



**Western Cape
Government**

Department of the Premier

Annual Performance Plan

2018/19

FOREWORD BY THE PREMIER

The 2018/19 financial year signifies the last phase of the five-year electoral term. The Department of the Premier is thus moving into a period of reflection, recognising the many strides made towards the achievement of the goals and objectives as expressed in the Departmental Strategic Plan, but also taking cognisance of the many lessons learned during this term.

As a leading Department, we have demonstrated our maturity in exercising our role as the custodian of good governance in the Western Cape Government. This is reflected in our year on year improvement in the MPAT scores, having obtained clean audits from the 2014/15 to 2016/17 financial years, as well as through other compliance measurement instruments. Regarding MPAT, the Department of the Premier consistently increased its level of compliance to the key performance areas of Strategic Management, Governance and Accountability, Human Resource Management and Financial Management with a recorded score of 91% for MPAT 1.6. The MPAT national assessment tool is one of the instruments used to illustrate the progression towards the achievement of the Departmental Strategic outcomes.

The maturity of our compliance, as a first level of achieving good governance, signified the need for a different way of thinking about our performance and how we define success as a department. Moving beyond mere compliance challenged the management team to think about our value add, how to measure it and demonstrate it as a reflection of the impact we are working towards. It is for this reason that the Department embarked on an exciting journey of improving the reliability of our data to inform evidence-based decisions on policy development, development outcomes and service delivery.

Despite a nationally-initiated cut of just under 4% to the indicative baseline 2018/19 budget of the Department, we remain committed to improve the efficiency and effectiveness of the services we deliver. The mandatory budget cut of R200m over the MTEF period was effected mainly in the Goods and Services element of the budget which left the Department with no inflation provisions in the outer year of the MTEF period.

This presents tremendous risks for the performance gains achieved over the past couple of years. Functioning in such a resource constrained environment over a sustained period of time can result in these gains' being eroded through a weakened control environment. This austere environment places an increased emphasis on the need to be more sensitive to people management issues as the employees' own performance may be affected in the line function as well as in domestic terrain. The Department will not be able to sustain current governance and service delivery levels over the longer term. It also leaves the Department vulnerable to any further future budget shocks.

Our Mid-term review is substantiated by the various monitoring data sources and reflects that progress is well underway towards realising significant achievements against our Provincial Strategic Plan objectives. During the 2018/19 financial year we will commence with crafting a new Provincial Strategic Plan well in advance of the start of the new term of government in order to ensure greater alignment and synergy between provincial and departmental strategic plans.

Through our Centre for e-Innovation we are continuously improving our e-Governance Maturity and Connectivity. In this regard, through our Broadband Game Changer, the Department completed the rollout of broadband to all government and the next steps are to increase the speed of the connection. This programme makes important contributions to strategic imperatives such as South African Connect, the Provincial Spatial Development Framework and Growth Potential of Towns.

In response to the water scarcity crisis the Department coordinates the WCG response at the highest levels together with affected municipalities and relevant coordinating structures. Continuous communication with residents has

received ongoing attention and will continue to ensure residents remain aware of the different related aspects and understand the need to continue cultivating water saving behaviours. Internal to the Department, much of the focus has been on raising awareness in order to change behaviour and drastically reduce our own demand on scarce water sources. We have drafted our own Water Scarcity Contingency Plan and will continue to refine our plans.

The Department subscribes to our provincial values of competence, accountability, integrity, responsiveness, caring and innovation. I am confident that the Department of the Premier guided by its management team and supporting staff, will continue to take the lead in ensuring that the WCG serve the people of the Province in an integrated and sustainable manner with good and clean governance.

A handwritten signature in black ink, reading "Helen Zille", written over a horizontal line.

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 2018/19 financial year.



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Date: 6 March 2018



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Date: 6 March 2018



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Accounting Officer
Date: 6 March 2018

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Date: 6 March 2018

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ABBREVIATIONS

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BAS	Basic Accounting System
BI	Business Intelligence
BPO	Business Process Optimisation
BRICS	Brazil, Russia, India, China and South Africa
CAPEX	Capital Expenditure
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
DCAS	Department of Cultural Affairs and Sport
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DGS	Digital Government Strategy
DOCS	Department of Community Safety
DOTP	Department of the Premier
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
ECM	Electronic Content Management
DSU	Delivery Support Unit
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
EXCO	Executive Committee
FOSAD	Forum of South African Directors-General
GITO	Government Information Technology Officer
GPS	Growth Potential of Towns Study
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
IRF	International Relations Forum
IRS	International Relations Strategy
IT	Information Technology
KPA	Key Performance Area
LAN	Local Area Network
LGMTEC	Local Government Medium-term Expenditure Committee
LP	Learning Programme
M&E	Monitoring and Evaluation
MGRO	Municipal Governance Review and Outlook
MISS	Minimum Information Security Standards

