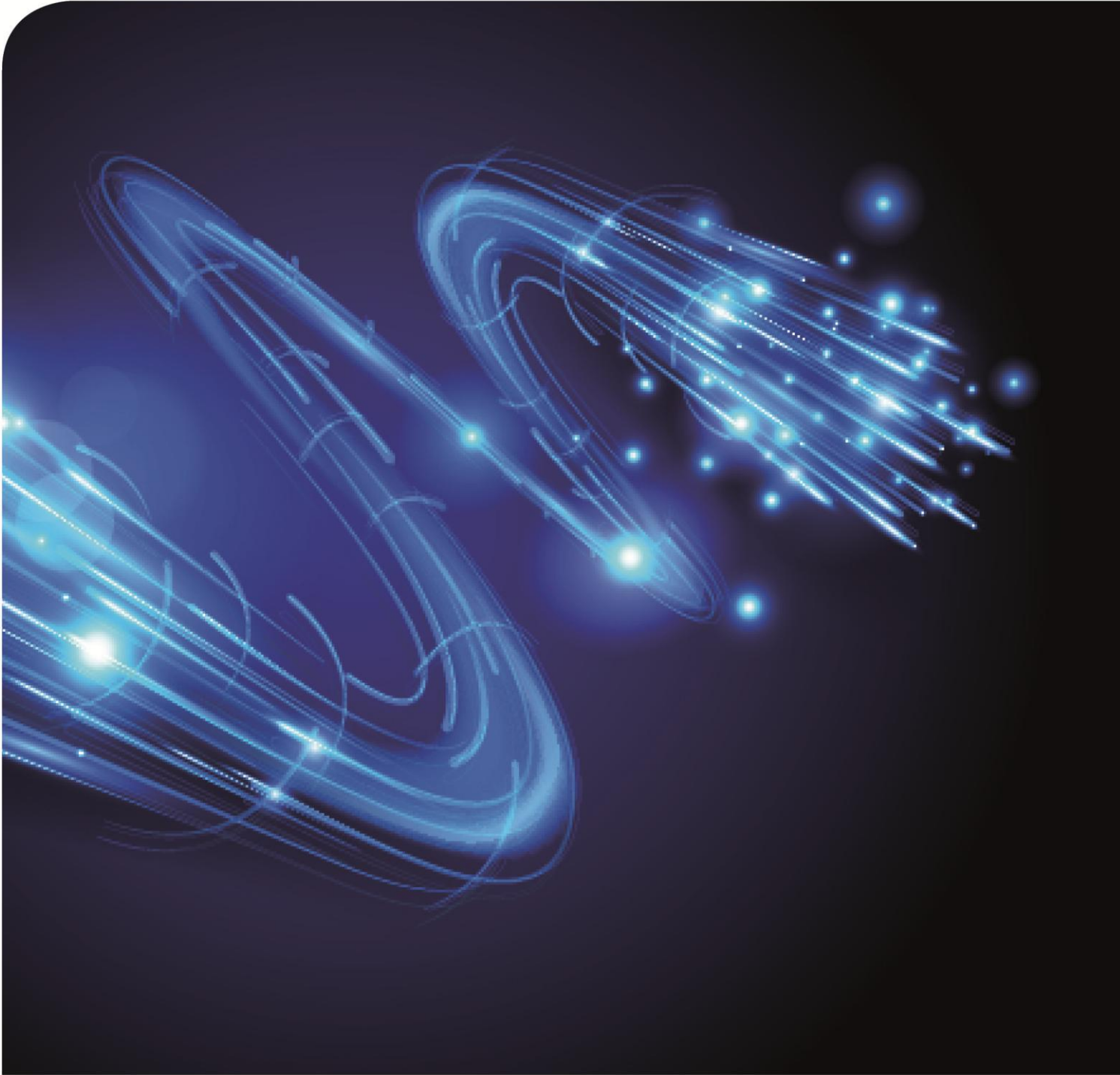




**Western Cape
Government**

Department of the Premier



Annual Performance Plan

2016/2017

FOREWORD

As we enter the 2016/17 financial year under extremely difficult fiscal conditions I am reminded of a quote by George Washington: "We must consult our means rather than our wishes."

The Western Cape Government has committed itself to build an "Open opportunity society for all" and to ultimately, by 2040, reach a vision of "a highly skilled, innovation-driven, resource-efficient, connected, high-opportunity society for all." These could be regarded as our sincere wishes to make sure the Western Cape prospers in a way that creates opportunities for all to live lives that they value.

The Department of the Premier has the responsibility to ensure that it enables other Western Cape Government departments, and influences key stakeholders and partners to implement the programmes and plans that underpin our provincial wishes. The Department does this by performing its core functions of providing policy and strategy guidance and support; making sure that the right people are employed and that they are sufficiently skilled to do their work; providing ICT services; and ensuring that our internal environment has sufficient controls in place to provide checks and balances in how we spend taxpayers' money.

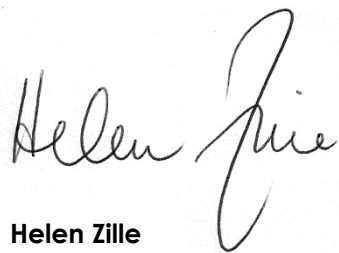
The Western Cape Government has had to put mitigating measures in place to accommodate the R1,5 billion cut in the Province's share of the provincial equitable share over the 2016/17 – 2018/19 Medium Term Expenditure Framework. These budget cuts were the result of the National Government accommodating higher than anticipated wage increases, the weakening currency, the zero increase in student fees and drought-mitigating measures, amongst others. The Department of the Premier experienced cuts totalling R164 million for the period 2015/16 – 2018/19. This means that we have to accommodate compulsory savings on the compensation of employees and as a result has had to sacrifice the filling of 132 crucial posts to remain within the 2016/17 personnel expenditure ceiling of R541,852,000. Project funding has also been significantly reduced to remain within the dwindling budget. This means that the Department has had to scale back on some of its targets for 2016/17 or build in lag times for delivery on selected projects.

Having to absorb such significant reductions in budget immediately puts the Department's ability to maintain current service levels at risk. Of further concern is the threat of a compromised quality of service delivery given our inability to fill certain critical vacancies. It also leaves the Department vulnerable to any future financial shocks and the continued attainment of clean audits is at greater risk following the cutbacks in funding.

Against this bleak financial outlook and with a total budget of just over R1,4bn the Department remains committed to deliver on a number of key programmes in support of the Provincial Strategic Plan. The Department will continue to support the development and implementation of Game-Changers aimed at realising the outcomes as set in the Provincial Strategic Plan. The roll-out and maintenance of the Broadband network of the Western Cape Government to 1 800 sites (including schools), as well as libraries, will continue. The Centre for e-Innovation will also continue to coordinate initiatives that will contribute to the improvement of the citizens' experiences when they engage with government. Through the

implementation of the Combined Assurance Framework, an increase in the total assurance coverage is envisaged, which includes internal audit coverage.

In preparation of this Annual Performance Plan the management of the Department had to seriously "consult their means" by making difficult choices between competing, and equally important, priorities and service delivery demands. I am assured that they applied their minds, conscious of the need to balance prudent management with enabling and influencing service delivery to the people of the Western Cape Province. I wish them well with the implementation of the very important deliverables contained in this plan.

A handwritten signature in black ink that reads "Helen Zille". The signature is written in a cursive style with a large, looping flourish at the end of the name.

Helen Zille

Executive Authority of the Department of the Premier

OFFICIAL SIGN-OFF


It is hereby certified that this Annual Performance Plan:

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

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

accurately reflects the performance targets which the Department will endeavour to achieve given the resources made available in the budget for the 2016/2017 financial year.

Mr Drikus Basson **Signature:**  **Chief Financial Officer**

Mr Almo Geldenhuys **Signature:**  **Director: Departmental Strategy**

Adv. Brent Gerber **Signature:**  **Accounting Officer**

Approved by:

Helen Zille **Signature:**  **Premier (Executive Authority)**

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ABBREVIATIONS

APP	Annual Performance Plan
BAS	Basic Accounting System
BPO	Business Process Optimisation
BRICS	Brazil, Russia, India, China and South Africa
CD	Chief Director
Ce-I	Centre for e-Innovation
CFO	Chief Financial Officer
CGRO	Corporate Governance Review and Outlook
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
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
DOTP	Department of the Premier
DPME	Department: Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
ECM	Electronic Content Management
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
EXCO	Executive Committee
FOSAD	Forum of South African Directors-General
GITO	Government Information Technical Officer
GWME	Government-wide Monitoring and Evaluation
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
NDP	National Development Plan
OD	Organisation Development
OHS	Occupational Health and Safety
PAY	Premier's Advancement of Youth
PAC	Provincial Assessment Centre
PCF	Premier's Co-ordinating Forum
PERMIS	Performance Management Information System

PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFS	Provincial Forensic Services
PFMA	Public Finance Management Act
PGMTEC	Provincial Government Medium-term Economic Committee
PILLR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PSA	Public Servants' Association
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
PTE	People Training and Empowerment
PTM	Provincial Transversal Management
PTMS	Provincial Transversal Management System
PSO	Provincial Strategic Objective
PWMES	Provincial-wide Monitoring and Evaluation System
QPR	Quarterly Performance Report
RBM&E	Results-based Monitoring and Evaluation
SCM	Supply Chain Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Service
SP	Strategic Plan
SQL	Structured Query Language
SWOT	Strengths, Weaknesses, Opportunities and Threats
WAN	Wide Area Network
WCG	Western Cape Government

PART A: STRATEGIC OVERVIEW

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

3. Values

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

Competence (The ability and capacity to do the job appointed to do)

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

Accountability (We take responsibility)

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

Integrity (To be honest and do the right thing)

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

Responsiveness (To serve the needs of our citizens and those we work with)

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

Caring (To care for those we serve and work with)

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

Innovation (To be open to new ideas and develop creative solutions to challenges in a resourceful way)

- We seek to implement new ideas, create dynamic service options and improve services.
- We strive to be creative thinkers who view challenges and opportunities from all possible perspectives.
- We are citizen-centric and have the ability to consider all options and find a resourceful solution.
- We value employees who question existing practices with the aim of renewing, rejuvenating and improving them.
- We foster an environment where innovative ideas are encouraged and rewarded.
- We understand mistakes made in good faith, and allow employees to learn from them.
- We solve problems collaboratively to realise our strategic organisational goals.

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)

- Cape Town International Convention Centre Company Act (Act 8 of 2000)
- 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)
- Employment Equity Act (Act 55 of 1998)
- Employment Services (Act 4 of 2014)
- Financial Intelligence Centre Act (Act 38 of 2001)
- Geomatics Professions Act (Act 19 of 2013)
- Government Employees Pension Law, Proclamation 21 of 1996
- Income Tax Act (Act 58 of 1962)
- Intelligence Services Act (Act 65 of 2002)
- 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)
- Protection of Personal Information Act (Act 4 of 2013)
- 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 Management Act (Act 11 of 2014)
- Public Service Regulations 2001 (as amended)
- Skills Development Act (Act 97 of 1998)
- Skills Development Levies Act (Act 9 of 1999)
- South African Qualifications Authority Act (Act 58 of 1995)
- Spatial Data Infrastructure Act (Act 54 of 2003)
- 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)
- Western Cape Consumer Affairs (Unfair Business Practices) Act (Act 10 of 2002)
- Western Cape Provincial Languages Act (Act 13 of 1998)
- Western Cape Provincial Public Protector Law (Act 7 of 1996)

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

- Green Paper on National Performance Management (2009)
- Medium-term Strategic Framework – 2014–2019
- National Development Plan (2012)
- National 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
- South Africa Connect – South Africa's Broadband Strategy
- 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 guides 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. The Department of the Premier, together with the Provincial Treasury and the departments of Environmental Affairs and Development Planning and Local Government, is the custodian of the fifth Provincial Goal (PSG 5) which aims to embed good governance and integrated service delivery through partnerships and spatial alignment. This PSG is aimed at strengthening governance in the Western Cape Government in line with the values and principles for public administration as outlined in the Constitution. It also aims to support the Western Cape's municipalities with efforts to improve their governance – a prerequisite for improved service delivery.

PSG 5 pursues three main outcomes:

1. Enhanced Governance;
2. Inclusive Society; and
3. Integrated Management.

Efficient, effective and responsive local and provincial government governance are key tenets for enhanced governance. The development of new approaches to engage with communities together with attempts to improve the users' experience when accessing Government's services will contribute towards an inclusive society. Integrated management in the public sector remains a challenge. The Western Cape Government will pursue this

outcome through fostering partnerships and partnering for development, providing integrated systems for the implementation of the Provincial Strategic Plan, policy alignment, integrated planning, budgeting and implementation, Province-wide monitoring and evaluation and spatial governance, alignment and performance management.

Comparative experience has shown that access to broadband has paved the way for economic growth and development in many jurisdictions. The Department is implementing the Game Changer: Broadband Infrastructure to extend access to broadband in 2 000 government buildings, schools, health facilities and libraries. The Broadband game changer is key to the successful implementation of PSG 5.

The Department must also support the implementation of the other four Provincial Strategic Goals. As the centre of Government agency, it possesses strategic tools and instruments that enable other Western Cape Government departments to fulfil their mandates and responsibilities in the implementation of the Provincial Strategic Plan. The Department recognises that it also has a responsibility to proactively determine how it could support the implementation of all five provincial goals with the resources at its disposal.

One of the key focus areas of PSG 5 relates to improving integrated service delivery in the Province. PSG 5 acknowledges that for services to be properly integrated the spatial consequences of decisions need to be taken into account. In this regard, the Provincial Spatial Development Framework (PSDF) and the Growth Potential Study (GPS) are important guiding strategic imperatives. The spatial data set (GPS) is centrally located in the Western Cape Spatial Data Observatory and its utility value when using it with Geographical Information tools can serve as a decision-making mechanism in visualising the best potential for socio-economic growth and development. An example here is the benefit from Government investment for related infrastructure development. It also highlights those geographical locations that require Government's investment in social programmes in order to provide a safety net where development opportunities are limited.

The Department of the Premier does not deliver services directly to the residents of the Province, but, instead, it enables the rest of the Provincial Government to deliver services efficiently and effectively. In this regard, it guides the rest of the Provincial Government and ensures that service delivery is broadly in line with spatial parameters. It also monitors implementation of the Provincial Strategic Goals and their spatial alignment with the Western Cape Government policies and strategies. The Department uses the Growth Potential of Towns Study by integrating it with other socio-economic data for the development of spatial information products. Broadband is being rolled out across the entire Province and will ultimately contribute to economic growth and job creation. Cape Access Centres are also primarily located in non-urban areas.

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 Provincial Strategic Plan will be implemented, and critical policy initiatives in support of the PSP will include: Provincial Liquor Policy, Food Security Strategy, Open Data Policy and Animal Welfare Policy.

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-linked initiatives (with DEDAT, Neotel and SITA)**

The Western Cape's Broadband Strategy and Implementation Plan is aligned with 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 as set out in South Africa Connect. It also supports the Provincial Spatial Development Framework.

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

Stream 1 is responsible for providing broadband infrastructure and services 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 applications development stream. This stream focusses on applications (and their associated systems and processes) which will be deployed on the above-mentioned 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.

Stream 5 is responsible for driving broadband infrastructure provision to Local Government, and is driven by the Department of Local Government. This will ensure that municipalities across the Western Cape will benefit from the investment made by the WCG through being able to access broadband services in the municipalities of the Western Cape.

It is anticipated that all Western Cape Government sites will have been provided with broadband connectivity by the end of the 2016/2017 financial year in accordance with Phase 1 of the broadband initiative.

- **Supporting the e-Learning game changer**

The Centre for e-Innovation will be providing support to the WCED to ensure that the key outcomes of the e-Learning game changer are met. This will be done in accordance with the Memorandum of Agreement as signed between the WCED and the CSC. Initiatives to support this game changer include the implementation of Local Area Networks at schools, ICT Training of educators, etc.

- **Service interface**

The WCG plans to explore innovative and sustainable models for frontline service delivery that can significantly improve the citizen experience when accessing government information or services through every available service interface channel. The solution lies in developing citizen-centric models that are based on citizen-focused research, draw inspiration from the relative success with which both the private sector and other governments have addressed their challenges, as well as thinking out of the box to initiate novel approaches to solving local issues. The development of citizen-centric models calls for customer insight, looking at the customers' wants and needs (both demographic and attitudinal) in a holistic manner – distinguishing means and ends, focusing on improved customer journeys and measurable benefits, and understanding strategic risks associated with the various service models.

Through the Service Interface Strategy the WCG aims to improve the citizen's satisfaction levels when engaging government by listening and reacting to citizens' needs, addressing the service levels and quality of Frontline Service Delivery facilities (brick & mortar sites) and services, increasing the information and service access channels and strengthening those programmes that aim to take services to the people. In order to address the challenges holistically the Service Interface Strategy will focus on four service delivery areas:

- Service experience research and monitoring and evaluation
- Frontline Service Delivery Improvement
- Digital Governance Enhancement
- Increased Citizen Access to Services and Information

Expansion of the Cape Access Programme

Cape Access is one of the key programmes for improving access to ICTs and increasing digital literacy within the rural areas of the Western Cape Province. By providing ICT training and access to e-mail facilities and internet, poorer and disadvantaged communities have access to government services and products, access to various online services, can communicate more effectively with government, have access to important information around new business opportunities, jobs and can also transact online. More importantly, communities are able to connect to other communities within the Province, around South Africa and the world. Cape Access contributes to empowering poorer communities to tackle the challenges of poverty. As such, the programme makes a significant contribution to the Provincial Spatial Development Framework and Growth Potential of Towns Study.

The establishment of a further six Cape Access Centres is envisaged for 2016/17. This programme is aligned with 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).

Corporate Governance Framework

A key deliverable of the Branch: Corporate Assurance is the development and roll-out of a Corporate Governance Framework for the WCG. This framework is at the heart of PSG 5, and specifically the output "Efficient, Effective and Responsive Provincial Government Governance". The Corporate Governance Framework will set forth the governance components, principles and requirements to enable departments to implement strong governance and a robust system of internal control. Corporate governance mainly involves the establishment of structures and processes, with appropriate checks and balances that enable discharge of responsibilities and oversight. It will be supported by a Corporate Governance Maturity Model, which contains detail on specific aspects that would indicate the organisation's journey in maturing corporate governance.

5. Updated situational analysis

A comprehensive situational analysis was presented in the 2015/2016–2019/2020 Departmental Strategic Plan, as well as in the 2015/2016 Annual Performance Plan which remains relevant. Amid the weakened outlook for the global economy, the recent downward revision to South Africa's growth forecast for 2016 by the International Monetary Fund to 0,7 per cent emphasises the continued constrained economic and fiscal situation. This is coupled with severe drought, a depreciating rand, expected interest rate hikes and market volatility (Budget Circular 05 (2016–2017)).

