours x 7 days per week over a financial year.</p>

Strategic objective indicator number	4.3a																																														
	<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" data-bbox="491 501 1477 775"> <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</p> <table data-bbox="523 1003 1216 1178"> <tr> <td>Total no. hours for the month:</td> <td>744</td> </tr> <tr> <td>Less scheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Less unscheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Required uptime for the month:</td> <td>744</td> </tr> <tr> <td>Percentage uptime for the month:</td> <td>100%</td> </tr> </table> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>This excludes continued and prolonged electrical power outages as a result of Eskom and the City of Cape Town.</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)												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%
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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																																														

Strategic objective indicator number	4.3b																																														
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>Numerator: Total number of hours uptime required less the amount of hours that the Wide Area Network was down unscheduled.</p> <p>Denominator: 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 an annual basis and aggregated on a quarterly and annual basis as reflected in the table below:</p> <table border="1" data-bbox="475 1323 1461 1599"> <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</p> <table data-bbox="507 1827 1203 2002"> <tr> <td>Total no. hours for the month:</td> <td>744</td> </tr> <tr> <td>Less scheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Less unscheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Required uptime for the month:</td> <td>744</td> </tr> <tr> <td>Percentage uptime for the month:</td> <td>100%</td> </tr> </table>	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)												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%
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Strategic objective indicator number	4.3b
	<p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>This excludes continued and prolonged electrical power outages as a result of Eskom and the City of Cape Town.</p>
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 desired performance is desired
Indicator responsibility	CD GITO Management Services

Strategic objective indicator number	4.3c
Indicator title	Average turnaround time in days for finalising IT Service Desk requests
Short definition	This indicator refers to the average turnaround time in days to finalise requests reported to the IT Service Desk by users across all departments.
Purpose/importance	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.
Source/collection of data	Service Desk system reports extracted from the database; list of requests resolved and closed.
Method of calculation	<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>

Strategic objective indicator number	4.3c																																																				
	<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" data-bbox="477 501 1461 775"> <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" data-bbox="477 931 1461 1211"> <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>This excludes continued and prolonged electrical power outages as a result of Eskom and the City of Cape Town.</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
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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																																																				

Strategic objective indicator number	4.3d
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/handover reports
Method of calculation	Simple count of the number of WCG sites provided with broadband connectivity as reflected in the handover reports. This excludes continued and prolonged electrical power outages as a result of Eskom and the City of Cape Town.
Data limitations	Availability and dependence on service provider reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD Connected Government and Unified Communications

Strategic objective indicator number	4.3e
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: 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
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>Numerator: Total number of solutions implemented</p> <p>Denominator: Total number of approved/agreed solutions to be implemented as per the ICT planning/governance process for the financial year</p> <p>Calculation: 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
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 (Corporate Services Centre)

WCG governance improved in the Western Cape Government

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

Legally sound executive and administrative decisions and actions promoted

Strategic objective indicator number	5.2
Indicator title	Number of matters 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. It must 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.
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	N.A.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Director: Legal Services

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

Strategic objective indicator number	5.3
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 aligns to and supports the PSGs and our aim to have a single organisational brand.
Source/collection of data	Assessment reports compiled, issued and distributed electronically to each Head of Communication in the various departments across 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 Heads of Communication from other departments for data assessed in the reports. Communication materials are not submitted on time to Communication and the possibility of not all communication material published submitted to Corporate Communication.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	The desired performance is on target.
Indicator responsibility	Director: Corporate Communication

Department of the Premier
PO Box 659, Cape Town, 8000
Tel: +27 21 483 4992 Fax: +27 21 483 3300
www.westerncape.gov.za

Afrikaans and isiXhosa versions of this publication are available on request.
Email: Benjamin.Dixon@westerncape.gov.za



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