MIT	Maintenance, Innovation, Termination and Succession
MPAT	Management Performance Assessment Tool
MTEC	Medium-term Expenditure Committee
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NGO	Non-Governmental Organisation
NT	National Treasury
OD	Organisation Development
OHS	Occupational Health and Safety
OPEX	Operational Expenditure
PAY	Premier's Advancement of Youth
PAC	Provincial Assessment Centre
PC	Personal Computer
PCF	Premier's Co-ordinating Forum
PERMIS	Performance Management Information System
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PERO	Provincial Economic Review and Outlook
PFMA	Public Finance Management Act
PGMTEC	Provincial Government Medium-term Expenditure Committee
PILLIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSA	Public Servants' Association
PSDF	Provincial Spatial Development Framework
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PT	Provincial Treasury
PTE	People Training and Empowerment
PTM	Provincial Top Management
PTMS	Provincial Transversal Management System
PWDG	Province-wide Data Governance
PWMES	Provincial-wide Monitoring and Evaluation System
QPR	Quarterly Performance Report
RBM&E	Results-based Monitoring and Evaluation
RLS	Regional Leaders Summit
SA	South Africa
SALGA	South African Local Government Association
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMI	Strategic Management Information
SMS	Senior Management Service
SP	Strategic Plan
SQL	Structured Query Language
SWOT	Strengths, Weaknesses, Opportunities and Threats
USA	United States of America
WAN	Wide Area Network
WCED	Western Cape Education Department
WCG	Western Cape Government
WOSA	Whole of Society Approach





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 we have been 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 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 75 of 1997
- Broad-based Black Economic Empowerment Act 53 of 2003
- Cape Town International Convention Centre Company Act 8 of 2000
- Compensation for Occupational Injuries and Diseases Act 30 of 1993
- Consumer Protection Act 68 of 2008
- Division of Revenue Act (annually)
- Electronic Communications and Transactions Act 25 of 2002
- Employment Equity Act 55 of 1998
- Employment Services Act 4 of 2014
- Financial Intelligence Centre Act 38 of 2001
- Geomatics Profession Act 19 of 2013
- Government Employees Pension Law, Proclamation 21 of 1996

- Government Immovable Asset Management Act 19 of 2007
- Income Tax Act 58 of 1962
- Intelligence Services Act 65 of 2002
- Intergovernmental Relations Framework Act 13 of 2005
- Labour Relations Act 66 of 1995
- National Archives and Record Service of South Africa Act 43 of 1996
- National Qualifications Framework Act 67 of 2008
- National Treasury Regulations, 2005
- Occupational Health and Safety Act 85 of 1993
- Pension Funds Act 24 of 1956
- Preferential Procurement Policy Framework Act 5 of 2000
- Prescription Act 68 of 1969
- Prevention and Combating of Corrupt Activities Act 12 of 2004
- Promotion of Access to Information Act 2 of 2000
- Promotion of Administrative Justice Act 3 of 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
- Protected Disclosures Act 26 of 2000
- Protection of Personal Information Act 4 of 2013
- Provincial Archives and Records Service of the Western Cape Act 3 of 2005
- Public Administration Management Act 11 of 2014
- Public Audit Act 25 of 2004
- Public Finance Management Act 1 of 1999
- Public Service Act, Proclamation 103 of 1994
- Public Service Regulations, 2016
- Regulation of Interception of Communications and Provision of Communication-related Information Act 70 of 2002
- Skills Development Act 97 of 1998
- Skills Development Levies Act 9 of 1999
- South African Qualifications Authority Act 58 of 1995
- Spatial Data Infrastructure Act 54 of 2003
- State Information Technology Agency Act 88 of 1998
- Western Cape Appropriation Act (annually)
- Western Cape Provincial Coat of Arms Act 7 of 1998
- Western Cape Delegation of Powers Law 7 of 1994
- Western Cape Monitoring of Support of Municipalities Act 4 of 2014
- Western Cape Provincial Commissions Act 10 of 1998
- Western Cape Provincial Honours Act 9 of 1999
- Western Cape Consumer Affairs (Unfair Business Practices) Act 10 of 2002
- Western Cape Provincial Languages Act 3 of 1998

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 Treasury Framework for Strategic Plans and Annual Performance Plans (2010)
- 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
- Provincial Strategic Plan 2014–2019
- Specific National Policy Frameworks on Gender and Women’s Empowerment, Disability and Children
- The White Paper on a New Employment Policy for the Public Service (1997)
- The White Paper on Human Resources Management in the Public Service
- The White Paper on Public Service Training and Education (1997)
- The White Paper on the Transformation of the Public Service (1995)
- The White Paper on Transforming Public Service Delivery (Batho Pele) (1997)

4.3 Policy mandates

The Provincial Strategic Plan: 2014–2019 guides the Department of the Premier’s strategic direction over the current five-year term. It is also closely aligned with the National Development Plan 2030. The Provincial Strategic Plan consists of five inter-related provincial strategic goals aimed at realising the provincial vision of “An open opportunity society for all.” The Department of the Premier strategically supports the development, implementation and monitoring and evaluation of these provincial goals and their concomitant game changers.