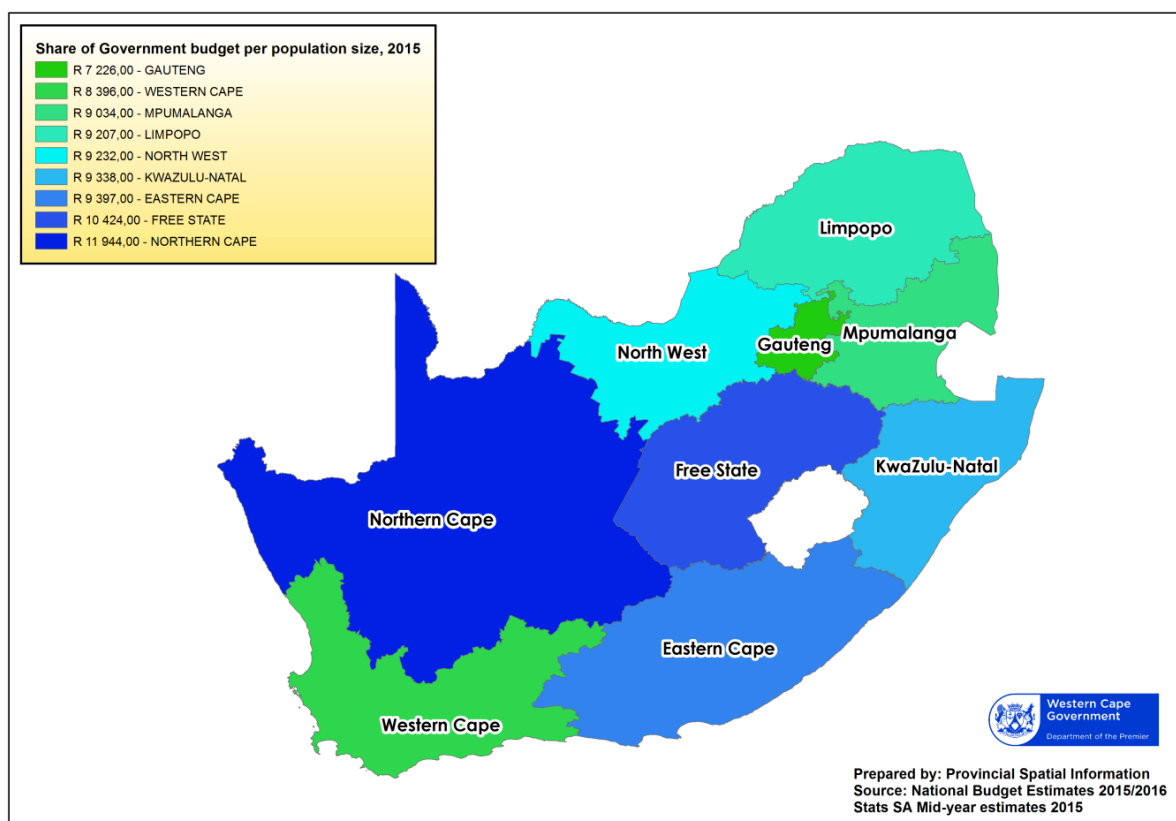
The weak economic growth performance is expected to persist and is further constrained by structural challenges in the domestic economy. The effects of the uncertain global growth, low levels of domestic growth and increasing inflation amid electricity supply constraints, will continue to have an adverse effect on the fiscal environment. The current economic climate has translated into reduced tax revenue while pressure on government services continues to increase. Alongside the impact of the economy on the fiscus, the recent 2015 Wage Agreement has increased existing pressure. The current economic and fiscal position therefore requires strong fiscal discipline and robust policy decisions in response to service delivery demands while creating maximum socio-economic impact (Budget Circular 2 – 2016/2017).

With one of the best performing regional economies in South Africa, and some of the country's best educational outcomes and health indicators, the Western Cape has experienced rapid population growth, from 4,5 million in 2001 to over 6 million in 2014, with net in-migration from other provinces exceeding 300 000 over this period; by 2024, the Province's population is expected to reach 6,7 million (Provincial Strategic Plan 2014–2019). This has contributed to a series of interrelated challenges including unemployment and poverty as well as constraints related to natural resources, energy, climate change, infrastructure, housing and skills, as well as social ills such as crime (including cybercrime) and substance abuse. It is against this backdrop that the Western Cape Government has

identified five overarching Provincial Strategic Goals (PSGs) and introduced eight key “Game Changers” as catalysts for the realisation of the PSGs. For this purpose a delivery support unit has been established in the Office of the Premier, tasked with the responsibility to coordinate, manage, monitor and evaluate the implementation of these catalytic game changers.

Map 1 shows the per capita share of government expenditure by population for 2015. The map highlights that while there has been rapid population growth in the Western Cape, the provincial budget per capita does not reflect these significant growth patterns as the Western Cape’s budget share per capita is only R8 396 per person. This is significantly lower than other provinces such as the Northern Cape and Free State.

Map 1: Share of government expenditure per population size, 2015



5.1 Performance environment

As the lead department responsible for supporting the Executive in governing the Western Cape, the Department 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 Department managed to improve on its achievement of predetermined objectives in

the past term. In 2011/2012 it achieved 68% of its planned targets, which improved to 80% in 2012/2013. For the 2013/2014 financial year 89% of planned targets were achieved, while 94% were achieved during the 2014/2015 financial year.

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, while a clean audit was received for the 2013/2014 and 2014/2015 financial years. It further spent nearly 100% of its budget annually, varying between 99,1% and 99,9% in the past five years, except for the 2014/2015 financial year when greater underspending resulted from money being transferred from the Provincial Treasury during the 2014/2015 adjustment budget process, mandatory savings and discontinuation of a national project.

The Branch: Executive Support provides 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.

There is a growing awareness of the ever-increasing public and internal client needs that required the Branch to respond creatively, to enable the Department to do more with fewer resources. Employing various austerity measures across the Department is one of the ways in which the subprogramme Financial Management has managed the sluggish growth in budget resources whilst at the same time meeting service delivery/client demands. The Department continues to exercise diligence in the management of its financial affairs, again obtaining a clean audit in 2014/2015. Departmental spend has also continued to remain within target, with the departmental spend being 99,05% of its annual budget in 2014/2015, **excluding** the ring-fenced funds which were transferred from Provincial Treasury for Broadband.

The SCM & Administration subprogramme continues to engage in value for money (cost-efficient and effective) procurement. A culture of compliance with procurement prescripts to ensure good governance (accountability, credibility, clean government) is perpetually instilled by the SCM component through its training programmes, awareness sessions and collaboration between line functions and the SCM officials. This subprogramme is also improving its asset disposal practices.

From 2016/2017 the Programme will take on board the Subprogramme: Strategic Communication. This subprogramme reports on the co-ordination of external communication and ensures that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.

The Branch: Strategic Programmes has reflected on its role in building a strategic and integrated approach to the work of the WCG. Out of the Sustainable Development Goals (SDGs) and the National Development Plan (NDP), the Provincial Strategic Plan (PSP) has been crafted with special attention to Western Cape priorities. The emphasis is now on implementation of the PSP through the Provincial Transversal Management System (PTMS). The Chief Directorate: Policy and Strategy supported the development and implementation of strategies and policies for the Western Cape, including the five-year PSP. The revised PTMS for the PSP 2014–2019 and the five PSGs are being implemented. The CD provides support to Provincial Treasury to ensure that Departments' budgets, Strategic and Annual Performance

Plans are aligned to the PSP and NDP. This CD also provides assistance to the Delivery Support Unit and the design, implementation and monitoring of the game changers.

Through the Subprogramme: International and Priority Programmes, the Branch continues to strengthen its knowledge management processes. This is to both increase internal capability and also to ensure that products and services are demand-led by our clients rather than demand-driven by officials, to grow the economy and build inclusivity in the Western Cape. Gaining a clearer understanding of how events impact on the destination will remain a priority. Linked to this understanding will be interventions to grow the sector by further sharing intellectual capital emanating from both local and international best practice.

Within this context, systems will be developed to streamline the reporting processes in relation to the commemorative days that are driven by national government. A key aspect of the work will be to explore ways of engaging our youth that allows them to gain an understanding of the issues of the day that impact on their lives. This will be done via a reshaping of the partnership with Dreamfields and also re-energising the schools debating expansion. Furthermore, the subprogramme will enhance its monitoring and evaluation in respect of the implementation of the International Relations Strategy.

A more proactive approach will be employed in ensuring that the priority geographical areas (i.e. Africa, BRICS, Next-11 countries¹ and our traditional market countries), as identified in the International Relations Strategy, are the focus of the WCG's international engagements. The objective of this approach is to grow tourism, trade and investment, as well as learning and sharing good practices and helping to address climate change.

The Sub-programme: Strategic Management Information led the development of two strategic frameworks for effective Results-based Monitoring and Evaluation in the WCG. The strategic framework for Province-wide Monitoring and Evaluation was updated. It took into account the expansion of the institutional mandate of M&E as well as the provincial and national policy context. A Province-wide Data Governance Framework builds on existing work done in the area of Results-based M&E and further research conducted on country, multilateral and departmental case studies. It provides the strategic direction on promoting data governance within the WCG for standards application by data producers, data users and data custodians. In line with the National Evaluation System, the implementation of the WC Provincial Evaluation Plan is to conclude the first rolling three-year plan and to commence the development of the next version of a three-year WC Provincial Evaluation Plan.

The central principle is that data and information must be used for the results agenda and accountability in order to realise the vision 'better data and information for better development outcomes'. An opportunity exists to lead and partner in Results-based Monitoring and Evaluation (RBM&E) products and systems for evidence-based decisions. Some of the key challenges facing this sub-programme are the data quality feeding into strategic management information, human and financial resources constraints and addressing the increasing institutional mandate.

¹ Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, the Philippines, Turkey and Vietnam

The Branch: People Management pursues the strategic objective that seeks to provide a highly capable workforce, create an enabling workplace and develop leadership that promotes employee engagement and optimal service delivery. The Branch is placed within the Corporate Services Centre of the Department and provides transversal services across Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different initiatives, programmes, interventions and projects. The Branch is not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. It ensures that people management contributes to the achievement of the strategic goals aligned with the National Development Plan, specifically the achievement of a Capable State and Provincial Strategic Goal 5. The following PSG 5 projects contribute specifically to the sub-output Service Excellence with People:

- Strategically focused people management data and analytics: Sound and reliable people-based information and analysis of trends will support and guide strategic decision making.
- Online and competency-based recruitment practices: Alignment of defined competency and behavioural needs with our approach to talent acquisition.
- Integrated performance management: Design and implement a performance management system that integrates output and competency-based practices.
- Responsive training curriculum: Deliver training curricula that are responsive to the training needs of the organisation and its people.
- Work organisation policy: Implementation of an output and competency-based approach to job design and a coherent approach to managing the extent and cost of the staff establishment in a sustainable manner.
- Transversal organisational culture change strategy: To embed the desired WCG organisational culture and core values.

The People Management Branch delivers its core function of people management through organisational development, people management practices and people training and empowerment. The constrained budget allocation 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 a lack of joint planning with departments, as well as an increased number of ad hoc requests for services. It increases the risk to comply with regulatory prescripts and the achievement of national, provincial and departmental outcomes and outputs. Many of the services provided by the Branch: People Management is demand driven and transversal in nature and the increase in staff of client departments and additional ad hoc requests impact on its performance. The streamlined service level agreements with departments are improved and regular engagement with senior officers of departments ensures that there is a clearer understanding of respective roles and responsibilities, more planned and agreed interventions, and improved service delivery. National Treasury issued a new tender for a new IFMS COTS (Commercial off the shelf) system and proposed that the WCG be one of the lead sites for implementation. While the benefits of IFMS in the long and medium term are not disputed, before any roll-out of the project can commence, clarity and agreement are required on inter alia adequate funding, dedicated capacity and a clear governance structure.

Centre for e-Innovation (Ce-I): The Western Cape Broadband Strategy and Implementation

Plan aims at coordinating and integrating Government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. The Plan also focuses on addressing the traditional ICT infrastructure challenges in rural areas of the Province through the extension and expansion of the provision of telecommunication infrastructure across the Province.

Significant progress was made in 2015/16 financial year with the roll-out of Broadband in the Western Cape. Ce-I will now shift its focus to the use of Broadband as a key enabler for the attainment of the Provincial Strategic Goals (by ensuring that ICTs are effectively used to contribute to the key targets as set out).

Due to the rising number of cybercrime incidents the Ce-I has highlighted information security awareness as a key intervention to capacitate WCG employees and raise awareness in respect of the risks of ICT use. The Protection of State Information Act and Protection of Personal Information Act may also impact on information security requirements.

It should be noted, however, that the above is largely dependent on sufficient resource availability and an appropriate Ce-I structure with the requisite capacity to deliver on the WCG requirements (as use is currently made of temporary structures for the Connected Government and Transversal Applications Chief Directorates).

Branch Corporate Assurance: 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. The current capacity in the Directorate: Enterprise Risk Management does not allow the directorate to focus on risks below programme level in all departments; however, attempts are made to assist where possible. In the 2015/2016 financial year a major strategic change entailed the introduction of risk appetite and tolerance levels and this is already bearing fruit in the sense that risks are evaluated in relation to the degree of risk departments are willing to accept and the degree of risk the department is capable of bearing. The approval of the Combined Assurance Framework by the Provincial Top Management provided principles to be applied during the development of internal audit coverage plans and although still in its infancy stages, could result in improvements in assurance coverage once the framework is fully implemented. To further improve the maturity of the control environment, the Branch is instrumental in the development and finalisation of a Corporate Governance Framework for the WCG and a concomitant Governance Maturity Model. It is imperative that corporate governance within all the departments of the WCG is robust and directly contributes to the achievement of provincial and departmental strategic goals and intent. Currently multiple "better practices" exist across the WCG, resulting in these practices not necessarily being standardised or enforced consistently in a way that will ensure robust corporate governance. The development of the Corporate Governance Framework and Governance Maturity Model will formalise the practices relevant to the WCG, taking into account the government environment and legislative framework. It will set forth the principles and requirements which will provide clear standards in which corporate governance for the WCG will be benchmarked.

The Chief Directorate: Provincial Forensic Services has been successfully established internally within the Department. The majority of the funded posts have been filled, systems implemented, standard operating procedures internalised and training of staff undertaken. The Provincial Forensic Services unit consists of two investigative clusters and a proactive unit.

Proactive service delivery has been intensified and during 2016/2017 plans to utilise data analytics as a fraud and corruption preventative and/or detection mechanism. The demand for investigative services has furthermore stabilised and is at a level where the current capacity can attend to the cases within reasonable timeframes.

5.2 Organisational environment

The programme and subprogramme structure of the Department of the Premier deviates from the approved programme and sub-programme structure as communicated by the National and/or Provincial Treasury. The reason for this can be found in the existence of the Corporate Services Centre, bringing efficiencies which render transversal corporate services to the whole Western Cape Government. This frees resources in departments to enable improved service delivery. The structure was approved by the Premier and the Department of Public Service and Administration. The Department received approval from Provincial Treasury for the deviation from the 2015 uniform budget structure.

During the 2015/2016 financial year, changes were made to the Department's budget structure and organisational structure. The approved organisational structure of the Department is attached as Annexure A.

Organisation design interventions commenced in Programme 1 (**Branch Executive Support**) in the directorates: Director-General Support, Executive Council Support, and Departmental Strategy. The structures of the Directorates Financial Management and Supply Chain Management and Administration were expanded to provide for sufficient internal control and demand management capacity. The Strategic Communications Directorate will be shifted from Programme 2 to Programme 1.

Programme 2 (**Branch: Strategic Programmes**) includes the Chief Directorate: Policy and Strategy and Chief Directorate: International and Priority Programmes. These two Chief Directorates report to the DDG: Strategic Programmes, while the Directorate: Strategic Communications, which used to be part of this Programme, has now been relocated to Programme 1 (Executive Support). The Branch: Strategic Programmes, among other things, will render support to the newly established Premier's Delivery Support Unit. This unit will steer the game changers in terms of the Provincial Strategic Plan.

The Chief Directorate: Strategic Management Information reports directly to the Director-General. In line with PSG 5 Workgroup 4 'Integrated management' and the measuring of results, this unit has taken on the task of leading Province-wide Data Governance for the increased use of quality data and information as evidence for better planning, governance and to improve performance.

Within the **Branch: People Management** the organisational environment was relatively stable and the focus is more on improving business processes – greater efficiencies and ensuring integration between the business units, as well as responding to new challenges and initiatives. One such new initiative is the establishment of a Performance Consulting Unit as temporary capacity within the Chief Directorate People Management Practices. The focus of this unit will be to support people managers (line managers) with performance management research, capacity building and advice as well as providing active support to people managers (line managers) in managing poor performance.

Within the **Branch: Centre for e-Innovation** substantial use has been made of a temporary structure for the Connected Government and Transversal Applications Chief Directorates. This arrangement is far from ideal and was initially required to ensure sufficient capacity for the core roles as was required for the Broadband and Applications environments. This temporary arrangement will now require finalisation to ensure that the Ce-I is sustainably able to deliver on its mandate. It should also be noted that the Ce-I is largely dependent on the use of externally sourced resources (Professional Services) as a result of the difficulty experienced by government with attracting, developing and retaining staff in the application development, technologist and business analyst roles.

The organisational structure of the **Branch: Corporate Assurance** is, as indicated in our previous APP, not ideal. It does, however, respond reasonably to the demand for services in the Branch. In the context of the weak economic outlook, additional funding is not foreseen in the medium term, and in line with departmental planning processes certain posts are not funded. The majority of funded posts in this branch have been filled and where vacancies arise, they are addressed expeditiously. Where required and within the available budget, capacity is augmented by insourcing capacity, especially in the Chief Directorate: Internal Audit. There are some areas where it is not viable to create permanent posts in the approved structures due to the specific expertise required; these skills will be insourced as and when required.

Table 1: Employment and vacancies by programme as at 31 March 2015

Programme	Number of funded posts	Number of posts filled	Vacancy rate %
Programme 1	141	130	7.8%
Programme 2	67	65	3.0%
Programme 3	368	345	6.3%
Programme 4	376	364	3.2%
Programme 5	167	154	7.8%
Total	1 119	1 058	5.5%

Table 2: Employment and vacancies by salary bands as at 31 March 2015

Salary band	Number of funded posts	Number of posts filled	Vacancy rate %
Skilled (Levels 3-5)	156	145	7.1%
Highly skilled production (Levels 6-8)	232	223	3.9%
Highly skilled supervision (Levels 9-12)	633	599	5.4%
Senior management (Levels 13-16)	75	70	6.7%
Total	1119	1058	5.5%

5.3 Description of the strategic planning process

Patterson (2009) states that for any strategic planning to be effective, the designers need to pay attention to the structure of the planning process. The strategic planning process for the Department of the Premier therefore commenced with detailed preparatory work by the Directorate: Departmental Strategy, which informed the design and the planning process steps. This resulted in a road map towards the submission of the 2016/2017 Annual Performance Plan which was presented to the EXCO of the Department. Programme managers were requested to conduct preparatory strategic planning sessions in their branches to update the situational analysis from the 2015/2016 APP to analyse different strategic priorities per programme. This included a review of PSG 5, analysis of previous performance, analysis of the programmes' stakeholders, data and trends on service demands and a SWOT and PESTEL analysis².

Strategic objectives as defined in the 2015/2016 to 2019/2020 departmental Strategic Plan were reviewed in the light of PSG 5. Progress towards the achievement of these strategic objectives after the first year of the five-year term was reviewed and the relevance of the strategic objective indicators were confirmed and redeveloped where needed. Existing performance indicators for 2015/2016 were then reviewed and amended where necessary for 2016/2017 with specific emphasis on the extent to which PSG5 would land in the 2016/2017 APP. Technical indicator descriptions and data management plans were amended or developed where necessary for each indicator.

During August, a departmental strategic workshop was conducted where the Department then reviewed the content as a collective and made adjustments where required. Strategic discussions were guided by the three strategic questions:

What is it that DotP is trying to solve?
What should we be doing?
What could we be doing?

After the strategic workshop, programmes submitted their amended inputs (including technical indicator descriptions and data management plans), which were then used to draft and submit the first draft APP.

Following submission of the first draft APP, MTEC priorities were finalised, a submission drafted and submitted and EXCO then participated in the MTEC1 process. Based on MTEC and the DPME assessment of the first draft APP it was then updated and a second draft submitted by the end of November 2015.

Further refinements took place and in January 2016 final indicator review sessions with the Director-General were conducted with each of the programmes. The economic situation in the country necessitated further budget cuts which led to further reprioritisations. The DPME assessment of the second draft was taken into account and recommendations implemented. After MTEC 2, the APP was then finalised and submitted to the Auditor-General for review. After a language check, the APP was then printed and submitted to the Western Cape Provincial Parliament for tabling on 3 March 2016.

² SWOT: Strengths, Weaknesses, Opportunities and Threats
PESTEL: Political, Economic, Social, Technological, Environmental and Legal

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 the goals for their appropriateness and sufficiency in line with the strategic requirements of 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). The strategic outcome-oriented goals remained unchanged.

Table 3: Strategic outcome oriented goals

Strategic Outcome-oriented 1	Improved good governance in the Western Cape Government
Goal statement	To improve good governance in the Western Cape Government
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 by Premier, Cabinet Ministers and Heads of Departments
Strategic Outcome-oriented 3	Enabled service delivery excellence to the people of the Western Cape with people, technology and processes
Goal statement	To enable service delivery excellence to the people of the Western Cape with people, technology and processes

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

Outcome Indicators	<ul style="list-style-type: none"> A. Level of governance maturity, management and stakeholder engagement attained B. MPAT level obtained
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The objective is to get an overall picture of how the organisation is performing in terms of the selected variables (the maturity models, MPAT) associated with the goals. The first composite indicator (level of governance maturity, management and stakeholder engagement) will be measured internally and will show a score based on the five governance instruments used by DotP, namely People Management Maturity, WCG Corporate Governance Maturity (in

process of being developed), 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

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. To this end the Department is building capacity on SCM financial governance and awareness through supply chain management e-learning initiatives.

There is also a linkage with the 2014/2019 Medium-term Strategic Framework as it relates to obtaining a positive audit outcome, payment of unopposed invoices within 30 days, maintenance of financial delegations and a procurement system that delivers value for money, which are all critical landmarks of good governance. The supply chain management policy and delegations are reviewed annually to incorporate changes in the policy environment and introduce improved practices to officials in the Department.

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 the provision of rendering administrative support to the designated Leader of Government Business on a detached unfunded basis. Most of the key positions in this subprogramme are filled on a contract basis as they are 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 subprogramme 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 services and the application of internal control measures. The subprogramme also ensures continuous engagements with line-functions throughout the year, to facilitate appropriate budgetary input and properly aligned procurement processes and advice. It also manages the provisioning of assets and the monitoring and control of the asset register. The subprogramme also manages the departmental records in accordance with the National Archives and Records Service of South Africa Act (Act No. 43 of 1996, as amended in 2001). Transport management and general support services are also provided to the Department.

Subprogramme 1.7: Strategic Communication. The Directorate: Strategic Communication was relocated from Programme 2 to Programme 1. This directorate 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 strategic objectives remained unchanged, although one objective shifted from Programme 2 to Programme 1 in accordance with the shift of the function of Subprogramme 1.7 as explained above.

7.1 Strategic objectives

Table 4: 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
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
Strategic objective indicator 1.2	Audit opinion obtained in respect of the previous financial year
Baseline	Clean audit in 2014/2015
2020 target	Unqualified audit opinion
Strategic objective 1.3	Strategic goals of the Western Cape Government 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 are communicated to the people of the Western Cape
Strategic objective indicator 1.3	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment
Baseline	18 in 2014/2015
2020 target	12

7.2 Strategic objective annual targets for 2016/2017

Table 5: Programme 1 strategic objectives and annual targets

Strategic objective		Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.1	To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic Management MPAT level obtained	4	3	4	3	3	3	3
1.2	To enable proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year	Audit opinion obtained in respect of the previous financial year	Unqualified	Unqualified	Clean	Clean	Unqualified	Unqualified	Unqualified
1.3	To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape.	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment.	12	19	18	12	12	12	12

Whilst it may appear as if targets remain unchanged and do not denote intent to improve, it must be kept in mind that the requirements for MPAT and AGSA become more onerous each year as the systems mature. Capacity to comply with the higher requirements does not necessarily become available at the same time. Keeping the targets static, but at the higher levels of compliance, is realistic given the resource constraints. The number of assessment reports is based on the assumption that Cabinet meets once per month.

7.3 Risk management

An important risk to the achievement of the strategic objectives of this programme is its dependency on third parties, and especially changing requirements of external oversight agencies (AGSA, DPME, NT, PT etc.). Further risks emanate from the misalignment of structures within Departmental Strategy and Supply Chain Management, inhibiting them to fulfil legally prescribed requirements for certain functions. Such misalignment creates very real risks of litigation and avoidable media attention, should inadequate SCM processes result. To try and mitigate these risks, organisation design investigations commenced in the 2014/2015 financial year. However, insufficient funding, due to austerity measures, for resources identified through these investigations, may impact negatively on such mitigation and the performance of these subprogrammes.

Table 6: Programme 1 risk identification and mitigation

RISKS	MITIGATION
<p>Legislation and national directives impacting negatively on available SCM resources. Implementation impact not assessed.</p>	<p>Improving internal capacity and providing interim resources. Realigned structures to attend to business requirements and external expectations from third parties.</p>
<p>Negative external assessments based on Legislation and directives i.e. AG, NT, PT, DPME.</p>	<p>Improving internal capacity and providing interim resources. Realigned structures to attend to business requirements and external expectations from third parties. Sufficient funding for COE.</p>
<p>Capacity and competence due to the skills deficiencies, and critical vacancies impacting on performance.</p>	<p>Continuous training and development of staff together with adequate budget (including COE).</p>

7.4. Programme performance indicators and annual targets for 2016/2017

Table 7: Programme 1 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets								
		2012/13	2013/14	2014/15		2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
Subprogramme 1.4: Departmental Strategy														
MPAT	1.4.1	Number of statutory reports submitted to Provincial Treasury	New indicator	6	7	6	6	Quarterly	1	2	1	2	6	6
Subprogramme 1.6: Financial Management														
	1.6.1	Percentage spend achieved on the budget of the Department in respect of the preceding financial year	99.78%	99.89%	99.05%	77.34%	98%	Annually	98%	-	-	-	98%	98%
FOSAD	1.6.2	Percentage of unop-posed invoices paid within 30 days of receipt.	25	99.52%	99.54%	99%	99%	Quarterly	99%	99%	99%	99%	99%	99%
MPAT	1.6.3	Supply chain management MPAT level obtained	New indicator	New indicator	New indicator	3	3+	Annually	-	-	-	3+	3+	3+
	1.6.4	Departmental SCM Policy and Delegations reviewed	New indicator	New indicator	New indicator	1	1	Annually	-	-	-	1	1	1
	1.6.5	Number of SCM Capacity-building Interventions	New indicator	New indicator	New indicator	2	2	Bi-annually	-	1	-	1	3	3

Subprogramme 1.7: Strategic Communication

	1.7.1	Number of monthly communication tracking reports produced	New indicator	New indicator	New indicator	11	Quarterly	3	3	2	3	11	11
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7.5 Reconciling performance targets with the Budget and MTEF

Table 8: Programme 1 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
1 Programme Support	1 568	1 486	1 560	2 433	1 989	2 122	2 264
2 Office of the Premier	13 289	13 512	13 660	16 480	16 409	17 489	18 491
3 Executive Council Support	7 363	7 617	8 740	9 281	9 264	8 795	10 249
4 Departmental Strategy	3 818	3 577	4 046	4 936	5 137	5 419	5 667
5 Office of the Director-General	9 868	9 271	11 009	13 682	23 768	26 118	27 655
6 Financial Management	24 362	31 796	29 702	33 207	35 208	37 970	40 090
7 Strategic Communication	2 889	3 525	4 306	5 181	4 792	5 007	5 238
Total	63 157	70 784	73 023	85 200	96 567	102 919	109 655

Economic classification

Current payments	61 177	62 552	69 792	83 187	95 286	101 204	107 910
Compensation of employees	49 924	50 518	57 006	66 620	76 494	83 586	88 677
Goods and services	11 253	12 034	12 786	16 567	18 792	17 617	19 233
of which:							
Communication	1 134	1 314	1 138	2 050	1 544	1 677	1 699
Computer services	68	576	673	490	380	399	422
Consultants, contractors and special services	1 297	1 792	1 593	1 183	2 262	2 918	3 014
Audit cost: External	3 904	4 450	4 471	5 218	4 624	5 409	5 607
Consumables	870	809	1 151	1 322	1 295	1 221	1 289
Lease payments	333	420	353	472	590	483	511
Travel and subsistence	1 238	1 383	509	1 137	1 480	1 089	1 089
Venues and facilities	831	599	830	966	1 195	457	1 098
Other	1 578	691	2 068	3 729	5 422	3 964	4 504
Financial transactions in assets and liabilities	158	174	710	-	-	-	-
Transfers and subsidies to:	58	6 844	332	233	10	6	7
Provinces and municipalities							
Departmental agencies and accounts	2	4	4	6	10	6	7
Universities and Technicon's							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions	34	147	165	200	-	-	-
Households	22	6 693	163	27	-	-	-
Payments for capital assets	1 764	1 214	2 189	1 780	1 271	1 709	1 738
Buildings and other fixed structures							
Machinery and equipment	1 764	1 214	2 189	1 780	1 271	1 709	1 738
Cultivated assets							
Software and other intangible assets							
Transport equipment							
Total	63 157	70 784	73 023	85 200	96 567	102 919	109 655

Performance and expenditure trends

This programme's budget allocation shows an increase over the MTEF period. This is due to the filling of key middle management posts in SCM to give partial effect to the intents of the national Medium-term Strategic Framework. Funding was also made available for SCM capacity building to try and prevent irregular expenditure within this area. Despite the budget increase, budget cuts imposed by the Treasury meant that the programme could not capacitate to acceptable levels, resulting in an environment that will require careful management going forward.

8. Programme 2: Provincial Strategic Management

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

Strategic importance of the programme: The Branch: Strategic Programmes coordinates a range of transversal programmes of strategic importance to the WCG. Critical stakeholders of this Branch are the Premier and Cabinet, the Director-General and Heads of Departments, academic institutions, members of the diplomatic and consular 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 international partners.

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 with the PSP, OneCape 2040, MTSF and NDP, as well as the global Sustainable Development Goals (SDGs). The Branch further assesses strategic and annual performance plans of all departments for alignment with other provincial strategic imperatives such as the Provincial Spatial Development Framework and Growth Potential of Towns Study. The strategic coordination of WCG priorities through PSG 5 is critical to the success of the implementation of the plan. Similarly, the Branch participates in and provides strategic guidance to municipalities during the Local Government MTEC process and Joint Planning Initiative interventions. In terms of the sub-programme 2.3, it directs its focus on the increased use of quality data and information as evidence for better planning, M&E, informed citizenry, policy development, decision making and governance.

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 of this is the mediation role that this Chief Directorate plays on behalf of the Department of the Premier, as expressed in both the Western Cape Government and the City of Cape Town's Social Conflict Management Plans, as and when there is heightened social conflict in the Province.

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 the implementation of projects in support of the 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 key stakeholders. The chief directorate will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills for Cabinet consideration.

The **Chief Directorate: Strategic Management Information** reports directly to the Director-General on the Department's mandate on the role of Offices of the Premier in Monitoring and Evaluation (M&E). In this regard, the Chief Directorate will continue to embed Results-based Monitoring and Evaluation in the WCG for the provisioning of relevant and accurate data and information within the PWMES.

The domain of Province-wide Monitoring and Evaluation in the context of GWM&E is continuing to broaden. Evident to this is the shift of the Planning and Monitoring processes to the Department of the Premier from Provincial Treasury. There is also the strengthening of M&E initiatives from DPME impacting on the extension and expansion of the current institutional mandate. In this regard, another edition of the Province-wide Monitoring and Evaluation Framework is necessary to take into account the context of Provincial Strategic Management in the following areas:

Planning: Coordination, guidance and assessment relating to the development of Strategic plans and annual performance plans; as well as the planning and designing of implementation programmes

Monitoring: Quarterly programme performance information

Evaluations: Provincial and departmental evaluation plans

Spatial Information: Provision of spatial data and spatial statistics

The second implementation year of the five-year departmental strategic plan gives effect to the level of Results-based M&E maturity. This is inclusive and a Province-wide Data Governance Framework to be advocated and piloted for approval.

8.1 Strategic objectives

Table 9: Programme 2 strategic objectives

Strategic objective 2.1	Executive policy development and implementation strategically supported
Objective statement	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies
Strategic Objective Indicator 2.1	Number of action minutes reflecting decisions taken by Cabinet having considered PSP implementation reviews
Baseline	2
2020 target	2 per annum
Strategic objective 2.2	Results-based M&E embedded in the Western Cape Government
Objective statement	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System
Strategic Objective indicator 2.2	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government
Baseline	1
2020 target	3
Strategic objective 2.3	Strategic partnerships and stakeholder engagement facilitated.
Objective statement	To promote the strategic goals of the Western Cape Government through key partnerships and engagements.
Strategic Objective indicator 2.3	Number of consolidated reports submitted on key partnerships and engagements.
Baseline	8
2020 target	8

8.2 Strategic objective annual targets for 2016/2017

Programme 2: Strategic objectives and annual targets

Table 10: Programme 2 strategic objectives and annual targets

	Strategic objective	Strategic objective indicator	Audited/ Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/ 15		2015/ 16	2016/ 17	2017/ 18
Subprogramme 2.2: Policy and Strategy									
2.1	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies	Number of action minutes reflecting decisions taken by Cabinet having considered PSP implementation reviews	2	3	2	2	2	2	2
Subprogramme 2.3: Strategic Management Information									
2.2	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government	New indicator	New indicator	New indicator	1	1	1.5	2
Subprogramme 2.4: Strategic Programmes (Chief Directorate: International and Priority Programmes)									
2.3	To promote the strategic goals of the Western Cape through key partnerships and engagements	Number of consolidated reports submitted on key partnerships and engagements	New indicator	New indicator	New indicator	8	8	8	8

8.3. Risk management

Table 11: Programme 2 risk identification and mitigation

RISKS	MITIGATION
The tight fiscal environment impacts on the manoeuvrability of departments to reallocate sufficient funding for implementation of PSP and Game changers.	Prioritising of funding allocation. Regular monitoring of spending and reallocation if necessary. Collaboration with strategic partners to consolidate limited resources for delivery.
Disengaged stakeholders' impact on the effectiveness of partnerships.	The transversal Work Groups under the PTMS provide regular opportunities for the WCG to engage with stakeholders and communicate the progress of the PSP and Game Changers with them throughout the process.
Non-compliance with norms and standards in the application of data quality and the production and co-ordination of data in the WCG.	Collaboration with key stakeholders and regular attention to detailed collection and data analysis.

8.4. Programme performance indicators and annual targets for 2016/2017

Table 12: Programme 2 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets								
		2012/13	2013/14	2014/15		2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
Subprogramme 2.2: Policy and strategy														
NDP PSP	2.2.1	Number of assessment reports submitted on the alignment and non-alignment of Departments' APP's to the Provincial Strategic Plan ³	New indicator	1	1	1	12	Annually	Nil	Nil	12	Nil	12	12
NDP PSP PSG 5	2.2.2	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives	39	29	12	12	12	Quarterly	3	3	3	3	12	12
NDP PSP PSG 5	2.2.3	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan	2	3	2	2	2	Bi-annually		1		1	2	2
	2.2.4	Number of Game Changers to be developed and monitored	New Indicator	New Indicator	New Indicator	4	4	Annually	Nil	Nil	Nil	4	4	4

³ These reports will include assessment of departmental APP's alignment with the game changers. During previous years, one consolidated report was submitted for all departments. From 2016/2017 a separate report will be submitted for each of the departments.

Strategic alignment	Programme Performance Indicator	Audited/Actual performance				Estimated performance	Medium-term targets							
		2012/13	2013/14	2014/15	2015/16		2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q4	2017/18	2018/19

Subprogramme 2.3: Strategic Management Information

	2.3.1	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas	New indicator	New indicator	1	1	1	Annually	Nil	Nil	Nil	1	1	1
	2.3.2	Number of annual publications produced on measuring a set of key governance indicators	New indicator	New indicator	1	1	1	Annually	Nil	Nil	Nil	1	1	1
	2.3.3	Number of project performance reviews produced of strategic projects managed through the BizProjects System	New indicator	New indicator	New indicator	4	4	Quarterly	1	1	1	1	4	4
	2.3.4	Number of annual reviews produced on implementation of WC Provincial Evaluation Plan	New indicator	New indicator	New indicator	New indicator	1	Annually	1	Nil	Nil	Nil	1	1

Subprogramme 2.4: Strategic Programmes (Chief Directorate: International and Priority Programmes)

NDP PSG 5	2.4.1	Number of consolidated reports submitted on strategic international engagements	New indicator	New indicator	4	4	4	Quarterly	1	1	1	1	4	4
NDP PSG 5	2.4.2	Number of consolidated reports submitted on strategic priority projects	New indicator	New indicator	4	4	4	Quarterly	1	1	1	1	4	4

8.5 Reconciling performance targets with the Budget and MTEF

Table 13: Programme 2 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
R thousand							
1 Programme Support	2 197	2 851	2 336	2 887	2 621	2 795	2 912
2 Policy and Strategy	12 042	12 866	13 245	21 830	13 042	13 025	13 672
3 Strategic Management Information	8 148	12 341	26 862	51 445	28 346	19 606	20 634
4 Strategic Programmes	12 778	20 097	16 399	19 026	19 503	19 711	20 417
Total	35 165	48 155	58 842	95 188	63 512	55 137	57 635
Economic classification							
Current payments	33 394	44 056	57 201	93 531	62 585	53 716	56 131
Compensation of employees	25 492	29 300	30 536	37 273	37 621	40 176	42 646
Goods and services	7 902	14 756	26 665	56 258	24 964	13 540	13 485
of which:							
Communication	290	340	301	528	282	567	600
Computer services	194	2 688	13 205	34 618	10 568	558	590
Consultants, contractors and special services	3 405	6 201	6 103	10 546	5 406	3 605	3 505
Consumables	219	444	272	673	352	594	629
Lease payments	1	59	73	168	98	176	186
Travel and subsistence	1 244	1 094	1 205	1 991	2 071	3 150	2 802
Venues	228	501	294	1 668	1 004	814	861
Other	2 321	3 429	5 212	6 066	5 183	4 076	4 312
Financial transactions in assets and liabilities	3		1	-	-	-	-
Transfers and subsidies to:	1 452	3 889	1 459	1 199	703	949	1 004
Provinces and municipalities		2 599	100				
Departmental agencies and accounts	230	1	1	504	3	4	4
Public corporations and private enterprises	1 177	1 260	1 358	670	700	945	1 000
Non-profit institutions	45	29	-	25	-	-	-
Households							
Payments for capital assets	316	210	181	458	224	472	500
Buildings and other fixed structures	316	210	181	458	224	472	500
Machinery and equipment							
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets							
Total	35 165	48 155	58 842	95 188	63 512	55 137	57 635

Performance and expenditure trends

This programme's budget allocation shows an increase over the MTEF period. This is due to the filling of posts in Policy and Strategy that was identified as key to the performance by the programme. Despite the budget increase, budget cuts imposed by the Treasury meant that the programme could not capacitate to acceptable levels, resulting in an environment that will require careful management going forward. Savings were also derived within the various sub-programmes by reprioritising their projects and funding new

projects within the current budget framework, for example the PSP game changers. The global economic downturn and diminished domestic revenue have impacted on programme budgets. This has required a revisit of operations and finding internal ways of improving efficiency.

9. Programme 3: People Management

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

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

The Branch is, however, not limited to operational activities, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. The strategic objective is aligned with the National Development Plan, specifically the achievement of a capable state. The objective is also linked to the MTSF and specifically Outcome 12 thereof which seeks to achieve an efficient, effective and development-orientated public service through a number of identified Sub-outcomes such as creating a public service that is a career of choice; and increased responsiveness of public servants.

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, Service Excellence with People 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 following PSG 5 projects contribute specifically to the sub-output Service Excellence with People:

- strategically focused people management data and analytics;
- online and competency-based recruitment practices;
- integrated performance management;
- responsive training curriculum;
- work organisation policy; and
- transversal organisational culture change strategy.

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

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

- 3.2 Organisation Development;
- 3.3 People Training and Empowerment; and
- 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 people development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. The PTE also plays a broader strategic role in the governance and management of transversal HRD and training in the Province, taking into account the strategic objectives and plans of provincial departments. The Chief Directorate also conducts training impact assessments on selected learning programmes and assumes responsibility for the development of Workplace Skills Plans, learnerships, administering the placement of interns and facilitating the process for awarding bursaries.

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

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

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

People policies are reviewed in addition to monthly people barometer and quarterly trend analysis reports issued to enable people managers to make informed decisions regarding people-related 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 (line managers) to deal with labour issues.