Together with the Provincial Treasury and the Departments of Environmental Affairs and Development Planning as well as Local Government, the Department of the Premier 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:

Enhanced Governance;
Inclusive Society; and
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, and policy alignment. Integrated planning, budgeting and implementation, Province-wide monitoring and evaluation and spatial governance, alignment and performance management will also contribute to integrated management in the public sector.

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 of Towns Study (GPS) are important guiding strategic imperatives. The Department uses the Growth Potential of Towns Study by integrating it with other socio-economic data for the development of spatial information products. The spatial data set underpinning the results from this study 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 in 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.

Comparative experience has shown that access to broadband has paved the way for economic growth and development in many regions. The Department continues to implement the Game Changer: Broadband Infrastructure to extend access to broadband in approximately 2 000 government buildings which include schools, health facilities and libraries. The Broadband game changer is key to the successful implementation of PSG 5 and is a key enabler for other WCG game changers. Broadband is being rolled out throughout the Province and will ultimately contribute to economic growth and job creation. Broadband connectivity is also being provided to Cape Access Centres (these centres are primarily located in non-urban areas) in support of the Spatial Development Framework.

Following the successful implementation of the ICT Services Blueprint, which was approved by Cabinet in 2009, the Centre for e-Innovation has started with the next iteration of the ICT Strategy which will focus on the transition to Digital Government.

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. It also monitors implementation of the Provincial Strategic Goals and their spatial alignment with the Western Cape Government policies and strategies. The Department of the Premier does not primarily deliver services to the residents of the Province, but, instead, it enables the rest of the Provincial Government to primarily 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.

A new policy mandate for the Department relates to taking over the function for the management of the strategic planning, monitoring of performance information and annual reporting on performance from the Provincial Treasury. The process is in a transitional phase with insufficient resources challenging the full implementation of the function.

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

To drive business performance, the WCG has already embarked on using Performance Measurement as a product of Monitoring and Evaluation; and BI as a solution in delivering on strategic data and information. The WCG is moving towards a data driven organization for better evidence and decisions and has realised the strategic, operational and public value of data governance and to this effect, embarked on a Province-wide Data Governance (PWDG) journey. This is a key planned policy priority which has been conceptualised and designed and is in line with the 21st century approach of good governance towards performance.

PWDG has identified four (4) high-level benefit areas. These are:

- Improved data management;
- Common data quality standards;
- Collaboration with partners; and
- Efficiency gains.

For the WCG this means that provincial departments will have easy access to relevant and accurate data; and Heads of Departments will have the benefit of using data and information to make evidence-based decisions, whether it is for policy development, planning, or service delivery. Correct decisions taken for service delivery ultimately contribute to an improved citizen journey and better socio-economic outcomes. PWDG has become integral to give effect to the Digital Government Strategy (DGS) and the E-Visions developed by key departments.

The Master Plan for Province-wide Data Governance (PWDG) for the Western Cape Government (WCG) is a strategic response to the complexity in which Government operates within the area of managing disparate data and application systems. The Plan is encompassing of the vision for Business Intelligence; an Implementation Roadmap, Solutions Architecture and a Resource Plan. The institutionalisation is done through a three stage approach being conceptualisation and design, pre-implementation and implementation.

The main value is that although the Plan is centrally driven by the Department of the Premier (DotP), the governance arrangements take a collaborative approach. The shift is towards the establishment of a Data Competency Centre that is key to managing the availability, quality, sharing and integrity of data as a strategic asset.

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

The Western Cape's Broadband Strategy and Implementation Plan is aligned with South Africa Connect (SA's Broadband strategy) 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. The strategy and plan also support 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. The Department of the Premier will be responsible for delivering Free Public Wi-Fi Hotspots to over 1600 Government sites over a 5-year period.

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. The WCG is currently in the process of investigating the expansion of the free public Wifi initiative beyond the 384 sites which have been identified (negotiations with the service provider is currently in process). The WCG is also considering options to assist Local Government with Broadband connectivity.

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

The Centre for e-Innovation will be providing support to the DCAS, the WCED, DEDAT, DSD and DOCS to ensure that the key outcomes of the e-Skills and After-Schools game changers are met. Initiatives to support these game changers include, amongst others, the support of IT connectivity and infrastructure and liaison with the State Information Technology Agency on hosting and other IT services.

- **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, drawing 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.

No new Cape Access Centres will be established in the 2018/19 financial year due to severely constrained resources. 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 finalisation 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 is supported by a Corporate Governance Maturity Model, which contains detail on specific aspects that would indicate the organisation’s journey in maturing corporate governance. During 2018/19 we anticipate to conduct the Corporate Governance maturity baseline assessments for all departments in the WCG.

5. UPDATED SITUATIONAL ANALYSIS

Against the backdrop of an uninspiring economy, coupled with uncertainty, a high spatial concentration (current population is estimated to be 6.51 million, Stats SA, 2017 Mid-year estimates), unemployment with a subdued job growth; high levels of inequality, social pathologies, and drought, the Western Cape Government remains committed to achieving the outcomes as articulated in our five-year Provincial Strategic Plan.

The Western Cape has a total of 1 933 876 households and approximately 80% of these households live in formal dwellings; a further 18,3% live in informal dwellings. As many as 98.7% of the households have access to piped water inside the dwelling, off-site or on-site and 87% of the households are connected to the mains electricity supply of the Province. About 22.3% of households in the Western Cape had inadequate or severely inadequate food access. This is on par with the national average and third lowest behind Gauteng (17.4%) and Limpopo (8.3%).

The voter turnout percentage and participation rate for the 2014 provincial elections (72.8% and 53.9% respectively), have decreased in relation to the 2009 elections (75.5% and 63.1% respectively). The same can be seen from the 2016 municipal elections (63.5% and 41.0% respectively) as compared to the 2011 municipal elections (64.6% and 53.1% respectively). The Department of the Premier has made significant progress towards the realisation of its leading and enabling role of ensuring good governance and integrated service delivery, through people partnerships, innovation and people excellence. In an environment where the socio-economic conditions remain bleak, we have responded with resilience and determination, encouraging all staff to adopt an innovative approach to executing our mandate.

One of the external tools used to provide an overview of governance practices in the country is the Management Performance Assessment Tool (MPAT). The MPAT 1.6 results indicate that the WCG has maintained the year-on-year improvement, consistently building on the high overall rating for MPAT 1.2. Overall ratings achieved have improved from 2.97 (MPAT 1.2) to 3.22 (MPAT 1.3), 3.44 (MPAT 1.4), 3.49 (MPAT 1.5), and 3.61 (MPAT 1.6). The WCG has maintained its ranking as the best performing province for MPAT 1.6. The WCG was also the best performing province consistently across all four (4) KPAs in MPAT 1.6. Even though the Western Cape started from a high base, the Province still continues to improve year-on-year. A considerable amount of work goes into improvements in the Western Cape, and this is based on the highlighted challenges in the MPAT assessments, as well as sustaining good standards in overall governance.

The results from the Auditor-General (AG) assessment of departments show that there is an increase from 3 out of 13 departments having audit with no findings in 2011/12 to 12 out of 13 departments having an unqualified audit with no findings. From 2012/13 to 2015/16, no departments received qualified reports from the AG. The function of statutory planning and reporting has been incorporated into the institutional mandate of the Department and in this regard, standard assessments are conducted on the APPs and quarterly performance reports for all departmental and public entities.

Ninety-four unannounced frontline service delivery visits across all six districts would have been conducted from 2012/13 to 2017/18. The implementation of the Frontline Service Delivery Monitoring programme in the Western Cape has influenced the focus on citizen's interface.

The WCG has furthermore continuously tracked the FOSAD indicators in an effort to improve performance in this regard. Thirty-five Provincial evaluations were managed by the Department of the Premier across WCG.

Unlike the other departments, the Department of the Premier, in the main, does not render direct services to the people of the Western Cape, but predominantly plays a transversal role in supporting the other departments through its various components. This requires the Department to continuously assess the "environment" from two lenses, namely the needs and demands of the service delivery departments and its own capacity to deliver and resource constraints. To further strengthen the practice of evidence-based impact assessments and evaluations, the Department in collaboration with Provincial Treasury made a pronouncement on a ring-fenced allocation of R10 million in 2018/19 for the planning and implementation of evaluations of key strategic interventions.

Using the traditional methodologies of SWOT and PESTEL analysis along with a desktop review, a comprehensive situational analysis was presented in the 2015/2016–2019/2020 Departmental Strategic Plan, as well as in the 2016/17 Annual Performance Plan which remains relevant. The weakened outlook for the global economy, uncertainty about the economic implications of Brexit and the new inward focus of the USA under President Donald Trump, continued drought conditions, water insecurity and low consumer and business confidence, emphasise the continued constrained economic and fiscal situation.

Of particular concern is the continued water scarcity in the Province and in particular in the Cape Town Metropolitan area. The Department of the Premier, through the Directorate Corporate Communication will continue to raise awareness on the impact of water scarcity and highlight innovative ways to reduce consumption of potable water at work and at home. The Director-General co-ordinates the work of a number of provincial structures reporting to him on the various elements of the WCG's response. The Department of the Premier, through the Chief Directorate, Policy and Strategy, as part of the Behavioural Insights project, is also working very closely with the Western Cape Education Department to introduce smart meters in schools, and test approaches to shift behaviour. The Department is responding by developing its own Water Scarcity Contingency Plan. The aim of the plan is to popularise a strategy of re-using water and radically reducing demand for water.

While the Western Cape's unemployment rate (20.7%) is lower than that of South Africa as a whole (27.7%), it is nonetheless high, and contributes to multiple socio-economic challenges. Unemployment is also concentrated amongst young people, thus threatening to create a citizenry without skills, hope or work experience. 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 urbanisation and population growth, from 4,5 million in 2001 to over 6.5 million in 2017, with net in-migration increasing from 294 665 in the 2001-2006 period to 451 885 over the 2011-2016 period (estimated to increase to 485 560 for the 2016-2021 period). 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.