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

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

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

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

9.1 Strategic objectives

Table 14: Programme 3 strategic objectives

Strategic objective 3.1	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
Outcome indicator 3.1	Level of people management maturity attained
Baseline	Development of People Management Maturity Model finalised and baseline determined
2020 target	Level 3

9.2 Strategic objective annual targets for 2016/2017

Table 15: Programme 3 strategic objective and annual targets

	Strategic objective	Strategic objective indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
3.1	To enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement	Level of People Management Maturity attained	N/A	N/A	N/A	Development of People Maturity Model finalised and baseline determined	Report on Maturity Model Pilot implementation submitted	2	2

Note: The level of maturity cannot be projected conclusively as the maturity model is being developed. As part of the development, the model will be piloted in 2016/2017.*

9.3. Risk management

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

Table 16: Programme 1 risk identification and mitigation

Risk	Mitigation
Cultural entropy due to red tape, information withholding and relationship issues which impact 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, Enterprise Resource Platform (ERP) solutions training programmes and enhancing an internal 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

9.4 Programme performance indicators and annual targets for 2016/17

Table 17: Programme 3 Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance					Estimated performance	Medium-term targets						
		2012/13	2013/14	2014/15	2015/16	2016/17		Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
Subprogramme 3.2: Organisation Development														
MTSF NDP – Capable state	3.2.1	Number of departmental organisational behaviour reports submitted	New indicator	New indicator	New indicator	New indicator	13	Annually	-	-	-	13	13	13
MTSF NDP - Capable state	3.2.2	Number of departmental business process reports submitted	New indicator	New indicator	New indicator	New indicator	13	Annually	-	-	-	13	13	13
MTSF NDP -	3.2.3	Number of transversal service delivery	New indicator	New indicator	New indicator	New indicator	2	Bi-annually	1	-	1	-	2	2

Strategic alignment	Programme Performance Indicator	Audited/Actual performance				Estimated performance	Medium-term targets							
		2012/13	2013/14	2014/15	2015/16		2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
Subprogramme 3.2: Organisation Development														
Capable state		intervention reports submitted												
MTSF NDP - Capable state	3.2.4	Number of departmental organisation design reports submitted	New indicator	New indicator	New indicator	New indicator	13	Annually	-	-	-	13	13	13
Subprogramme 3.3: People Training and Empowerment														
MTSF NDP - Capable state	3.3.1	Number of learning programmes offered	51	56	67	43	43	Annually	0	0	0	43	48	50
MTSF NDP - Capable state	3.3.2	Number of learning programmes assessed for training impact	5	5	7	8	8	Annually	0	0	0	8	9	9
MTSF NDP - Capable state	3.3.3	Number of projects for Youth Empowerment offered	New indicator	New indicator	New indicator	New indicator	1	Annually	0	0	0	1	1	1
Subprogramme 3.4: People Management Practices														
MTSF NDP - Capable state	3.4.1	Percentage of planned strategic business partnership initiatives completed	New indicator	New indicator	New indicator	80%	80%	Annually	-	-	-	80%	85%	90%
MTSF NDP - Capable state	3.4.2	Percentage planned innovative people practices initiatives completed	New indicator	New indicator	New indicator	80%	80%	Annually	-	-	-	80%	85%	90%

Strategic alignment	Programme Performance Indicator		Audited/Actual performance			Estimated performance	Medium-term targets							
			2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q4	2017/18	2018/19
MTSF NDP Capable state	3.4.3	Percentage planned transactional excellence initiatives completed	New indicator	New indicator	New indicator	80%	80%	Annually	-	-	-	80%	85%	90%
MTSF NDP Capable state	3.4.4	Percentage planned people manager and professional empowerment initiatives completed	New indicator	New indicator	New indicator	80%	80%	Annually	-	-	-	80%	95%	95%

9.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 18: Programme 3 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
1 Programme Support	2 054	2 051	2 281	2 479	2 577	2 748	2 867
2 Organisation Development	35 110	39 123	47 522	69 155	75 118	70 206	74 287
3 People Training and Empowerment	21 52	24 116	28 080	29 300	30 992	32 741	34 492
4 People Management Practices	79 334	77 266	78 896	87 985	93 095	96 752	102 266
Total	138 070	142 556	156 779	188 919	201 782	202 447	213 913

Economic classification

Current payments	13 4731	139 346	154 259	186 366	200 002	200 330	211 673
Compensation of employees	111 058	112 706	125 048	142 527	152 150	162 483	172 475
Goods and services	23 673	26 640	29 211	43 839	47 852	37 847	39 198
of which:							
Communication	1 144	1 045	1 013	1 264	755	1 360	1 438
Computer services	867	6 047	3 017	5 099	722	2 701	2 857
Consultants, contractors and special services	5 454	5 872	10 358	20 930	32 817	18 410	19 573
Consumables	750	1 165	970	1 051	742	1 055	1 115
Lease payments	62	728	624	614	573	691	731
Travel and subsistence	1 354	2 606	1 585	2 182	1 919	2 547	2 695
Venues	57	837	957	673	781	349	222
Other	13 985	8 340	10 687	12 026	9 543	10 734	10 567
Financial transactions in assets and liabilities	1	2	19	-	-	-	-
Transfers and subsidies to:	1 416	733	178	463	15	16	17
Provinces and municipalities	14	14	18	15	15	16	17
Departmental agencies and accounts							
Universities and Technicon's							
Public corporations and private enterprises							
Non-profit institutions	1 000	-	-	-	-	-	-
Households	402	719	160	448	-	-	-
Payments for capital assets	1 922	2 475	2 323	2 090	1 765	2 101	2 223
Buildings and other fixed structures							
Machinery and equipment	1 893	2 475	2 003	2 080	1 765	2 101	2 223
Transport equipment							
Software and other intangible assets	29	-	320	10	-	-	-
Land and subsoil assets							
Total	138 070	142 556	156 779	188 919	201 782	202 447	213 913

Performance and expenditure trends

The programme's budget allocation shows an increase over the MTEF period. This is due to the establishment of the Internal Control section within People Management Practices. Additional funding was allocated towards the Business Process Optimisation project and the Barrett Survey that was to be done in 2015. People Training and Empowerment also sought additional funding through the retention of revenue to enable the upkeep of the facilities at the institute in Stellenbosch. Despite the budget increase, budget cuts imposed by the Treasury meant that the programme could not capacitate to acceptable levels, resulting in an environment that will require careful management going forward.

10. Programme 4: Centre for e-Innovation

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

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

The Programme contributes to Provincial Strategic Goal 5 which is aimed at enhancing good governance and specifically improving e-Governance Maturity and Connectivity. The Centre for e-Innovation is also responsible for Streams 1 and 3 of the WCG Broadband Strategy and Implementation Plan. 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.

Furthermore, this Programme contributes to the Medium-term Strategic Framework (2014–2019) with a particular emphasis on building "An efficient, competitive and responsive economic infrastructure network". The WCG Broadband initiative will contribute to the achievement of the key target of increasing broadband penetration from 33,7% in 2013 to 80% at 5Mbps and 50% at 50Mbps in 2019. The WCG also sees ICTs as an important tool for improving service delivery as well as access to services (with key aspects being the Service Interface initiative, the Cape Access programme as well as Stream 3 of the WCG Broadband Strategy and Implementation Plan which focuses on applications).

The Programme also contributes to provincial strategic imperatives such as the Provincial Spatial Development Framework and Growth Potential of Towns Study through its roll-out of broadband infrastructure across the Province. The initiative will have a spatial impact across the Province.

The Programme further provides support to the Department of Local Government in its implementation of Local Government ICT Support. In this regard the Programme assists with

facilitating access for Local Government to the existing broadband contract, assists with the development of business cases, provides the services of a business analyst and assists municipalities with the development of websites.

The programme provides for the following functions to be delivered:

Subprogramme 4.1: Programme support

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

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

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

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

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

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

10.1 Strategic objectives

Table 19: Programme 4 strategic objectives

Strategic objective 4.1	ICT governance maturity improved
Objective statement	To improve ICT governance maturity of the Western Cape Government
Strategic Objective indicator 4.1	ICT Governance maturity rating (Cobit 5)
Baseline	1
2020 target	ICT governance maturity level of 3 (against Cobit 5)
Strategic objective 4.2	Access to Western Cape e-Government information and 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
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
Strategic Objective indicator 4.3	Percentage of Ce-I service standards met in a given year
Baseline	Percentage to be achieved in 2015–2016 (Denominator: 35 service standards)
2020 target	90%

10.2 Strategic objective annual targets for 2016/17

Table 20: Programme 4 strategic objective and annual targets

	Strategic objective	Strategic objective Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
4.1	To improve ICT governance maturity of the Western Cape Government	ICT governance maturity rating (COBIT 5)	3	3	3	3	1*	2	2
4.2	To enable and improve access to Western Cape e-Government services	Number of prioritised citizen-facing services automated	New indicator	New indicator	New indicator	New indicator	1	1	2
4.3	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services	Number of Ce-I service standards met in a given year	Not measured	Not measured	85%	85%	85%	85%	85%

*The drop in the ICT Governance Maturity rating is due to the reclassification of maturity levels in the new Cobit 5 assessment tool which is more stringent than the Cobit 4.1 assessment metrics against which we have been assessed to date. Entities that were previously assessed to be at level 3 have predominantly now dropped to level 1.

10.3 Risk management

The following risks have been identified for the programme:

Table 21: Programme 4 risk identification and mitigation

Risk	Mitigation
Correct Capacity and Capability to adequately support business (staffing and skills within Ce-I as well as Departments)	<ul style="list-style-type: none"> • Further structural refinements will be concluded within the 2016/2017 financial year which will ensure the correct structures within Ce-I as well as 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	The ICT planning processes and IT Mini-MTEC ensures joint planning between Ce-I and Departments and alignment of resources. Implementation of the IT Tariff Policy which ensures adequate resourcing of ICT initiatives (resourcing will be split between Ce-I and Departments).
Organisational readiness for uptake of solutions	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	The relationship with SITA and third parties will be managed through the relevant contractual arrangements (through the Business Agreement and Service Level agreements (SLA) with SITA and SLAs with third parties).
The timeous procurement of IT goods and services which are dependent on the relevant contracts and tenders being in place	<ul style="list-style-type: none"> • Transversal ICT procurement mechanisms will be put in place (in collaboration with SITA). • 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	A technology renewal plan to address the ageing network infrastructure will be compiled. Departments will be involved in order to encourage them to address their infrastructural challenges.
New Legislative Mandates (POPI, etc.)	Will collaborate with Legal Services to understand the legislative requirements and finalise a plan to ensure compliance.
The impact of persistent load shedding	Disaster Recovery and Business Continuity Plans will be further improved to mitigate the risk of load shedding over the medium to long term.
Risks related to the WCG Broadband initiative	The WCG in partnership with SITA and Neotel will maintain a risk log for the WCG Broadband initiative highlighting the remediation plan for each identified risk.
Exchange Rate Fluctuations	R/\$ exchange rate fluctuations pose a significant risk going forward as a number of hardware and software obligations are priced in dollars. The Ce-I will, in partnership with the Provincial Treasury, carefully monitor this risk and identify appropriate remedial actions where required.

10.4 Programme performance indicators and annual targets for 2016/2017

Table 22: Programme 4 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance				Estimated performance	Medium-term targets							
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017 / 18	2018 / 19	
Subprogramme 4.2: Strategic ICT Services														
PSG 5 Outcome 1: Enhanced governance	4.2.1	Number of departmental ICT plans reviewed	10	13	13	13	13	Annually	-	13	-	-	13	13
FOSAD	4.2.2	Presidential Hotline resolution rate	98.93%	99.11%	99.51%	95%	95%	Quarterly	95%	95%	95%	95%	95%	95%
MTSF NDP	4.2.3	Total number of new Cape Access Centres established	9	7	8	10	6	Quarterly	2	2	2	0	0	6
MTSF NDP	4.2.4	Number of e-government access channels managed through which citizens actively engage government	-	-	-	8	9	Annually	-	-	-	9	10	11
MTSF NDP	4.2.5	Number of prioritised citizen-facing services automated	-	-	-	1	1	Annually	-	-	-	1	1	1

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets								
		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19	
Subprogramme 4.3: GITO Management Services														
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.3.1	Average percentage systems uptime and availability maintained	99.75%	99.73	99.60	99.73%	98%	Quarterly	98%	98%	98%	98%	98%	98%
PSG 5 Outcome 1: Enhanced governance MTSF NDP	4.3.2	Average percentage network uptime and availability maintained	99.16%	99.21	98.74	98.46%	98%	Quarterly	98%	98%	98%	98%	98%	98%
PSG 5 Outcome 1: Enhanced governance MTSF NDP	4.3.3	Average turnaround time in days for finalising IT Service Desk requests	-	-	-	6	6	Quarterly	6	6	6	6	6	5
Subprogramme 4.4: Connected Government and Unified Communications														
PSG 5 Outcome 1: Enhanced governance MTSF NDP SA Connect	4.4.1	Number of WCG sites provided with Broadband connectivity (cumulative)	-	-	-	1100	1800	Annually	-	-	-	1800	2000	2000
Subprogramme 4.5: Transversal Applications Development and Support														
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.5.1	Percentage of transversal business application solutions implemented	-	-	-	80%	80%	Annually	-	-	-	80%	80%	80%

10.5 Reconciling performance targets with the Budget and MTEF

Table 23: Programme 4 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/19
R thousand							
1 Programme Support	6 688	6 868	12 303	7 806	7 623	8 124	8 609
2 Strategic ICT Services	67 352	82 102	143 064	93 452	86 632	91 109	94 146
3 GITO Management Services	347 351	454 850	499 242	467 290	479 959	473 305	486 078
4 Connected Government and Unified Communications	-	-	-	156 988	231 998	319 399	375 570
5 Transversal Applications Development and Support	-	-	-	66 195	54 856	42 727	44 026
Total	421 391	543 820	654 609	791 731	861 068	934 664	1 008 429
Economic classification							
Current payments	384 811	487 246	578 545	673 197	811 048	871 519	942 521
Compensation of employees	135 706	148 651	165 974	187 377	190 398	205 354	218 016
Goods and services	249 105	338 595	412 571	485 820	620 650	666 165	724 505
of which:							
Minor assets	454	1 496	3 891	1 013	1 414	1 062	1 123
Communication	2 205	3 664	4 302	3 351	3 478	3 482	3 684
Computer services	220 089	322 895	389 462	466 636	600 054	644 794	702 030
Consultants, contractors and special services	18 134	1 675	3 972	2 497	1 586	3 036	3 076
Consumables	854	1 213	1 436	1 413	1 832	1 493	1 579
Lease payments	-	576	630	558	526	611	646
Travel and subsistence	2 063	5 116	2 452	3 466	3 865	3 971	4 202
Other	5 306	1 960	6 491	6 886	7 895	7 716	8 165
Financial transactions in assets and liabilities	-	-	104	-	-	-	-
Transfers and subsidies to:	19 599	21 734	22 997	30 230	17 507	15 506	15 507
Provinces and municipalities	9 000	10 000	10 700	7 298	-	-	-
Departmental agencies and accounts	5	5	4	6	7	6	7
Non-profit institutions	10 500	11 500	12 200	22 800	17 500	15 500	15 500
Households	94	229	93	126			
Payments for capital assets	16 981	34 840	52 963	88 304	32 513	47 638	50 401
Buildings and other fixed structures							
Machinery and equipment	16 828	34 840	52 963	88 244	32 513	47 638	50 401
Transport equipment							
Software and other tangible assets	153	-	-	60	-	-	-
Total	421 391	543 820	654 609	791 731	861 068	934 664	1 008 429

Performance and expenditure trends

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

not capacitate to acceptable levels, resulting in an environment that will require careful management going forward.

While the programme has historically utilised the full budget allocated to it, it has not fully spent its budgets in 2014/2015 and 2015/2016. This has been as a result of the length of time taken to conclude the broadband contract as well as the length of time taken to receive approvals from the relevant authorities for the build of the core infrastructure required for broadband.

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

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

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

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

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

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

The Branch has defined its strategy to be a catalyst for corporate governance in the WCG. To this end the Branch will be driving the following strategic thrusts to operationalise this strategy which will ultimately provide a sound environment for departments to deliver their services to the citizens:

- Integrated and quality services – This enables the business units in the branch to have an integrated and aligned approach in servicing its clients, identifying the required touch points and synergies and relevant improvements to ensure a quality service delivery to the WCG.
- Strategic partnering – Our services are delivered to the provincial departments and we will not succeed if we do not partner with these departments – both to determine work scope, but also to improve the overall system of internal control.
- Innovation – We want to be intentional about innovation. On the one side this deals with creating the environment where staff are encouraged to be innovative and on the other it focuses on the technological aspects and creating a new set of skills (i.e. data analytics) that would benefit the units in the branch in different ways.

- People Centric – None of the above would be possible without having a resilient and professional workforce. Developing and growing our staff at all levels is a strategic thrust that will receive ongoing attention.

As indicated earlier, the Corporate Governance framework and its concomitant Maturity Assessment Tool are the deliverables in line with the Departmental Strategic Plan and PSG 5 that would create the impetus for the services of this branch, with an ultimate goal of improving corporate governance in the WCG.

Programme 5's services are delivered by its five sub-programmes, namely:

- 45.2 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, and ultimately executes the responsibilities of departmental Chief Risk Officers. 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, at an early stage, the risks that could prevent a department from achieving its objectives and developing relevant responses and plans to manage these risks. The Directorate agrees on 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 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. An ICT Internal Audit Directorate was established only in the 2014/2015 financial year and this imperative will be driven in the latter years of the five-year period.
- c) Strategic partnering that will result in a better implementation rate of Internal Audit Recommendations and play a pivotal role in provincial strategic projects (such as the development of the Corporate Governance Framework and other key initiatives). Strategic engagements with client departments that focus on finding better ways and audit approaches to significantly address contentious issues that are impacting on the control/governance environment, with an

⁴ Subprogramme 5.1 is Programme Support, which provides administrative support to the programme.

ultimate intent to improve or contribute to its maturity.

- d) Play a strategic and leadership role in the entire WCG to facilitate the implementation of the Combined Assurance Framework. This entails engaging with all key stakeholders to enable them to augment their processes and embed the principles of the Combined Assurance Framework, ultimately realising the benefits in the long term.

The Chief Directorate: Provincial Forensic Services renders reactive and proactive forensic services to all departments in the WCG. It aims to create a zero tolerant environment towards fraud, theft and corruption by means of its proactive programmes agreed upon with each department annually, which include fraud risk assessments, fraud awareness presentations, a fraud perception survey and newsletters. It also contributes to creating and inculcating a culture of responsible whistleblowing. It further strives to combat economic crime and plays a pivotal role in ensuring that allegations of fraud, theft and corruption are investigated and reported on to the relevant Accounting Officer and appropriate remedial action is taken in this regard. During 2016/2017 there will be a further intensification of fraud prevention and detection measures by revisiting methodologies and planning the utilisation of data analytics as a fraud and corruption preventative and/or detection measure.

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

The objective of all legal advice is to safeguard decisions from irregularities and/or legal challenges, and to avoid irregular and/or fruitless expenditure that is incurred if actions and decisions are non-compliant with the Constitution and legislation. In this regard Legal Services aims to, amongst others, receive and attend to 2 280 requests for legal advice attended to by its traditional reactive disciplines (litigation, legislation and legal advisory services) and by its proactive delivery mechanism, the Legal Compliance Unit. The latter will provide 40 legal training opportunities, review the delegations of three provincial departments for consistency with legislation, and develop provincial policy to ensure that all departments comply with the Protection of Personal Information Act (POPI), 2013, when it is brought into operation.

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

11.1 Strategic objectives

Table 24: Programme 5 strategic objectives

Strategic objective 5.1	WCG governance improved
Objective statement	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption
Strategic Objective Indicator 5.1	Level of WCG governance maturity
Baseline	To be determined in 2018/2019
2020 target	To achieve the targeted provincial governance maturity level as determined in 2018/2019
Strategic objective 5.2	Legally sound executive and administrative decisions and actions promoted
Objective statement	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice
Strategic Objective Indicator 5.2	Number of Legal Services service standards met in a given year
Baseline	15
2020 target	16
Strategic objective 5.3	Strategic goals of the Western Cape Government communicated to the people of the Western Cape
Objective statement	To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape
Strategic Objective Indicator 5.3	Number of communication campaign reports issued
Baseline	To be established during 2016/2017
2020 target	2

11.2 Strategic objective annual targets for 2016/17

Table 25: Programme 5: strategic objective and annual targets

	Strategic objective	Strategic objective Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
5.1	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption	Level of WCG governance maturity	New indicator	New indicator	New indicator	New indicator	Ongoing development of a single governance framework for WCG and an associated maturity model	Finalisation of a single governance framework for WCG and an associated maturity model	Perform baseline assessment on governance maturity and determine targeted provincial governance maturity level
5.2	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice	Number of Legal Services service standards met in a given year	New indicator	New indicator	New indicator	New indicator	15	15	15
5.3	To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape	Number of communication campaign reports issued	New indicator	New indicator	New indicator	New indicator	2	2	2

11.3 Risk management

Table 26: Programme 5 risk identification and mitigation

RISKS	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 re demand for services	Active screening of requests to ensure that they fall within the respective mandates and allowing some margin for uncertainty when annual operational plans are compiled. Work allocations will be reviewed on a continuous basis to relieve this 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.