The rapid population growth and urbanisation, are placing huge pressures on the service delivery capacity and resources of the WCG (PERO, 2017). Unfortunately, the National Treasury has consistently refused to take these factors into account when making the budget allocations to the Western Cape from the national fiscus.

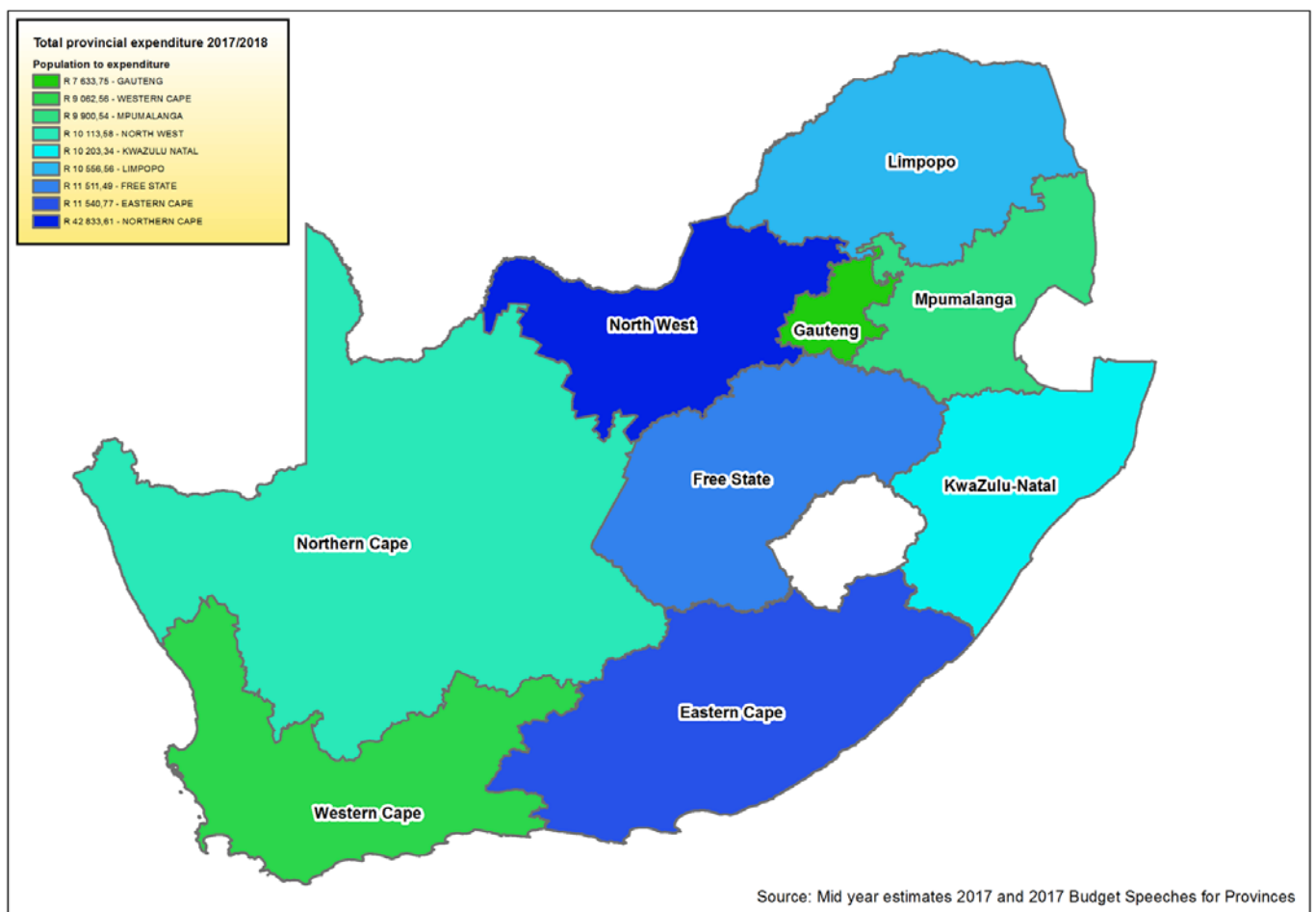
Against this background the Western Cape Government has identified five overarching Provincial Strategic Goals (PSGs) and introduced seven key "Game Changers" to address the socio-economic challenges of the province. Together with the constitutional mandates of the various departments, the strategic priorities of the WCG in line with its electoral mandate and the partnerships with its stakeholders, the WCG is committed to deliver world class

services to the residents of the Western Cape.

The Department of the Premier is therefore committed to take the lead in ensuring that the WCG serve the people of the Province in an integrated and sustainable manner with good and clean governance as the central core of service delivery philosophy. The Department will continue to underpin its planning and budgetary process with the fiscal and budget policy principles of allocative efficiency, fiscal consolidation, fiscal sustainability and fiscal discipline (Budget Circular 01, 2018/19). This will be coupled with the MITS (maintenance, innovation, termination and succession) model, where the Department will consider what programmes and projects should be **maintained**, where opportunities for **innovation** are, where there are under-performing programmes and projects to possibly **terminate**, and **succession** of those that perform well (Budget Circular 01, 2018/19).

The fiscal context is characterised by the need for fiscal sustainability which will require a return of public spending to a more sustainable path and the stabilisation of public debt (Budget Circular 01:2018/19). “Doing more with less” has become the dictum in the Department of the Premier’s strategic discourse. This is particularly important as it is clear that there is no scope for allocation expansion. This Department, therefore, will have to remain within its current allocative envelope over the MTEF as confirmed by Provincial Treasury.

Map 1 shows the per capita share of total expenditure by population for 2017. 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 R9 062.56 per person. This is significantly lower than other provinces such as the Northern Cape, Eastern Cape and Free State.



Map 1: Share of government expenditure per capita, 2017/18

5.1 Performance environment

In developing its strategies for the 2018/19 financial year the Department conducted a situational analysis which included a review of past and current performance and an assessment of the environment in which it functions. Techniques such as SWOT analysis and PESTEL analysis were utilised for this purpose.

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's performance against predetermined objectives has shown a steady improvement over the medium-term, with 94.4 per cent of planned targets achieved in 2016/17, 96.2 per cent achieved in 2015/16 and 93.6 per cent achieved in 2014/15.

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 past four financial years (2013/14 to 2016/17).

It furthermore improved on budget spent from 77.34 per cent in 2014/15 to 94.4 per cent in 2015/16 and 98.4 per cent in the 2016/17 financial year.

Underspending was mainly due to the slower than anticipated roll-out of the Broadband project and compulsory savings in key areas that had to be effected.

Given the constrained financial environment and financial uncertainties the Executive Committee of the Department recognised the need for building strategic partnerships internally, inter-departmentally and with key national, international and local stakeholders. Internally, collaboration between business units is encouraged as a means to augment capabilities across the organisation. Collaboration is also required to internalise support processes and systems that cut across the Department. This in turn requires that supporting business processes and systems must be understood and implemented by all. The Department succeeded to build strong partnerships in some areas, even internationally, while there is scope for the strategic identification of more partners and even exploring different funding sources. A dedicated strategy to nurture these partnerships is required.

There is a need to protect performance gains achieved over the past couple of years in spite of the continued austerity measures and capping of the Compensation of Employee funding. A real risk that emanates from functioning in such a resource constrained environment over a sustained period of time is that performance gains may be eroded through a weakened control environment. Quality and meeting of service standards may also become at risk. These factors will jeopardise the Department's ability to protect the Province's established governance track record potentially resulting in reputational damage.

The Department appears to have reached acceptable levels of compliance against a number of measurement instruments. However, it must be noted that obtaining these levels of compliance came at a cost and careful consideration should be given as to how such levels can be sustained in the current resource constrained environment. Compliance is accepted as the cornerstone of good governance, thus enabling service delivery and should therefore be maintained. However, the natural growth path of organisations suggests that once an institution reached sufficient levels of compliance its readiness to move into the next levels of organisational growth should be prepared. In the next level of maturity, systems processes, leadership styles and the organisational culture allow for the organisation to be managed strategically as it functions optimally. During this phase the organisation displays a pro-active approach to work and true value-add which drive what the organisation does on a daily basis.

It is against this background that the Department has organically renewed an internal debate about its changing role and function giving expression to a need to define its value propositions to the rest of the Western Cape Government. In this regard, a strong voice for a more robust service orientation and citizen-centric approach is being heard. In support of this notion, the Department's Service Delivery Improvement Plan prioritises improvement in the service interface with the public provided that sufficient resources are made available. The service interface initiative focusses on the Presidential Hotline resolution rate and the number of e-government citizen access channels managed. The Department is also articulating a need to consider a shift in focus from being an enabler of service delivery to an influencer to ensure an uptake in, and use of enabling mechanisms.

There is a pervasive sense that the Department and, in particular, the Corporate Services Centre has stabilised. There is more emphasis on fostering alignment with sustainable development goals, national and provincial plans and making sure that delivery mechanisms adequately support policies and strategies. Coupled with political stability in the Province, it creates fertile ground to prepare for a next institutional growth stage. There are also many examples of where the Department registered significant achievements in strategic management models and implementation systems which can be used as solid building blocks.

On the other hand, the Department is experiencing an increased demand for services across most programmes, but without a commensurate increase in resources given economic and fiscal realities.

As a centre of government agency, the Department of the Premier in collaboration with predominantly the Provincial Treasury has a responsibility to protect the governance gains registered over the past term, mainly as a result of the work conducted under the rubric of Provincial Strategic Goal 5. These gains were made with great effort and resources and need to remain in place until the financial situation of the country and region improve sufficiently to expand service delivery offerings.