11.4 Programme performance indicators and annual targets for 2016/17

Table 27: Programme 5 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets								
		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19	
Subprogramme 5.2: Enterprise Risk Management														
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.2.1	Number of enterprise risk management implementation plans approved by Accounting Officers.	New indicator	13	13	12	12	Annually	12	Nil	Nil	Nil	12	12
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.2.2	Percentage completion of activities in approved enterprise risk management implementation plans allocated to D:ERM	New indicator	New indicator	New indicator	80%	82%	Annually	Nil	Nil	Nil	82%	85%	85%
Subprogramme 5.3: Internal Audit														
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.3.1	Percentage of internal audit areas completed as per approved internal audit coverage plans.	90%	92.2%	95%	100%	100%	Annually	Nil	Nil	Nil	100%	100%	100%
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.3.2	Percentage internal audit recommendations incorporated into agreed action plans	87%	91%	99%	99%	100%	Annually	Nil	Nil	Nil	100%	100%	100%
Sub-output 1.1.1 of PSG5 - Improved Corporate Governance Maturity	5.3.3	Percentage of action plans expired by the end of the third quarter followed up	New indicator	New indicator	New indicator	95%	95%	Annually	Nil	Nil	Nil	95%	100%	100%

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets									
		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q4	2017/18	2018/19		
Subprogramme 5.4: Provincial Forensic Services (PFS)															
Outcome 12 of the NDP and MTSF Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.4.1	Number of fraud perception surveys conducted	New indicator	1	1	0	0	Two-yearly	Nil	Nil	Nil	Nil	1	0	
	5.4.2	Percentage of PFS recommendations followed up	New indicator	91%	97%	80%	82%	Quarterly	82%	82%	82%	82%	85%	85%	
	5.4.3	Percentage of fraud prevention activities allocated to the PFS implemented		113%	114,4%	99%	90%	92%	Annually	Nil	Nil	Nil	92%	95%	95%

Strategic alignment	Programme Performance Indicator	Audited/Actual performance				Estimated performance	Medium-term targets							
		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19	
Subprogramme 5.5: Legal Services														
MTSF	5.5.1	Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted	2	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	2
MTSF	5.5.2	Number of legal training opportunities provided to employees of the Western Cape Government	28	42	58	58	40	Quarterly	10	10	10	10	40	40
MTSF	5.5.3	Number of requests assigned and attended to by legal advisers	New indicator	2047	2284	2268	2280	Quarterly	570	570	570	570	2300	2400
MTSF	5.5.4	Number of provincial departments' delegations reviewed for consistency with legislation	New indicator	New indicator	New indicator	4	3	Annually	Nil	Nil	Nil	3	3	3
MTSF	5.5.5	Number of reports containing an overview of the provincial legislative drafting programme	New indicator	New indicator	New indicator	New indicator	1	Annually	-	-	-	1	1	1
Subprogramme 5.6: Corporate Communication														
	5.6.1	Number of on-brand creative execution assessment reports issued	3	4	4	4	4	Quarterly	1	1	1	1	4	4
	5.6.2	Number of <i>Better Together</i> magazines published to communicate the vision, values and brand to Western Cape Government employees	6	7	6	5	4	Quarterly	1	1	1	1	4	4
	5.6.3	Number of reports issued on completed client-generated products and services	2	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	2

11.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates: Corporate Assurance (Corporate Services Centre)

Table 28: Programme 5 expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
1 Programme Support	1 709	2 025	2 338	2 152	2 442	2 604	2 745
2 Enterprise Risk Management	5 519	7 099	6 653	6 034	7 001	7 461	7 769
3 Internal Audit	32 714	33 124	35 857	37 369	40 905	44 006	45 985
4 Provincial Forensic Services	18 669	15 030	15 304	16 453	15 299	15 481	15 967
5 Legal Services	20 607	22 789	28 891	35 681	38 797	41 416	44 906
6 Corporate Communication	10 164	9 155	10 578	13 881	13 737	14 400	15 053
Total	89 382	89 222	99 621	111 570	118 181	125 368	132 425

Economic classification

Current payments	88 208	88 581	98 762	109 523	117 570	124 549	131 558
Compensation of employees	55 918	59 259	69 977	89 745	100 502	107 328	114 972
Goods and services	32 290	29 322	28 785	19 778	17 068	17 221	16 586
of which:							
Communication	1 162	1 630	373	808	556	918	971
Computer services	426	752	2 057	2 222	3 296	1 941	1 449
Consultants, contractors and special services	23 761	20 151	20 310	9 716	7 129	7 397	6 909
Consumables	652	1 271	538	908	1 021	697	738
Operating leases	-	331	323	298	401	357	378
Travel and subsistence	346	652	587	995	621	1 873	1 982
Venues	46	47	87	186	187	208	220
Other	5 897	4 488	4 510	4 645	3 857	3 830	3 939
Financial transactions in assets and liabilities	9	-	87				
Transfers and subsidies to:	51	394	186	61	3	3	3
Provinces and municipalities							
Departmental agencies and accounts	2	1	2	3	3	3	3
Public corporations and private enterprises							
Non-profit institutions				40			
Households	49	393	184	118	-	-	-
Payments for capital assets	1 114	247	586	1 986	608	816	864
Buildings and other fixed structures							
Machinery and equipment	1 114	247	586	1 969	608	816	864
Transport equipment							
Software and other intangible assets				17			
Land and subsoil assets							
Total	89 382	89 222	99 621	111 570	118 181	125 368	132 425

Performance and expenditure trends

This programme's budget allocation shows a slight increase over the MTEF period. This is due to the funding being allocated for the implementation of the Protection of Personal Information act (POPI) which will be driven by Legal Services. Within the Corporate Communications function they have streamlined processes pertaining to the *Better Together* magazine and other projects to enable a cost saving over the MTEF. Despite the budget increase, budget cuts imposed by the Treasury meant that the programme could not capacitate to acceptable levels, resulting in an environment that will require careful management going forward.

PART C: LINKS TO OTHER PLANS

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

The Department does not manage long-term infrastructure programmes.

13. Conditional grants

Not applicable.

14. Public entities

Not applicable.

15. Public-private partnerships

There are no public-private partnerships planned for the 2015/2016 financial year.

16. List of resources

Patterson, A. 2009. A Review of Strategic Planning Practices that may be applied by the South African National Planning Commission. *Development Bank of Southern Africa Development Planning Division Working Paper Series No. 6.*

Western Cape Government Provincial Treasury (2016). Budget Circular 2 – 2016/2017. *2016 Planning and Budget Approach: Background and Technical Requirements.*

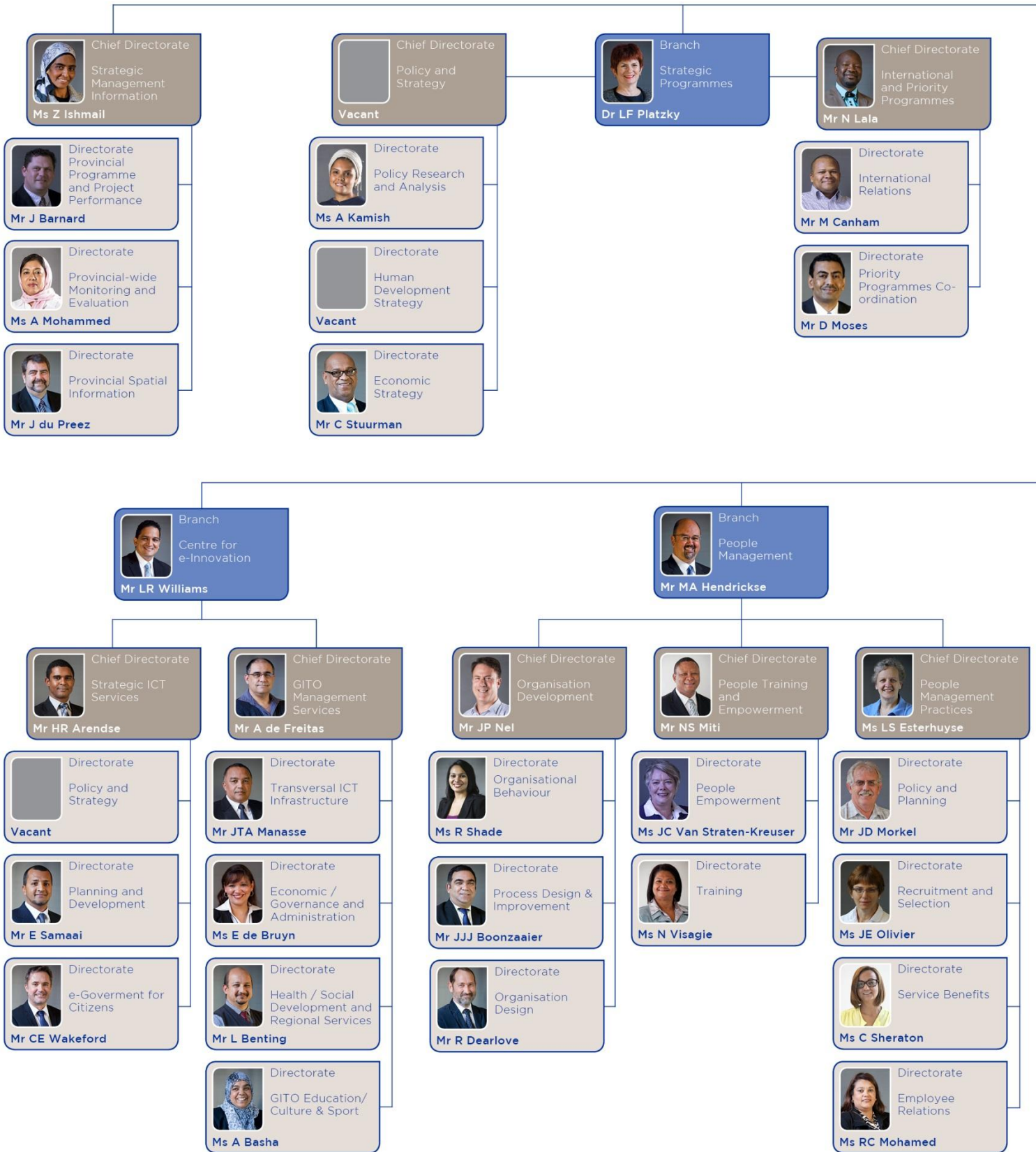
Western Cape Government Provincial Treasury (2016) Budget Circular 5 – 2016/2017. *Changes to the Provincial Fiscal Framework and Approach to the Provincial Government Medium Term Expenditure Committee 2 (PG MTEC 2) Budget Discussions.*

17. Annexures

17.1 Annexure A: Organisational Structure of the Department of the Premier

17.2 Annexure B: Changes to the Strategic Plan

17.3 Annexure C: Technical Indicator Descriptions



Premier

Ms H Zille

Director-General

Adv B Gerber

Branch
 Executive Support

Mr LH Grootboom

Office of the Premier

Adv L Elliot

Directorate
 Secretariat Services

Mr MC Ahmed

Chief Directorate
 Finance and Administration

Mr DG Basson

Directorate
 Strategic Communication

Mr J Turkington

Directorate
 Departmental Strategy

Mr A Geldenhuys

Directorate
 Financial Management

Ms N Karra

Directorate
 Director-General Support

Mr R Shaw

Directorate
 Supply Chain Management and Administration

Ms E Isaacs

Head:
 Corporate Services Centre

Mr AF Joemat

Branch
 Corporate Assurance

Ms H Robson

Branch
 Legal Services

Mr L Buter

Directorate
 Corporate Communication

Ms F Steyn

Directorate
 Enterprise Risk Management

Ms A Haq

Chief Directorate
 Internal Audit

Mr J Radebe

Chief Directorate
 Provincial Forensic Services

Mr R van Rensburg

Directorate
 Legislation

Ms A Vosloo

Directorate
 Internal Audit

Ms B Cairncross

Directorate
 Forensic Investigations Cluster A

Ms W Hansby

Directorate
 Litigation
Vacant

Directorate
 Internal Audit

Mr S Malan

Directorate
 Forensic Investigations Cluster B
Vacant

Directorate
 Corporate Legal Advisory Services (Social Cluster)
Vacant

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

Directorate
 ICT Internal Audit
Vacant

ANNEXURE B: CHANGES TO STRATEGIC PLAN

1. Budget Programme Structure Amendment

The Department of the Premier in conjunction with the submission of the 2016/2017 First Draft Annual Performance Plan requested the approval of a Budget Programme Structure amendment. This amendment entails shifting Sub-programme: Strategic Communications which is currently located within Programme 2 (Provincial Strategic Management) to Programme 1 (Executive Support – Administration). The proposed shift of Strategic Communications from Programme 2 to Programme 1 is based on the following rationale:

- Deliverables entail assessing the WCG's communications environment and in conjunction with Ministerial Liaison Officers and departmental Communication Units provide communication-related advice.
- The nature and scope of the work focus entail close alignment with the Executive and the Office of the Premier.

This was subsequently approved by the Provincial Treasury.

2. Strategic objective indicator changes:

Sub-programmes 4.3, 4.4 and 4.5

Strategic objective 4.3 aims to improve ICT services to the Cape Government through the provision of infrastructure, applications and services. In order to elevate the strategic objective to a higher level and avoid duplication of strategic objective indicator as performance indicator, the five individual strategic objective indicators were substituted by a single strategic objective indicator as follows:

Strategic Objective indicator 4.3	Percentage of Ce-I service standards met in a given year
Baseline	Not measured
2020 target	90%

The original indicators were retained as performance indicators.

Programme 5: Corporate Assurance

The objective and strategic objective for this programme remained the same, however, the Baseline and 2020 Target was amended taking current operational realities and availability of resources into consideration. The baseline for WCG Governance will only be determined during the 2018/19 financial year and thus the 2020 Target would be determined during this baseline assessment. Furthermore, the reporting cycle for this indicator was changed to two-yearly to provide sufficient time for departments to implement the necessary corrective actions.

Strategic objective 5.1	WCG governance improved
Objective statement	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption
Strategic Objective Indicator 5.1	Level of WCG governance maturity
Baseline	To be determined in 2018/19
2020 Target	To achieve the targeted provincial governance maturity level as determined in 2018/2019

Sub-programme 5.5: Legal Services

Strategic objective 5.2 aims to promote executive and administrative decisions and actions that are sound in law through the provision of legal advice. In order to elevate the strategic objective to a higher level and avoid duplication of the strategic objective indicator as a performance indicator, the strategic objective indicator was changed to reflect the number of service standards achieved.

Strategic objective 5.2	Legally sound executive and administrative decisions and actions promoted
Objective Statement	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice
Strategic Objective Indicator 5.2	Number of Legal Services service standards achieved
Baseline	15
2020 Target	16

Sub-programme 5.6: Corporate Communications

Strategic objective 5.3 aims to coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape. Although the strategic objective remained the same, a new strategic objective indicator was formulated for better alignment. The previous strategic objective indicator was retained as performance indicator.

Strategic objective 5.3	Strategic goals of the Western Cape Government communicated to the people of the Western Cape
Objective Statement	To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape
Strategic Objective Indicator 5.3	Number of communication campaign reports issued
Baseline	To be established during 2016/2017
2020 Target	2

ANNEXURE C: TECHNICAL INDICATOR DESCRIPTIONS

STRATEGIC OUTCOME ORIENTED GOALS

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 outcome-oriented 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. Stakeholder engagement (5 levels).
Purpose/importance	Governance is an elusive concept with many performance dimensions. This composite indicator combines in a single graph measurement 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 lead 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 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 2018/2019 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 outcome-oriented 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	<p>The objective of MPAT level is to determine the following:</p> <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 level 1 to 12 performance management system, implementation of SMS performance management system (excluding HODs), implementation of performance management system for HODs and management of disciplinary cases. 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. 								
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. 5. 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>The scores are colour-coded as in the figure below:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> </tbody> </table>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements
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Level 3	Department is fully compliant with legal/regulatory requirements								

	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
	<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>	
Data limitations	Dependency on DPME for moderated scores	
Type of indicator	Qualitative – although it refers to a number, the numbers refers 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 AND PERFORMANCE INDICATORS

PROGRAMME 1: EXECUTIVE SUPPORT

Strategic Objectives

Strategic Objective 1.1: Departmental strategic management enabled.

Strategic objective indicator	1.1
Indicator title	Strategic management MPAT level obtained
Short definition	This indicator refers to the score the department obtains on the Strategic Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Performance Monitoring and Evaluation.
Purpose/importance	<p>The purpose of the indicator is to measure whether the department complies with the nationally accepted standards for strategic management in the public sector. The standards measure compliance of the Strategic Plan and Annual Performance Plan with guidelines. There are three standards that equate to the MPAT level obtained as listed below:</p> <ul style="list-style-type: none"> • Strategic Plans: Extent to which strategic planning is 1) based on analysis, 2) aligned with the MTSF and/or PGDS, and with Delivery Agreements, and 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. • 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.
Source/collection of data	The DPME MPAT results report concluded in the preceding financial year ⁵ and the custodian is the Directorate: Departmental Strategy. Data includes the Strategic Plan, proof of formal performance assessments against the Strategic Plan, documented evidence of review of the Strategic Plan, the Annual Performance Plan, quarterly performance reports, AG findings on predetermined objectives, Internal Audit report on QPR, Programme Manager/Project Manager reports, minutes of management meetings showing evidence of discussion of quarterly reports, 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.

⁵ The performance report reflects on performance achieved in the 2014/2015 financial year

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 in the figure below:</p>										
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Data limitations	The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores.										
Type of indicator	Qualitative – although it refers to a number, the numbers refers 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 Objective 1.2: 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 non-financial performance areas
Purpose/importance	It contributes to ensuring that the audit opinion obtained is unqualified.

	This indicates that the department manages its finances effectively and has complied with all the necessary financial prescripts. It contributes to providing departmental financial management and support services
Source/collection of data	Management and audit report of the Auditor-General
Method of calculation	Not applicable
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Unqualified audit reports
Indicator responsibility	All programme managers

Strategic Objective 1.3: Strategic goals of the Western Cape Government are communicated to the people of the Western Cape

Strategic Objective indicator number	1.3
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 which highlight: <ol style="list-style-type: none"> 1. the number of media hits in print and broadcast media and the number of proactive media statements and events generated by the Western Cape Government on a monthly basis; 2. how the Western Cape is performing in print and broadcast media on a monthly basis; and 3. current and possible future media risks/issues, which might require specific action/attention/response by the relevant minister/provincial department.
Purpose/importance	First, to measure and assess how the Western Cape Government is reported to be performing in print and broadcast media, which is a key way in which citizens are informed of the work being done by government and also one of the key platforms used by government to communicate with citizens; Second to highlight/identify possible media risks/issues for the Western Cape Government in order to manage the image and reputation of the provincial government, to identify key issues and to plan responses to critical issues and problems facing relevant ministers/provincial departments.
Source/collection of data	A media monitoring agency sends the Directorate of Strategic Communications raw print and broadcast hits on a daily basis. 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. Data source: completed assessment reports
Method of calculation	Simple Count of assessment reports
Data limitations	Dependent on information supplied by media liaison officers, head of communications, changes in the political landscape, coverage in free media
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Strategic Communication

PROGRAMME 1: EXECUTIVE SUPPORT

Performance Indicators

Subprogramme 1.4: Departmental Strategy

Performance indicator number	1.4.1
Indicator title	Number of statutory reports submitted to Provincial Treasury
Short definition	This indicator refers to the number of statutory reports submitted in terms of Provincial Treasury regulations. These include the Annual Performance Plan, four Quarterly Performance Reports and the Annual Report.
Purpose/importance	The indicator measures the performance of the Department against requirements set by Provincial Treasury for the submission of legislatively required reports. This contributes to the strategic objective of "Departmental strategic management enabled", by being MPAT compliant.
Source/collection of data	Signed Annual Performance Plan, signed Quarterly Performance Reports, signed Annual Report, proof of submission to appropriate oversight bodies, technical assessment reports, e-mails for electronic submission.
Method of calculation	Simple count of legislative reports submitted.
Data limitations	Quality and accuracy of data provided by programmes may impact on the credibility of the reported information.
Type of indicator	Quantitative, output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new, but wording changed slightly
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Departmental Strategy

Subprogramme 1.6: Financial Management

Performance indicator number	1.6.1
Indicator title	Percentage spend achieved on the budget of the department in respect of the preceding financial year
Short definition	This indicator is an indication of the percentage departmental budget spent to its fullest capacity without under-spending. The norm is 2% on total budget for a particular financial year.
Purpose/importance	Departments are allocated budgets to perform what their mandate requires. Under-spending on the annual budget could indicate that mandates/delivery were not fully realised. It contributes to providing effective departmental financial management and support services.
Source/collection of data	Adjustments Appropriation Act and Annual Financial Statements
Method of calculation	Numerator: Amount expended in a financial year as per the Annual Financial Statements, verified by the Auditor-General Denominator: Approved budget of the Department as per the Adjustments Appropriation Act Calculation: Numerator divided by denominator multiplied by 100
Data limitations	None
Type of indicator	Quantitative/output
Calculation type	Non-cumulative
Reporting cycle	Annual in respect of preceding financial year
New indicator	No
Desired performance	As high a percentage as possible – minimum of 98% with a maximum of 100%
Indicator responsibility	Director: Financial Management
Performance indicator number	1.6.2
Indicator title	Percentage of unopposed invoices paid within 30 days of receipt
Short definition	This indicator is an indication of the number of unopposed invoices paid within 30 days of receipt as a percentage of the total number of unopposed invoices received.

Purpose/importance	It measures the percentage of unopposed invoices paid within 30 days (opposed invoices refers to invoices returned to suppliers as a result of errors/inconsistencies on them). Failure to pay invoices within 30 days of receipt thereof, could negatively affect the cash flow of SMMEs that do business with the department. Payment of invoices within 30 days shows good financial management. It contributes to providing effective departmental financial management and support services.
Source/collection of data	BAS/ KITSO report received on a monthly basis. A report of invoices not paid within 30 days of receipt thereof, is submitted to the Provincial Treasury.
Method of calculation	Numerator: Number of unopposed invoices paid within 30 days per annum Denominator: Total number of unopposed invoices received per annum Calculation: Numerator divided by denominator multiplied by 100
Data limitations	The availability and uptime of the BAS system and KITSO report and its accurate updating
Type of indicator	Quantitative/output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher (100% of unopposed invoices paid within 30 days of receipt thereof)
Indicator responsibility	Director: Financial Management
Performance indicator number	1.6.3
Indicator title	Supply chain management MPAT level obtained
Short definition	This indicator refers to the score the Department obtains on the Supply Chain Management standard in the Financial Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	To ensure that supply chain management processes are practised at a standard that is mindful of section 217 of the Constitution and to ensure that public resources are utilised efficiently and effectively. The standards for this indicator are: <ul style="list-style-type: none"> • Demand management: to encourage proper procurement planning and compliance with the legislative requirements which are meant to enhance efficiency, value for money, accountability and transparency in state procurement. • Acquisition management: to encourage the Departments to procure its goods and services in a manner that promote constitutional principles of fairness, equity, transparency, competitiveness and cost effectiveness. • Logistics management: to encourage the Department to adopt policies and procedures that promote the principles of efficiency, effectiveness and economy in managing goods held as inventory. • Disposal management: to encourage the Department to adopt disposal techniques which are consistent with the PFMA principles of efficiency, effectiveness and economy, and promote the constitutional principles of fairness, transparency, competitiveness and cost effectiveness.
Source/collection of data	The DPME MPAT results report concluded in the preceding financial year ⁶ and the source of data is the Directorate: Supply Chain Management & Administration. Data includes: <ul style="list-style-type: none"> • Demand management: the approved Procurement Plan, proof that the Procurement Plan was submitted on time (30 April), Demand Management Plan, performance/progress review reports on the Procurement Plan, strategic sourcing and proof of implementation, regular reviews and benefits derived; • Acquisition management: sample of supplier database,

⁶ The performance report reflects on performance achieved in the 2012/2013 financial year

	<p>advertisement to register suppliers during the past 12 months, bid committee appointment letters for all three committees (specification, evaluation and adjudication), sample of three attendance registers or minutes of three meetings per committee and updated supplier report/schedule that reflects supplier performance;</p> <ul style="list-style-type: none"> • Logistics management: documented policy/process on stock holding and distribution, records on receiving and issuing of goods (e.g. LOGIS or equivalent), latest stock-taking report, review reports and report on results of customer survey; • Disposal management: disposal strategy, disposal reports, appointment letters of disposal committee members, attendance registers and minutes of disposal committee meetings (last three meetings), record on redundant, unserviceable and obsolete assets, and revised policy/ strategy or minutes of meetings or decision showing no need to change policy / strategy. 										
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 in the figure below:</p> <table border="1" data-bbox="568 1249 1442 1579"> <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. On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.										
Data limitations	<p>The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores. Possible record management deficiencies which could cause delays in providing evidence that needs to be assessed.</p>										
Type of indicator	<p>Qualitative – although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness.</p>										
Calculation type	<p>Non-cumulative</p>										

Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Director: SCM & Administration
Performance indicator number	1.6.4
Indicator title	Departmental SCM policy and delegations reviewed
Short definition	The annual review of the departmental policy on SCM incorporates any changes in the legislative environment through amendments and additions to the existing policy. The process also reviews existing procedures and updates processes as required.
Purpose/importance	Compliant SCM policies and procedures
Source/collection of data	National Treasury Circulars, Practice Notes and Guideline documents Provincial Treasury Instructions, Circulars and Guideline documents Engagements with line function through daily interactions and engagements
Method of calculation	Simple count of updates
Data limitations	SCM Policy documentation is subject to interpretation.
Type of indicator	Quantitative
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	A review per annum
Indicator responsibility	Director: Supply Chain Management

Performance indicator number	1.6.5
Indicator title	Number of SCM Capacity-building Interventions
Short definition	SCM capacity-building interventions include training, awareness sessions, e-learning and any other method of building overall understanding of government procurement processes, procedures and legislative frameworks for the procurement of goods and services in the public sector.
Purpose/importance	SCM capacity-building interventions aim to strengthen financial governance and performance in the Department.
Source/collection of data	Simple count of training interventions
Method of calculation	Recording training interventions planned and provided
Data limitations	Quality of training may vary between service providers.
Type of indicator	Quantitative
Calculation type	Cumulative
Reporting cycle	Bi-annually (6months)
New indicator	Yes
Desired performance	SCM Training provided and attended by officials (e-learning included)
Indicator responsibility	Director: Supply Chain Management

Subprogramme 1.7: Strategic Communication:

Performance indicator number	1.7.1
Indicator title	Number of monthly communication tracking reports produced
Short definition	This indicator refers to the number of tracking reports which 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 generated by the Western Cape Government on a monthly basis; 2. How the Western Cape is performing in print and broadcast media on a monthly basis. <p>These monthly reports track communication and are aggregated into assessment reports for Cabinet whenever they may sit.</p>
Purpose/importance	These reports measure and assess how the Western Cape Government is

	reported to be performing in print and broadcast media, which is a key way in which citizens are informed of the work being done by government and also one of the key platforms used by government to communicate with citizens. These reports aggregate into monthly reports for Cabinet's consideration.
Source/collection of data	A media monitoring agency sends the Directorate: Strategic Communication raw print and broadcast hits on a daily basis. Information is also collated from media liaison officers, Heads of Communication, and the 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. Data source: completed tracking reports
Method of calculation	Simple count of tracking reports
Data limitations	Dependent on information supplied by media liaison officers, Heads of Communication, changes in the political landscape, coverage in free media
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	On target
Indicator responsibility	Director: Strategic Communication

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT (Branch: Strategic Projects)

Strategic Objectives

Strategic Objective 2.1: Executive policy development and implementation strategically supported.

Strategic Objective Indicator	2.1
Indicator title	Number of action minutes reflecting decisions taken by Cabinet having considered 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 that will further the key strategic priorities of the Western Cape Government. The indicator measures the number of action minutes capturing key decisions taken at Cabinet Bosberaads.
Purpose/importance	The indicator reflects that key decisions are taken by Cabinet which further the implementation of the PSP.
Source/collection of data	Data source – Progress reports, action minutes
Method of calculation	Simple count of minutes
Data limitations	Indicator assumes that decisions taken in Cabinet are based on PSP progress reviews
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Economic Strategy, Director: Human Development Strategy

Strategic Objective 2.2: 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 to standardise 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	Questionnaire based on dimensions and conducting interviews where relevant. The method of calculation involves the following: 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>Quantitative data analysed will provide a value on a scale of 1-5.</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 a RBM&E system that has been developed and has been applied to the policy context. Certain departments are aware 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 Objective 2.3: Strategic partnerships and stakeholder engagements facilitated

Performance objective indicator	2.3.
Indicator title	Number of consolidated reports submitted on key partnerships and engagements
Short definition	This indicator refers to the information (report) on all international engagements, priority projects and events managed for the WCG.
Purpose/importance	The indicator reflects strategic international engagements, priority projects, as well as events managed for the WCG that are aligned with the PSGs.
Source/collection of data	Quarterly consolidated reports on strategic priority programmes and International Relations would be submitted to the DDG.
Method of calculation	Simple count of the number of reports submitted to the DDG.
Data limitations	Departments not sharing information on international engagements. Example reports from trips taken. Ad hoc requests for example events to be managed. The fact that the report has been submitted does not mean that significant performance has been achieved
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 2: PROVINCIAL STRATEGIC MANAGEMENT (Branch: Strategic Projects)

Performance Indicators

Subprogramme 2.2: Policy and Strategy

Performance Indicator number	2.2.1
Indicator title	Number of assessment reports submitted on the alignment and non-alignment of departments' APPs to the Provincial Strategic Plan ⁷
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. To ensure that this is planned for and achieved, there needs to be alignment between the Provincial Strategic Plan and the APPs of provincial government departments. The indicator is an indication of the number of reports written on the alignment of the APPs of various departments with the Provincial Strategic Plan. These reports will include assessment of departmental APP's alignment with the game changers. During previous years, one consolidated was submitted for all departments. From 2016/2017, a separate report will be submitted for each of the departments.
Purpose/importance	To measure whether the APPs of various departments are aligned with the Provincial Strategic Plan. An alignment of provincial departments' APPs with that of the provincial Strategic Plan contributes to the planning for achievement of the Provincial Strategic Goals. This is also intended for use in the MTEC 1 budget policy alignment process.
Source/collection of data	Information on APPs collected from WCG departments and summarised in preparation for MTEC1, Data source is 12 Assessment reports for the respective departments.
Method of calculation	Simple count of assessment reports
Data limitations	N/A
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target would be desired
Indicator responsibility	Director: Economic Strategy, Director: Human Development Strategy, Director: Policy Research and Analysis.

Performance indicator number	2.2.2
Indicator title	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives
Short definition	The Provincial Strategic Plan provides a roadmap and strategic direction. In order to guide the WCG, policies and strategies need to be developed in line with the Provincial and National strategic imperatives. This is therefore an indication of the number of policies and strategies written and/or commented upon in response to national and provincial strategic imperatives.
Purpose/importance	To track the number of high-level policy and strategy papers written and commented upon which align with the Provincial and National strategic imperatives and serve as guidelines and frameworks for decision making in the WCG.
Source/collection of data	Schedule of comments, written policies and strategies
Method of calculation	Simple count of signed off policies and strategies and simple count of

⁷ These reports will include assessment of departmental APP's alignment with the game changers. During previous years, one consolidated report was submitted for all departments. From 2016/2017, a separate report will be submitted for each of the departments.

	comments (comments will be dated to ensure that comments are counted in the correct financial year)
Data limitations	Policies developed over several quarters are only counted once signed off. All policies are signed off by the Premier and Cabinet. However, comments are signed off either by the DDG: Strategic Programmes and/or the DG. External factors may extensively delay the sign-off process.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Higher
Indicator responsibility	All directors

Indicator number	2.2.3
Indicator title	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan
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. The Provincial Transversal Management System consisting of steering committees, executive committees and working groups make up the implementation mechanism of the PSP. This structure is responsible for the coordination and monitoring of the implementation of the PSP. The indicator measures the number of reports written and submitted to Cabinet based on the implementation of the Provincial Strategic Plan through the PTMS.
Purpose/importance	It tracks the number of reports written to inform Cabinet of progress on the implementation of the Provincial Strategic Plan. This allows for the identification of weak areas and development of corrective actions and therefore supports the Executive in the development and implementation of the Provincial Strategic Plan.
Source/collection of data	Quarterly PSG Steering Committee and BizProjects reports
Method of calculation	Simple count of progress reports. This will only include the progress reports submitted to Cabinet. However, all these reports are also submitted to the DDG and DG.
Data limitations	N/A
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

Indicator number	2.2.4
Indicator title	Number of Game Changers to be developed and monitored
Short definition	Game changers are targeted and focused interventions that have high impact and can be realised within the next five years, are scalable and can be resourced from existing budgets. They are intended to shift the development trajectory of the Province with regard to socio-economic outcomes. A Delivery Support Unit has been established in the Department to develop and monitor the implementation of the After School, Alcohol Harms Reduction, E-Learning and Skills game changers. The provincial Cabinet had resolved to develop seven (7) Game-changers. However, some of these game-changers are heavily dependent on others spheres of Government, such as the City of Cape Town. As a result a decision was taken to only list the

	Game-changers which are largely within the control of the Western Cape Government.
Purpose/importance	Target tracks the game changers designed and developed to inform Cabinet.
Source/collection of data	Reports from game changers, minutes of meetings, workshops, design labs, stock-takes, steering committee and working group meetings.
Method of calculation	Simple Count of game changers developed and monitored. Game-changers are priority projects of the Premier. Hence the reports will remain in draft form until they are presented to the Premier and will thus only be counted after the Premier had an opportunity to see them.
Data limitations	Report dependent on meetings, workshops and planning sessions.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	On target
Indicator responsibility	Chief Director, Director: Economic Strategy, Director: Human Development Strategy and Director: Policy Research Analysis

Subprogramme 2.3: Strategic Management Information

Performance indicator number	2.3.1
Indicator title	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas
Short definition	This annual publication provides relevant and accurate data trends on key outcome indicators related to the universal themes for data production with relevance to the Western Cape to support evidence-based decision-making, planning and M&E.
Purpose/importance	The publication provides a product output of strategic management information that measures and monitors development outcome indicators to support evidence-based decision making in line with national and provincial policy imperatives.
Source/collection of data	Data for the publication is collated from data sources (official data from Stats SA, administrative data from various provincial and national departments). The product is produced from the database with indicators and related trends.
Method of calculation	Simple count of number of publications produced
Data limitations	Reliability of source system used to produce the product
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information
Performance indicator number	2.3.2
Indicator title	Number of annual publications produced on measuring a set of key governance indicators
Short definition	This annual publication provides relevant and accurate data trends on key governance outcome indicators related to DPME focus areas of government performance to support evidence-based decision-making, planning and M&E.
Purpose/importance	The publication provides a product output of strategic management information that measures and monitors governance outcome indicators to support evidence-based decision making in line with national and provincial governance

	imperatives. .
Source/collection of data	Data for publication collated from administrative data from various provincial and national departments. The product is produced from the database with indicators and related trends.
Method of calculation	Simple count of number of publications produced
Data limitations	Accuracy of information used to compile the report
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Directorate
Performance indicator number	2.3.3
Indicator title	Number of project performance reviews produced of strategic projects managed through the BizProject System
Short definition	This publication provides relevant and accurate data trends on strategic projects managed through the BizProject System on an annual and quarterly basis.
Purpose/importance	The publication provides strategic management information on the implementation of strategic projects linked to the provincial priorities of the Western Cape Government to support evidence-based decision making in line with national and provincial governance imperatives
Source/collection of data	Project data and information for report is sourced from BizProject System The product is produced based on the BizProject System data.
Method of calculation	Simple count of number of reviews produced.
Data limitations	Includes only strategic projects registered on BizSystem
Type of indicator	Effectiveness
Calculation type	Cumulative
Reporting cycle	Quarterly (1 annual and 3 quarterly reviews)
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information
Performance indicator number	2.3.4
Indicator title	Number of annual reviews produced on implementation of WC Provincial Evaluation Plan
Short definition	This annual publication provides a review of the implementation and progress of all provincial evaluations undertaken that form part of the Provincial Evaluation Plan to support evidence-based decision making, planning and M&E.
Purpose/importance	The publication provides strategic management information on the implementation of evaluations linked to the provincial priorities of the Western Cape Government to support evidence-based decision making in line with national and provincial policy imperatives
Source/collection of data	Provincial evaluation database
Method of calculation	Simple count of number of reviews produced
Data limitations	Only includes review of evaluations conducted through the Provincial Evaluation Plan
Type of indicator	Effectiveness
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information

Subprogramme 2.4: Strategic Programmes (Chief Directorate: International Relations and Priority Programmes)

Performance indicator number	2.4.1
Indicator title	Number of consolidated reports submitted on strategic international engagements
Short definition	This indicator refers to the information (report) on all international engagements coordinated for the WCG.
Purpose/importance	The indicator reflects strategic international engagements managed for the WCG that are aligned with the PSGs.
Source/collection of data	Quarterly consolidated reports on International Relations would be submitted to the Chief Director.
Method of calculation	Simple count of the number of reports submitted to the Chief Director.
Data limitations	Departments not sharing information on international engagements, for example, reports from trips undertaken.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: International Relations
Performance indicator number	2.4.2
Indicator title	Number of consolidated reports submitted on strategic priority projects
Short definition	Quarterly reports submitted to the Chief Director track the progress of strategic priority projects.
Purpose/importance	The quarterly report will be disaggregated according to the five Provincial Strategic Goals. The report will highlight the importance of interventions undertaken.
Source/collection of data	Files will be maintained for all strategic priority projects and this information will form the basis for a consolidated report. Where there is financial support provided to a third party, that party will be required to submit a detailed report.
Method of calculation	Simple count. One quarterly consolidated report on strategic priority programmes would be submitted to the Chief Director.
Data limitations	Using common measurements within the report due to the disparate nature of the themes, quality and reliability of data files, dependency on third parties
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Priority Programmes Coordination

PROGRAMME 3: PEOPLE MANAGEMENT

Strategic Objective

Strategic Objective 3.1: Enabled service excellence with people

Strategic Objective Indicator number	3.1
Indicator title	Level of people management maturity attained
Short definition	The People Management Maturity model is developed to describe the maturity of people management practices in the WCG. The model describes five levels of maturity. An internal people management maturity survey tool is being developed to determine the levels of maturity within each functional area. The results from the internal survey will be utilised to plan for and monitor improvements to people management practices in the WCG. The level of maturity cannot be projected at this year as the maturity model is being developed. As part of the development, the model will be piloted in 2016/2017.
Purpose/importance	<p>People are the driving force in achieving the goals set in an organisation's strategic plans. People management consists of practices aimed at creating a coherent system of focused people-related effort to achieve organisational goals.</p> <p>The people management maturity model and survey will assist the Western Cape Government to:</p> <ul style="list-style-type: none"> Assess and track the maturity of its people management practices. Maturity in this context refers to the extent to and manner in which people management in the organisation is integrated in support of the strategic goals of the organisation. The PM3 model describes five levels of maturity, from level 1 referring to an absence of strategic people management (called "Fragmented and Reactive") to level 5, referring to a state of maturity where people management practices are integrated with business practices within Departments and being continuously improved to better support their strategic objectives. Identify priorities for the improvement of specific people management practices for the purpose of strategic people management planning. <p>The people management maturity model can be linked, more specifically, to the Strategic Objective of the Department of the Premier in support of Provincial Strategic Goal 5; "To enable service excellence to the people of the Western Cape with people, technology and processes". The basic premise being that greater People Management maturity enables better service delivery.</p>
Source/collection of data	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 2017; Maturity Model submitted to the Superintendent General of the Corporate Service Centre by 30 March 2016.
Method of calculation	<p>Once the Model is implemented, PM3 survey instrument will evaluate people management practices against Rubric statements at five descriptive levels. Each level of maturity in the People Management Maturity Model is described as a set of practices that represent the extent of the integration of people management practices with the strategic business needs of the organisation.</p> <p>The survey instrument consists of statements of the abovementioned practices and requires respondents to provide proof of the existence of these practices when they indicate that these practices are present.</p> <p>The number of practices present at each level is determined through the survey. 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	Higher than target is desirable
Indicator responsibility	Deputy Director-General: People Management