There is also a greater strategic emphasis on the need to be more sensitive to people management issues in an austere environment where employees' own performance may be affected by austerity measures in the line function unit as well as in the domestic terrain. Burn-out and other related symptoms indicating that employees are under pressure may be experienced. A potential strategic lever is to enable job sharing through reviewing job profiles which will enable the Department to utilise competencies across departmental units as dictated by business needs. At the same time, the resilience of employees to withstand the associated challenges must be built. The strategic direction of the Department should also be underpinned by Workplace Skills Plans that assist the Department to garner the right capabilities to give effect to its strategic direction. There is recognition that while the Department has a talented pool of employees there remains scope for enhancing departmental capabilities.

Internal communication is the cornerstone of an effective and efficient organisation and requires a particular set of main actions to be put in place. If used effectively it can serve to build trust and cohesion within the organisation.

More emphasis is required on how ICT's can be used creatively as a catalyst for innovation and creating further efficiencies. However, the current economic realities may curtail efforts to enhance existing systems to address business needs sufficiently. The Department should also consider its readiness and capabilities to embrace the fourth industrial revolution which will be the technological or digital revolution. The notion of a Digital Government becomes an important strategic consideration over the medium term. It is designed to use data in an optimising, transforming way that creates services to address societal needs. It requires collaborative approaches to evaluate and re-engineer service models to improve core function effectiveness and realise long term cost savings through optimised outcomes.

As a centre of Government agency, the Department has a strong co-ordination role to play in how national legislative frameworks find expression in the Western Cape Government. Challenges in this area relate to different interpretations across the country on some legal frameworks as these are seldom accompanied by regulations and prescripts. Quite often frameworks are not reviewed often enough to keep abreast of developments in the environment.

There is further recognition that the Department needs to improve its capability for data co-ordination and governance in the Western Cape Government as there is a growing demand for sound and quality data and information to inform evidence-based decision-making. The notion of managing data as a strategic public asset is finding traction, especially because of its ability to deepen integration in the Western Cape Government and its inherent transformative properties. As such, it could also play a significant role in avoiding duplication and wastage.

The Centre for e-Innovation relies heavily on an uninterrupted energy supply to meet demands. Whilst relative energy stability is currently experienced localised outages have occurred. Water availability and quality appear to be the next big environmental challenges that will require adaption and mitigation as part of the overall climate change strategy.

The Branch: Executive Governance and Integration provides executive governance and integration 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 increasing public and internal client needs that require the Branch to respond innovatively, 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 continuous slow 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, achieving a departmental spend of 98.4% and again obtaining a clean audit in 2016/17.

The Supply Chain Management (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. The growing ICT asset base of the Department together with the need to implement the Inventory Chapter of the 2016 Modified Cash Standard successfully require additional capacity to comply with assets and inventory requirements.

From 2016/17 the Programme took 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. Informed by 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 Mid-Term Review of the Provincial Strategic Plan made recommendations to improve co-ordination among the PSGs to enhance their implementation. Mechanisms were proposed to ensure that cross-cutting strategic issues between PSGs are discussed. There is also scope to improve the management and communication of common data among the PSG's. The Mid-Term Review further highlighted the need to strengthen partnerships with a range of external partners such as NGO's, the private sector and civil society and to find ways of broadening their involvement in the implementation of the PSP.

The Chief Directorate: Policy and Strategy supported the development and implementation of strategies and policies for the Western Cape, including the five-year PSP, and the revised PTMS for the PSP 2014-2019. The Chief Directorate provides support to Provincial Treasury to ensure that departments' budgets, Strategic and Annual Performance Plans are aligned to the PSP and NDP. This will be pursued in close collaboration with the

Chief Directorate: Strategic Management Information, which tracks performance of the PSP against impact and outcome indicators which in turn enable results-based decision-making and the fostering of even greater alignment between the various strategic government agents.

In addition, the Chief Directorate: Policy and Strategy is increasing its role in the implementation of policies or ensuring that policies and strategies are implemented by sector departments. In particular, the Chief Directorate is playing a lead role in the Year Beyond programme, as part of the implementation of the Youth Development Strategy. Regular assessments on the rollout and implementation of the PSP are conducted and feedback provided to the Executive. The Chief Directorate is also leading the development of a number of transversal policies to give further expression to the PSP such as new legislation linked to the Alcohol Harms Reduction Policy, the Food Security Strategy, the institution of the Children's Commissioner and Animal Welfare Policy.

Through the Subprogramme: International and Priority Programmes, the Branch continues to strengthen insights, capability and partnerships for the WCG in strategic areas. This is to increase both internal and external capability, and also to ensure that products and services are demand-driven. Such an approach serves to create an enabling environment for economic growth and fostering inclusivity in the Western Cape with partners across all spheres of government and civil society.

Varied research approaches are being explored in order to gain a clearer understanding of what the impact of events is on the growth and development trajectory of the Western Cape. Linked to developing this understanding are programmes to grow the events sector by sharing intellectual capital emanating from both local and international best practice. The flourishing annual Events Incubation Conference is a key vehicle to achieve this in collaboration with the private sector.