PROGRAMME 3: PEOPLE MANAGEMENT

Performance Indicators

Subprogramme 3.2: Organisation Development

Performance indicator number	3.2.1
Indicator title	Number of departmental Organisational Behaviour reports submitted
Short definition	<p>This indicator refers to the total number of Organisational Behaviour reports submitted annually to each of the various Heads of Department to account for the Organisational Behaviour interventions that were planned and conducted in each of the departments for the particular financial year.</p> <p>The Organisational Behaviour reports include information on amongst other, leadership support interventions, team development initiatives, culture and values conversations, competency assessments and change navigation deliverables per Department.</p>
Purpose/importance	The services are aimed at fostering a productive work environment by applying the principles of positive psychology that enables employees to flourish and perform optimally in the workplace within the Western Cape Government (WCG).
Source/collection of data	<p>Primary source is Portfolio of evidence file compiled per department; the Chief Directorate: Organisation Development's Project Register contains the scheduled and completed deliverables per department. Auxiliary sources include, but are not limited to, Presentations, Memoranda, Meeting Minutes and resolutions, reports.</p> <p>Completion date refers to the date that the service was provided to a department or the date that Chief Directorate: Organisation Development (CD OD) provides deliverable to a department. This is a demand-driven service, therefore the deliverables reported are dependent on requests received from departments.</p>
Method of calculation	Simple count of departmental Organisational Behaviour reports submitted to Heads of Department
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development's Project Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	13 Organisational Behaviour Reports (one report per provincial department)
Indicator responsibility	Director : Organisational Behaviour and Director: ICT Change Navigation
Performance indicator number	3.2.2
Indicator title	Number of departmental business process reports submitted
Short definition	Number of departmental business process reports submitted refers to the report that is submitted annually to each of the various Heads of Department with regard to the business process interventions that were planned and conducted in each of the departments for the particular financial year, bearing in mind that this is also demand driven.
Purpose/importance	The types of deliverables aim to help individuals, components and departments to perform optimally by describing and optimising work processes to manage and continuously improve the way people do their work in the WCG, and may include but is not limited to Business Process Optimisation (BPO) reports, Standard Operational Procedures (SOPs), Process Maps and Transformational Implementation

	Plans. It therefore contributes to creating an enabling workplace in the WCG.
Source/collection of data	The data source will be utilised: The "Chief Directorate Organisation Development Project Register" which records the scheduling and completion of business process interventions for the particular financial year. Intervention deliverables that are produced include, among others, Business Process Optimisation (BPO) reports, Standard Operational Procedures (SOPs), Process Maps and Transformational Implementation Plans. This register therefore provides the information that is reflected in the content of the departmental business process reports.
Method of calculation	Simple count of business process reports submitted to Heads of Department
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	13 departmental business Process Reports (one report per provincial department)
Indicator responsibility	Director: Process Design and Improvement
Performance indicator number	3.2.3
Indicator Title	Number of transversal service delivery intervention reports submitted bi-annually
Short definition	The transversal service delivery intervention reports are submitted to the DPSA containing information on interventions linked to service delivery that has been planned and or conducted across the WCG. These reports assist in the monitoring of service delivery at provincial as well as national level.
Purpose/importance	Service delivery interventions are conducted and facilitated across all provincial departments to enhance uniformity, consistency and adherence to mandatory requirements (e.g. alignment to DPME and DPSA). It also contributes to creating an enabling workplace in the WCG.
Source/collection of data	CD OD Project Register contains information for the report which will include amongst others, service delivery improvement plans published in Annual Report, 3rd yearly Service Delivery Improvement Plans approved, service charters, service excellence awards reported, National and Provincial Forums Agendas, Minutes, Attendance Lists/Registers.
Method of calculation	Simple count of transversal service delivery intervention reports submitted bi-annually to the DPSA of planned and conducted interventions across the WCG. The respective service delivery intervention reports cover the following bi-annual periods: Previous financial year period October – March reported June of the following year; and Current year Period April – September reported December of the current year. Submission is the date that CD: OD provides the report to the DPSA.
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project Register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annual in Quarter 1 and Quarter 3
New indicator	Yes
Desired performance	2 Service Delivery Intervention Reports submitted to the DPSA bi-annually
Indicator responsibility	Director: Process Design and Improvement
Performance indicator number	3.2.4
Indicator title	Number of departmental organisation design reports submitted
Short definition	Number of departmental organisation design reports submitted refers to the report that is submitted annually to each of the various Heads of Department with regard to the organisation design interventions that were planned and conducted in each of the departments for the particular financial year.
Purpose/importance	Organisation design interventions are conducted on a corporate (shared) services basis in the WCG. It is therefore incumbent to account for the completion of organisation design interventions that were planned to be conducted in each of the departments for the particular financial year.

	Organisation design interventions are conducted at the strategic, tactical and/or operational levels in departments of the WCG. Such interventions include macro- and micro-organisational architecture design, establishment requirement quantification, job design and job evaluation. The interventions aim to optimise organisational structure configurations in relation to statutory and strategic mandates, as well as in relation to operational service delivery capacity requirements. It, therefore, contributes to creating an enabling workplace.
Source/collection of data	The following data source will be utilised: The "Chief Directorate Organisation Development Project Register" which records the scheduling and completion of organisation design interventions for the particular financial year. Intervention deliverables that are produced include, among others, departmental macro- and micro-organisation design reports or memoranda, job evaluation reports, and job evaluation moderation panel agendas and minutes. This register therefore provides the information that is reflected in the content of the departmental organisation design reports.
Method of calculation	Simple count of organisation design reports submitted to Heads of Department
Data limitations	Dependent on accuracy of the Chief Directorate: Organisation Development's relevant project register
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	13 Departmental Organisation Design Reports (one report per provincial department)
Indicator responsibility	Director: Organisation Design

Subprogramme 3.3: People Training and Empowerment

Performance Indicator number	3.3.1
Indicator title	Number of learning programmes offered
Short definition	Refers to the number of transversal learning programmes (LPs) that are on offer primarily in terms of the Prospectus to employees of the Western Cape Government
Purpose/importance	The purpose of this Indicator is to illustrate the offerings of the PTE in the WCG that may improve the effectiveness and efficiency of employees and improve service delivery. It contributes to a capable workforce.
Source/collection of data	PTE Prospectus of Learning programmes. Auxiliary sources to the primary source include inter alia: Human Resource Development System; Course Attendance Registers; Registration forms, where applicable.
Method of calculation	Simple count of learning programmes on offer
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Training
Performance Indicator number	3.3.2
Indicator title	Number of learning programmes assessed for training impact
Short definition	Refers to the number of transversal learning programmes that will be assessed to determine impact of training on the workplace, the employee and department
Purpose/importance	The purpose of this Indicator is to measure the number of learning programmes which are being gauged for effectiveness of training. This enables the development of remedial strategies, where necessary. This should contribute to providing a highly capable workforce, resulting in better performance or service

	delivery.
Source/collection of data	Training Impact Assessment Reports, Auxiliary sources include inter alia: Kirkpatrick Assessment Instruments; Interview Results, Interview questionnaires.
Method of calculation	Simple count of learning programmes assessed
Data limitations	Availability of identified trainees and Supervisors for Interviews
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher performance is desirable
Indicator responsibility	Director: People Empowerment
Performance Indicator number	3.3.3
Indicator title	Number of projects for Youth Empowerment offered
Short definition	Refers to the number of transversal youth empowerment project(s) that are offered in response to the youth unemployment challenge.
Purpose/importance	The purpose of the project(s) is to enhance the social and economic advancement of youth. An example of such project is the PAY project which is a one-year internship specifically targeting matriculants. The purpose is to better prepare them for the workplace through relevant work experience as well as exposure to skills training and development opportunities in order to make them more employable.
Source/collection of data	Primary source: Close-out report of the Project as submitted. Auxiliary sources – Project Business Plan, Minutes of PAY Strategic Management Committee
Method of calculation	Simple count of youth empowerment projects
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: People Empowerment

Subprogramme 3.4: People Management Practices

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

Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
Performance Indicator number	3.4.2
Indicator title	Percentage planned innovative people practices initiatives completed
Short definition	The indicator refers to the number of innovative people practices initiatives completed as a percentage of the number of planned innovative people practices initiatives. Innovative people practices initiatives refer to any initiatives that aim to improve the way we do business focusing on people, processes, systems and technology.
Purpose/importance	It refers to the initiatives that drive innovation within the people management practices work environment with the aim to improve efficiency and service excellence.
Source/collection of data	Chief Directorate: People Management Practices business plan, project plans, SLAs, contracts and reports etc.
Method of calculation	Numerator: Number of completed innovative people practices initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned innovative people practices initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
Performance Indicator number	3.4.3
Indicator title	Percentage planned transactional excellence initiatives completed
Short definition	The indicator refers to the number of transactional excellence initiatives completed as a percentage of the number of planned transactional excellence initiatives. Transactional excellence initiatives refer to any initiative within the following transactional areas: recruitment and selection, service benefits, performance management, employee relations and contact centre.
Purpose/importance	It refers to initiatives that drive people management practices efficiency. Highly efficient people practices will contribute to employee engagement which in turn will positively impact on employee performance.
Source/collection of data	Chief Directorate: People Management Practices business plan, CSC scorecard, databases, etc.
Method of calculation	Numerator: Number of completed transactional excellence initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned transactional excellence initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
Performance Indicator number	3.4.4
Indicator title	Percentage planned people manager and professional empowerment initiatives completed

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

PROGRAMME 4: CENTRE FOR E-INNOVATION

Strategic Objectives

Strategic Objective 4.1: ICT governance maturity improved

Strategic objective Indicator number	4.1	
Indicator title	ICT governance maturity rating	
Short definition	The indicator measures the level of ICT Governance maturity achieved by the Centre for e-Innovation as measured against the COBIT Framework (which reflects 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	Collection of data: An annual assessment is performed by either an external entity or by appropriately skilled internal Ce-I resources. Data source: A report is issued upon completion of the assessment which will contain an overall rating of the ICT governance maturity; COBIT maturity model.	
Method of calculation	The COBIT maturity model, which comprises of a rating from 1 to 5, is used for reporting on this indicator.	
	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 (Optimizing)	The predictable process is continuously improved to meet relevant current and projected business goals.	
Data limitations	None	
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	

Strategic Objective 4.2: To enable and improve access to Western Cape e-Government services

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 which contributes to enabled and improved access to Western Cape e-Government services.
Source/collection of data	An automated citizen-facing service can take various forms such as information being made available electronically, being able to submit information/forms electronically, applying for services online or online transacting. The key criterion

	that defines a citizen-facing service is the ability for citizens to access the service or information through digital/electronic media or where a manual process affecting directly is automated. Data will be collected to verify the existence of a new service that is functional on a digital platform. Services will be prioritized through a process of consultation with the department and approval of the prioritised initiative(s) by either the ICT MTEC process, the WCG ICT Governance Steercom or the Provincial Top Management Meeting.
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
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Desired performance is higher than targeted performance
Indicator responsibility	CD Strategic ICT Services

Strategic Objective 4.3: To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services

Strategic objective indicator number	4.3
Indicator title	Percentage of Ce-I Service Standards met in a given year
Short definition	This indicator refers to the percentage of Ce-I service standards met in accordance with the CSC Service Schedule.
Purpose/importance	It measures the degree to which service standards have been met with regards to reliability and availability of services, systems and applications used across the Western Cape Government which underpin, support and enable service delivery by departments. It contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	CSC Dashboard system reports
Method of calculation	Numerator: Total number of service standards met in a financial year. Denominator: The 35 Ce-I service standards described in the CSC Service Schedule Data will be calculated on an annual basis from the reports generated by the CSC Dashboard system. The calculation will be as follows: Percentage: numerator/denominator x 100: Annual calculation: Number of service standards met / 35 Service Standards x 100 e.g. 30 / 35 x 100 = 85.71%
Data limitations	Availability and accuracy of information obtained from CSC Dashboard system
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	DDG: Centre for e-Innovation

PROGRAMME 4: CENTRE FOR E-INNOVATION

Performance Indicators

Subprogramme 4.2: Strategic ICT Services

Performance Indicator number	4.2.1
Indicator title	Number of departmental ICT plans reviewed
Short definition	This indicator measures the number of ICT implementation plans reviewed in conjunction with the client departments' management teams to enable departments to meet their strategic objectives.
Purpose/importance	The purpose of the indicator is to assist departments to realistically plan their IT initiatives and required resources annually in support of that department's strategic agenda. It also provides Ce-I with an opportunity to ascertain which of the initiatives are cutting across various departments. Importantly, it allows for Ce-I to budget and plan for the service requirements of client departments. It contributes to enhancing ICT governance maturity in the Western Cape Government.
Source/collection of data	Collection of data: Physical ICT Plans are produced, signed off and filed by the Directorate: Planning and Development after sign-off by the relevant Accounting Officer. It is important to note that some departments will not necessarily review their ICT Plans annually, but will provide written confirmation that their ICT plan is valid, relevant and aligned to their departmental Annual Performance Plan. Data source: ICT implementation plans signed off by the Accounting Officer or written confirmations of the validity and relevance of existing ICT plans
Method of calculation	Simple count of ICT implementation plans reviewed/confirmed as valid, relevant and aligned.
Data limitations	Potential delay in sign-off of the report by the HOD of client departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new indicator
Desired performance	On target is desired performance
Indicator responsibility	CD Strategic ICT Services
Performance Indicator number	4.2.2
Indicator title	Presidential Hotline resolution rate
Short definition	This indicator measures the number of calls resolved within 36 hours of being logged as a percentage of the total number of calls received at the Western Cape Presidential Hotline.
Purpose/importance	This indicator reflects progress made by the WCG towards e-Services transformation, e-Governance enhancement and digital enablement. It also reflects the Province's responsiveness and commitment to ensuring that calls logged by residents are resolved timeously. It contributes to enabling and improving access to the Western Cape Government services.
Source/collection of data	Collection of data: Reports generated by the nationally administered Call Management System Source of data: National Call Management System
Method of calculation	Resolution rate calculation is based on the percentage of calls resolved that were logged at the Presidential Hotline over a predefined period. Numerator: Cumulative number of calls resolved within 36 hours as at the end of a specific quarter or for annual performance purposes, at the end of the financial year. Denominator: Total number of calls received as at the end of a specific quarter or at the end of the financial year. Percentage : numerator/denominator x 100
Data limitations	None
Type of indicator	Output; efficiency
Calculation type	Cumulative

	The quarterly and annual performances are calculated by using the total number of calls resolved as numerator and the total number of calls received as the denominator. The annual calculation is the arithmetic average of the four quarters' reported results.
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
Performance Indicator number	4.2.3
Indicator title	Total number of new Cape Access Centres established
Short definition	This indicator refers to the number of new Cape Access Centres established (defined as operationalised, thus fully equipped and functional) by the Ce-I during the financial year.
Purpose/importance	This indicator shows the number of new Cape Access centres established during the course of the financial year. The purpose of these centres is to provide free access to ICTs and training to citizens in rural areas. It contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Collection of data: Monitoring of new centres physically established through completion of an observation sheet or checklist. Data source: Before and after photo images of the newly established centres and observation sheets/checklist, monitoring report will be included in the portfolio of evidence.
Method of calculation	Simple count of the number of centres which have been equipped with computers and a server. These centres will not necessarily be open to the public by the end of the financial year, but it will be equipped and functional. A centre is generally functional when it is properly furnished with counters and chairs and has a fully functional Local Area Network.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
Performance Indicator number	4.2.4
Indicator title	Numbers of e-government access channels managed through which citizens actively engage government.
Short definition	This indicator measures the number of actively managed channels through which citizens can engage the WCG. Current channels include the WCG walk-in centre, call centre, e-mail, sms, fax, internet, Twitter and Facebook.
Purpose/importance	In order to be responsive to citizens' needs to engage government it is important that as many as possible communication channels are made available to citizens. Taking into account the high gini-coefficient of our Province it is important to provide for managed communication platforms for all citizens. This contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Reports on the number of contact tickets per channel
Method of calculation	Calculation of this indicator is performed by doing a simple count of the number of active channels in operation – which in turn is substantiated by the reports on the number of contact tickets.
Data limitations	Channels established, but not active, will not be included in the count of active channels
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	New indicator

Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD: Strategic ICT Services
Performance indicator number	4.2.5
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 which contributes to enabled and improved access to Western Cape e-Government services.
Source/collection of data	An automated citizen-facing service can take various forms such as information being made available electronically, being able to submit information/forms electronically, applying for services online or online transacting. The key criterion that defines a citizen-facing service is the ability for citizens to access the service or information through digital/electronic media or where a manual process affecting directly is automated. Data will be collected to verify the existence of a new service that is functional on a digital platform.
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
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Desired performance is higher than targeted performance
Indicator responsibility	CD Strategic ICT Services

Subprogramme 4.3: GITO Management Services

Performance indicator number	4.3.1																																																
Indicator title	Average percentage systems uptime and availability maintained																																																
Short definition	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. Note: The measurement of required uptime and availability excludes scheduled down-time for maintenance.																																																
Purpose/importance	It measures the reliability and availability of systems and applications used across the Western Cape Government which 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> <p>The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator.</p> <p>Data collected will be calculated on a monthly basis and aggregated on a quarterly and an annual basis as reflected in the table below:</p> <table border="1"> <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> <tr> <td colspan="12">M = Month</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)												M = Month											
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M = Month																																																	

	<p>Percentage: numerator / denominator x 100 as reflected for the monthly calculation as follows: Monthly calculation: 31 days x 24 hours in a day = 744 hours Total no. hours for the month: 744 Less scheduled downtime for the month: 0.0 Less unscheduled downtime for the month: 0.0 Required uptime for the month: 744 Percentage uptime for the month: 100%</p> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year. The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</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	Quarterly																																				
New indicator	Not new																																				
Desired performance	Higher than targeted performance is desirable																																				
Indicator responsibility	CD: GITO Management Services																																				
Performance indicator number	4.3.2																																				
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. Note: The measurement of required uptime excludes scheduled down-time 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. Denominator: Total number of hours uptime required over 24 hours x 7 days per week over a financial year. The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator.</p> <p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annually basis as reflected in the table below:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul – Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct – Dec 2014)</td> <td colspan="3">Average for Quarter 4 (Jan – Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Percentage: numerator / denominator x 100 as reflected for the monthly</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)											
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Type of indicator	Output; accessibility.																																																								
Calculation type	Non-Cumulative																																																								
Reporting cycle	Quarterly																																																								
New indicator	Not new																																																								
Desired performance	Higher than desired performance is desired																																																								
Indicator responsibility	CD GITO Management Services																																																								
Performance indicator number	4.3.3																																																								
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. Calculation based on the time taken to resolve each request averaged out on the total number requests reported. The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator.</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" style="width: 100%; text-align: center;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul – Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct – Dec 2014)</td> <td colspan="3">Average for Quarter 4 (Jan – Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> <tr> <td colspan="12">M = Month</td> </tr> </table> <p>Monthly calculation:</p> <table border="1" style="width: 100%;"> <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> </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)												M = Month												Request 1	Time logged	Time resolved	Time taken to resolve request	Request 2	Time-logged	Time resolved	Time taken to resolve request
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Request 1	Time logged	Time resolved	Time taken to resolve request																																																						
Request 2	Time-logged	Time resolved	Time taken to resolve request																																																						

	<table border="1"> <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 take 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. The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	Request 3	Time logged	Time resolved	Time taken to resolve request	No of Requests	Time logged	Time resolved	Average time take to resolve request
Request 3	Time logged	Time resolved	Time taken to resolve request						
No of Requests	Time logged	Time resolved	Average time take to resolve request						
Data limitations	Availability and accuracy of information of the Service Desk system								
Type of indicator	Output, efficiency								
Calculation type	Non-cumulative								
Reporting cycle	Quarterly								
New indicator	Department of the Premier: Annual Performance Plan 2016/17 104								
Desired performance									
Indicator responsibility	CD GITO Management services								

Subprogramme 4.4: Connected Government and Unified Communications

Performance indicator number	4.4.1
Indicator title	Number of WCG sites provided with Broadband connectivity
Short definition	The indicator refers to the number of WCG sites that will be connected to the broadband service under the WCG Broadband Strategy and Implementation Plan.
Purpose/importance	It measures service roll-out performance against the broadband project plan. Coordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. This indicator reflects the importance of providing every citizen in every town and village with access to affordable high-speed broadband infrastructure and services. This indicator contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Service acceptance/hand-over reports
Method of calculation	Simple count of the number of WCG sites provided with Layer 2 Broadband connectivity as reflected in the hand-over reports. Layer 2 broadband connectivity means: "Wireless / Fibre broadband infrastructure that has been activated by Neotel".
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

Subprogramme 4.5: Transversal Applications Development and Support

Performance indicator number	4.5.1
Indicator title	Percentage of transversal business application solutions implemented
Short definition	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. Note: Includes new development and major enhancements.

Purpose/importance	This indicator reflects on implemented solutions that are geared towards improved decision making, service transformation and effective monitoring. This contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Approved initiatives via the relevant governance processes, including the ICT Governance Steercom, ICT Planning and ICT MTEC processes as per the Provincial IT Delivery Plan. Various data sources used for completed solutions including UAT and deployment sign-off documents, as well as project closure reports.
Method of calculation	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. Numerator: Total number of solutions implemented. Implemented solutions will be signed off by the client

105 Department of the Premier: Annual Performance Plan 2016/17 utions to be implemented financial year.

	Calculation: Numerator divided by the denominator multiplied by 100
Data limitations	Various approval processes/sources. Provincial IT Delivery Plan initiatives are prioritised, with funding that does not necessarily cover the full, required implementation. Enhancement requests are primarily demand driven.
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

Strategic Objectives

Strategic objective 5.1: WCG governance improved

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

Strategic objective 5.2: Legally sound executive and administrative decisions and actions promoted

Strategic objective indicator number	5.2
Indicator title	Number of Legal Services service standards met in a given year
Short definition	The indicator refers to the number of service standards that must be met in the provision of legal services to client departments.
Purpose/importance	The purpose of this indicator is to provide information on the extent to which Legal Services adhere to the service standards in the service level agreements that have been agreed upon between the Corporate Services Centre (CSC) and client departments.
Source/collection of data	Physical files opened by legal advisers on matters assigned to them, legal advisers' reports on adherence to service standards and CSC dashboard reports
Method of calculation	Legal advisers report on whether service standards have been met with reference to matters assigned to them, and the aggregate of such reports determine whether the standards have been met. Standards are considered to be met if actual achievements translate into "green" on the Corporate Service Centre dashboard, in other words, when achievement equals or exceeds 96%. The method of calculation is a simple count of Legal Services service standards met.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Head: Legal Services

Strategic Objective 5.3: 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 communication campaigns reports issued
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and departments detailing progress on transversal communication campaigns in line with Provincial Strategic Goals.
Purpose/importance	The purpose of the indicator is to provide Heads of Communication and departments with an update on transversal communication campaigns. It is a provincial consolidated report providing an update of communication campaigns conducted across the WCG to communicate strategic goals to the people in the Western Cape.
Source/collection of data	Agency Briefing documents completed by WCG Departments Approved communication plans provided by the various Departments Approved media schedules relating to specific communication campaigns
Method of calculation	Simple count of reports compiled and distributed electronically to Heads of Communication and departments The reports will be issued in the 2nd and 4th Quarter. The report is issued on the last working day the quarter. 1st Report will contain data of April, May, June July, August and September 2nd Report will contain data of October, November, December, January, February and March
Data limitations	Dependent on input from Heads of Communication of departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	New
Desired performance	On target is the desired performance
Indicator responsibility	Director Corporate Communication

PROGRAMME 5: CORPORATE ASSURANCE

Performance Indicators

Subprogramme 5.2 Enterprise Risk Management

Performance indicator number	5.2.1
Indicator title	Number of enterprise risk management implementation plans approved by Accounting Officers
Short definition	This indicator refers to the number of enterprise risk management implementation plans that are compiled within the first quarter of the financial year and approved by the relevant Accounting Officer. Risk management implementation plans are completed for all WCG departments excluding the Department of Health.
Purpose/importance	This indicator reflects the compilation of risk management implementation plans that drive key ERM deliverables that will embed ERM and address key ERM elements that will drive the desired maturity level within departments. This contributes to improved corporate governance.
Source/collection of data	The ERM Implementation Plans of each department are annexed to the approved ERM Strategy of the respective department. The original, signed ERM Strategies, inclusive of the ERM Implementation Plans, are kept with the Accounting Officers and the Directorate: Enterprise Risk Management retains back-up copies.
Method of calculation	Simple count of number of compiled ERM strategies, including ERM implementation plans approved and signed off by the Accounting Officers.

Data limitations	The data does not reflect the quality of risk management implementation plans or actual improvement of risk management maturity in departments.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target is desired performance.
Indicator responsibility	Director: Enterprise Risk Management
Performance indicator number	5.2.2
Indicator title	Percentage completion of activities in approved ERM Implementation Plans allocated to D:ERM
Short definition	This indicator refers to the number of risk management activities implemented as a percentage of the number of activities in the approved ERM Implementation Plans allocated to D:ERM. This indicator is impacted by the demand of these services by departments.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of risk management activities included in the approved ERM Implementation Plans of departments and which have been allocated to D:ERM. It contributes to improving the corporate governance maturity of the Western Cape Government.
Source/collection of data	ERM Implementation Plans approved by the relevant Accounting Officer and progress on status of implementation as recorded in the fourth quarter ERM progress reports issued to the respective Accounting Officers by 15 April of the following financial year. Excel spreadsheet maintained summarising this information.
Method of calculation	Numerator: Total number of risk management activities allocated to D:ERM finalised. The activities are deemed to have been finalised by D:ERM when the final deliverables are handed over to the department for approval by the respective delegated authority. Denominator: Total number of activities in approved ERM Implementation Plans allocated to D:ERM and indicated for completion by the latest 15 April of the following financial year and indicated as such on the approved ERM Implementation Plan of each department. The numerator is calculated by adding up all completed risk management activities relating to all departments. The denominator is calculated by adding up all approved risk management activities in the ERM Implementation Plans allocated to D:ERM for all departments. Percentage calculation: numerator divided by the denominator multiplied by 100.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target is desirable
Indicator responsibility	Director: ERM

Subprogramme 5.3: Internal Audit

Performance indicator number	5.3.1
Indicator title	Percentage of internal audit areas completed as per approved internal audit coverage plans
Short definition	The indicator refers to the number of internal audit areas completed as a percentage of the total number of internal audit areas contained in approved coverage plans of all votes, including the Provincial Parliament. It provides an indication of the progress of execution of the approved annual internal audit operational plans. This indicator is driven by the number of significant high risks

	included in internal audit plans during the annual planning process; therefore the denominator will differ from year to year, depending on the risk profile of departments/votes. Reports that are not issued by the end of the financial year due to valid reasons emanating from the departments non-cooperation (failure to respond to audit findings and provide information during the audit process) will be excluded from the denominator after being formally reported to both the respective Audit Committee and Accounting Officer.
Purpose/importance	This indicator reflects the provision of internal audit services in the Province. It contributes to improved corporate governance through improved business processes.
Source/collection of data	Final internal audit reports issued during the reporting period and reported in the quarterly Audit Committee progress reports. Approved departmental/vote internal audit coverage plans, as might be amended from time to time and subsequently approved by the relevant Audit Committee. Audit Committee and Head of Department memorandums reporting areas not completed.
Method of calculation	Numerator: Total number of final internal audit reports issued subsequent to the completion of the internal audit areas, by the 15th day of the month following the quarter end. Denominator: Total number of IA areas included as per the approved Annual Operational Internal Audit Coverage Plans of all departments/votes less number of areas not completed reported to the Audit Committee and relevant Head of Department. Calculation of percentage: numerator divided by the denominator multiplied by 100.
Data limitations	N/A
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive
Indicator number	5.3.2
Indicator title	Percentage internal audit recommendations incorporated into agreed action plans
Short definition	This indicator refers to the number of internal audit recommendations which were incorporated into agreed management action plans as a percentage of the total number of internal audit recommendations made. This indicator is dependent on indicator 5.3.1 (i.e. the number of internal audit reports issued is determined by the approved internal audit coverage plans)
Purpose/importance	The indicator reflects the degree to which recommendations that internal audit is making are incorporated into action plans that may improve the control framework. It serves as an indicator of the quality of recommendations made by internal audit, the extent to which clients are acknowledging the work of internal audit and commitment to good governance. It contributes to improved corporate governance through improved business processes.
Source/collection of data	Recommendations and agreed action plans as recorded in the final issued internal audit reports.
Method of calculation	Numerator: Total number of recommendations included in management action plans as per final internal audit reports issued during the reporting period. Denominator: Total number of internal audit recommendations made in final internal audit reports issued during the reporting period. The numerator is calculated by adding up all recommendations in agreed action plans. The denominator is calculated by adding up all recommendations made in internal audit reports issued during the reporting period. Percentage calculation: numerator divided by the denominator multiplied by 100.

Data limitations	Incomplete/inaccurate data in management action plans (where there is no precise indication of what is going to be implemented)
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive
Performance indicator number	5.3.3
Indicator title	Percentage of action plans expired by the end of the third quarter followed up
Short definition	This indicator calculates the number of action plans followed up by Internal Audit at the end of the financial year, as a percentage of the total number of action plans which have expired by 31 December annually.
Purpose/importance	This indicator reflects the extent to which Internal Audit is conducting the follow-up on implementation of expired management action plans. This process further provides information to the client and oversight structures on the rate of implementation of the Internal Audit recommendations. It contributes to improved governance through improved business processes.
Source/collection of data	The final Internal Audit follow-up reports issued indicating the number of management action plans that were followed up. Excel spreadsheet maintained summarising this information, containing all management action plans clearly indicating the expiry dates. <u>Please note:</u> The date of expiry of management action plans is the one reflected as " Internal Audit Expiry Date " on the final issued internal audit reports. The verification process: <ul style="list-style-type: none"> • Confirming the number of expired management action plans reported in the original final internal audit report against that in the Excel spreadsheet; and • Validating the number of management action plans reported in the Excel spreadsheet against management action plans in the individual final Internal Audit follow-up report per internal audit area
Method of calculation	Numerator: Total number of expired management action plans followed up for all departments/votes Denominator: Total number of management action plans expired as at 31 December annually for all departments/votes The numerator is calculated by adding up all expired management action plans which were followed up by IA. The denominator is calculated by adding up all management action plans expired by 31 December. Percentage calculation: numerator divided by denominator multiplied by 100
Data limitations	Departments not timeously providing information on the implementation of their action plans
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Anything higher than the target will be acceptable.
Indicator responsibility	Chief Audit Executive

Subprogramme 5.4: Provincial Forensic Services

Performance indicator number	5.4.1
Indicator title	Number of fraud perception surveys conducted
Short definition	This indicator refers to the two-yearly survey conducted by means of an online questionnaire to determine the level of fraud awareness amongst WCG employees and possible fraud risks applicable to the respective provincial departments.

Purpose/importance	The purpose of the indicator is to determine the level of fraud awareness amongst WCG employees and possible fraud risks applicable to the respective provincial departments. It contributes to improved corporate governance through zero tolerance for fraud and corruption, raising fraud awareness and fraud risk identification.
Source/collection of data	Online questionnaire administered and results released in a consolidated report and an interactive manner on a compact disk or other electronic medium subsequent to analysis of questionnaire responses.
Method of calculation	Simple count of number of reports and accompanying compact disc or electronic medium issued subsequent to the survey by the 15 th of April of the following financial year.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Two-yearly
New indicator	Not new
Desired performance	Equal to targeted performance
Indicator responsibility	Chief Director: Provincial Forensic Services
Performance indicator number	5.4.2
Indicator title	Percentage of PFS recommendations followed up
Short definition	The indicator refers to the number of "open" or outstanding PFS recommendations followed up as a percentage of the total number of recommendations made by the PFS. These recommendations emanate from the PFS's investigations into cases of alleged fraud and corruption and are contained in the reports issued by PFS once the investigations are completed. This indicator is impacted by the number of forensic investigations completed within a specific reporting period.
Purpose/importance	The purpose of the indicator is to indicate progress made in departments with implementing corrective action recommended subsequent to a forensic investigation. It contributes to improved corporate governance through zero tolerance for fraud and corruption and an improved control environment.
Source/collection of data	Results of follow-ups as recorded in quarterly HoD and audit committee progress reports. Excel spreadsheet maintained summarising this information.
Method of calculation	Numerator: Number of recommendations followed up in the specific reporting period Denominator: Sum of total number of "open" or outstanding recommendations as at end of previous reporting period and total number of recommendations made in reports completed for the specific reporting period The numerator is calculated by adding up all recommendations which were followed up in a quarter. The denominator is calculated by adding up the total number of "open" or outstanding recommendations as at the end of the previous quarter and the total number of recommendations made in reports completed for the specific quarter. Percentage calculation: numerator divided by denominator multiplied by 100.
Data limitations	Currently manual collection of data from departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target will be desirable
Indicator responsibility	Chief Director: Provincial Forensic Services
Performance indicator number	5.4.3
Indicator title	Percentage of fraud prevention activities allocated to the PFS implemented
Short definition	This indicator refers to the number of fraud prevention activities implemented as a percentage of the number of activities in the approved fraud prevention implementation plans for all departments allocated to the PFS. This indicator is demand driven.

Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of preventative initiatives approved per department. It contributes to a mature control framework and improved corporate governance through inculcating a zero tolerance for fraud and corruption.
Source/collection of data	Fraud prevention implementation plans agreed to with the relevant Accounting Officer or the Chief Director: PFS and progress on status of implementation as recorded in quarterly PFS progress reports to Accounting Officers. Excel spreadsheet maintained summarising this information.
Method of calculation	<p>Numerator: Total number of fraud prevention activities allocated to the PFS finalised. The following explains the stage at which each category of activity is deemed to have been finalised:</p> <p>Update of Fraud Prevention Plans and Fraud Risk Registers – this is finalised by the PFS on the day it is submitted to the relevant department for approval by their respective delegated authority;</p> <p>Fraud Prevention Implementation Plans – this is finalised by the PFS on the day it is submitted to the relevant department or the Chief Director: PFS;</p> <p>Fraud Awareness presentations – this is finalised on the day of the actual presentation as evidenced by an attendance register.</p> <p>Denominator: Total number of activities in approved fraud prevention programme allocated to the PFS and indicated on the Fraud Prevention Implementation Plans of each department.</p> <p>The numerator is calculated by adding up all completed fraud prevention activities.</p> <p>The denominator is calculated by adding up all approved fraud prevention activities in the fraud prevention implementation programme.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100.</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target is desirable
Indicator responsibility	Chief Director: Provincial Forensic Services

Subprogramme 5.5: Legal Services

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

Desired performance	Performance that is on target is desirable.
Indicator responsibility	Director: Litigation and Head: Legal Services
Performance indicator number	5.5.2
Indicator title	Number of legal training opportunities provided to employees of the Western Cape Government
Short definition	The indicator refers to the number of training opportunities provided to provincial employees to raise awareness and increase their knowledge of the legislative framework applicable to the Western Cape Government. Training opportunities include: functional training courses provided and awareness sessions conducted at various meetings and forums.
Purpose/importance	The purpose is to enable the organisation to improve adherence to legal requirements in decision-making and legislative processes. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	List of legal training opportunities provided, training programmes and signed attendance registers.
Method of calculation	Simple count of legal training opportunities provided as evidenced in attendance registers completed by attendees of functional training courses provided and awareness sessions conducted at various meetings and forums and recorded cancellations of provided opportunities.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not New indicator
Desired performance	Higher than targeted performance is desirable. However, the target is kept at a lower level because any performance over and above 40 depends on whether there will be additional capacity for the POPI project in 2016/2017.
Indicator responsibility	Director: Legal Compliance and Head: Legal Services
Performance indicator number	5.5.3
Indicator title	Number of requests assigned and attended to by legal advisers.
Short definition	The indicator refers to the number of requests received by Legal Services and assigned to legal advisers to provide assistance in respect of legal matters. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to provide information on the extent of legal support services provided to the Executive, provincial departments and, in appropriate circumstances, to provincial public entities. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	File register containing details of assigned requests and physical files
Method of calculation	Simple count of requests assigned and attended to
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Head: Legal Services
Performance indicator number	5.5.4
Indicator title	Number of provincial departments' delegations reviewed for consistency with legislation
Short definition	The indicator refers to the number of departments' delegations reviewed by the Legal Compliance Unit for consistency with specific legislation and general legal principles.
Purpose/importance	The purpose of the indicator is to ensure compliance with legislation and legal principles during the decision-making process that will ultimately contribute to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	Delegations as revised and amended, and adopted by departments

Method of calculation	Simple count of departments whose delegations have been reviewed
Data limitations	The count of the departments does not reflect the actual number of delegations reviewed.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	On target: Three departments' delegations reviewed for consistency with legislation.
Indicator responsibility	Director: Legal Compliance and Head: Legal Services
Performance indicator number	5.5.5
Indicator title	Number of reports containing an overview of the provincial legislative drafting programme.
Short definition	This indicator refers to the number of reports submitted to Cabinet which contain an overview of the provincial legislative drafting programme for the financial year.
Purpose/importance	The purpose of the indicator is to inform Cabinet and to provide an overview of the legislative programme of the Western Cape Government, and the progress made regarding these matters. It contributes to improved governance and compliance in relation to the development and implementation of new legislation.
Source/collection of data	The information is sourced internally from the State Law Advisers in the Directorate: Legislation.
Method of calculation	Simple count of reports submitted containing an overview of the provincial legislative drafting programme.
Data limitations	None
Type of indicator	Output

Subprogramme 5.6: Corporate Communication

Performance indicator number	5.6.1
Indicator title	Number of on-brand creative execution assessment reports issued
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and Heads of Departments to assess whether communication material created/published is on brand and on message, (i.e. correct logo identity and visual language application and Better Together message).
Purpose/importance	The purpose of the indicator is to measure and improve transversal compliance of brand and Better Together concept by WCG departments. It is important because it supports the five PSGs and our objective to have a single organisational brand.
Source/collection of data	Assessment reports compiled, issued and distributed electronically to HoDs and HoCs of the various departments within WCG.
Method of calculation	Simple count of assessment reports issued by the 10th working day of the month following the quarter end. Assessments will be done as follows: Quarter 1 report will contain data of April, May and June Quarter 2 report will contain data of July, August and September Quarter 3 report will contain data of October, November and December Quarter 4 report will contain data of January, February and March
Data limitations	Dependent on input from Heads of Communication of Departments.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target is the desired performance
Indicator responsibility	Director Corporate Communication

Performance indicator number	5.6.2
Indicator title	Number of Better Together Magazines published to communicate the vision, values and brand to Western Cape Government employees.
Short definition	This indicator refers to the number of Better Together magazines published and distributed to employees of WCG to engage with them on the vision, values and Better Together brand.
Purpose/importance	The purpose of the indicator is to create awareness of the WCG vision, values and Better Together communication concept in support the PSGs and to build a single, strong organisational brand identity.
Source/collection of data	Printed Better Together magazines.
Method of calculation	Simple count of <i>Better Together</i> magazines published during the reporting period(one per quarter)
Data limitations	Dependent on participation from WCG employees and WCG departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Performance on target is desirable.
Indicator responsibility	Director Corporate Communication
Performance indicator number	5.6.3
Indicator title	Number of reports issued on completed client-generated products and services.
Short definition	The Gazette is a statutory requirement and the report measures the number of issues published. Translation and editing are done so as to comply with the three-language policy of the WCG and the report measures the number of translation and/or editing requests completed. The importance of reporting on both is to align resources to the volume of requests received and to understand the extent of complying with the three-language policy of the WCG.
Purpose/importance	Bi-annual reports relating to completed client-generated products and services are submitted to the Director: Corporate Communications. Data is collected by counting the number of Government Gazettes published and the number of briefing requests received for translations and editing.
Source/collection of data	Bi-annual reports relating to completed client-generated products and services and submitted to the Director: Corporate Communications Collected via Government Gazette request from departments and briefing requests for translations and editing Signed and adopted. Bi-annual reports.
Method of calculation	Simple count of reports issued on completed client-generated products and service requests. The report will be issued by the 10th working day of the month following the quarter end.
Data limitations	Dependent on requests received for service
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Not new indicator
Desired performance	Targeted performance is desirable.
Indicator responsibility	Director: Corporate Communication

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Afrikaans and IsiXhosa versions of this document can be made available on request.



**Western Cape
Government**

Department of the Premier

PR13/2016

ISBN: 978-0-621-44267-0