The 2018/19 financial year will see a deepening of the rollout of the Human Rights Framework that was approved by Cabinet in 2017. Within this context, systems will continue to be developed to streamline the reporting and activation processes in relation to commemorative days that are driven locally and by national government. A key aspect of the work will be to explore ways of engaging our youth that enables them to gain an understanding of the issues of the day that impact on their lives. This will continue to be done through partnership with organisations such as Dreamfields. The subprogramme will continue to drive the Community Engagement Forum to enhance interaction with communities. This is a key governance improvement project of Working Group 3 responsible for the output, Inclusive Society in support of PSG 5.

Linked to the above is the work done by this subprogramme in managing and facilitating the resolution of social conflict situations across the province. In addition, this subprogramme in collaboration with national government and other stakeholders, works on mechanisms to mandate international migration.

Furthermore, the subprogramme will continue to implement, monitor and evaluate both the International Relations Strategy and the Integrated Events Strategy.

A more proactive approach will be employed to encourage the WCG's international engagements to focus on priority geographical areas (i.e. Africa, BRICS, RLS partners, Next-11 countries¹ and traditional market countries), as identified in the International Relations Strategy (IRS). 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 Subprogramme will continue to support all provincial departments in pursuit of the provincial international relations agenda. The International Relations Forum (IR Forum), led by the Department of the Premier through this subprogramme, is a transversal platform where provincial departments, WESGRO, SALGA, CoCT, and other international relations think-tanks share information on how international engagements contribute to achieving the strategic goals and objectives of the WCG. This is done through analysing trends in respect of international

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

engagements (i.e. courtesy calls, incoming & outgoing visits), using the IR Strategy as a point of departure. Going forward, the IR Forum will deepen its discussions with thought leaders and practitioners on international relations, and an annual review of the economic value-add of the Province's IR Strategic engagements is planned.

The annual Diplomatic Brunch continues to be an effective platform for the Executive to engage with members of the diplomatic corps on the provincial strategic priorities and provide an update on the local socio-economic and political scene.

The annual Africa Day event has matured as a key promoter of intra-Africa trade, tourism and investment, while building social inclusion through cultural activities. The Regional Leaders Summit held every two years continues to be an effective multilateral platform where partners share perspectives and strategies for a sustainable and ever-changing world. The next meeting will be in Québec in May 2018.

The Subprogramme: Strategic Management Information led the development of Results-based M&E (RBM&E) from 2006 to 2017 for the provisioning of relevant and accurate data and information within the context of a Province-wide M&E System. The RBME maturity and other maturity assessments on Spatial Information and Business Intelligence identified strengths and weaknesses in key areas such as indicator development, data management and -assessment, and information architecture. Province-wide Data Governance (PWDG) has been identified as a response to these challenges. Since 2017, the subprogramme has taken the lead in being responsive to the emerging responsibility that data, statistics and information as a public good, need to be relevant and reliable. PWDG as a programme is recognised as the backbone to the broader context of better data co-ordination within the policy context and the development of an integrated logical data warehouse. In this regard, the service delivery environment is informed by the improved data management of four key data domains namely; performance information, evaluation and research, official statistics, and departmental administrative data.

In response to M&E focus areas of the Department of Planning, Performance Monitoring and Evaluation (DPME), the subprogramme continues to drive provincial institutionalisation and improvement initiatives to deliver sound provincial performance.

In line with the National Evaluation System, the journey since 2012 has delivered 21 completed evaluations and there are 15 evaluations at different stages of implementation. Since 2011, the results of the Management Performance Assessment Tool (MPAT) demonstrated consistent improvement and Frontline Service Delivery Monitoring delivered 90 baseline visits. Subsequent to the shift of the planning and monitoring processes from Provincial Treasury to this subprogramme, periodic independent assessment reports are conducted to improve the quality of the Annual Performance Plan and Quarterly Performance Information.

To give effect to the implementation and monitoring of the PSP the subprogramme provided technical and methodological support on standards for PSG indicators and related data sources as well as spatial analysis.

The subprogramme continues to advocate that the central principle remains that data and information must be used for evidence-based development to realise "better data and information for better service delivery and development outcomes".

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 PSG 5 project that contributes specifically to the sub-output Service Excellence with People is the development and implementation of a people management maturity model that is based on the principles of self-assessment and panel moderation (much like the current MPAT process). It consists of a maturity growth-path of levels 1-5 (with 1 being “fragmented” and 5 being “continuously improved”). The assessment tool will be tested within the Branch before further implementation. 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, an increase in demand for services, lack of joint planning and ad hoc requests from departments is however placing the ability of the Branch to perform its functions under serious strain. 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. The overall emphasis of the CSC on demand planning processes will also assist in improving the performance of the Branch. The Values-based Leadership Development initiative will also play a pivotal role in increasing the required leadership capability that is so vital in the challenging, austere environment the WCG finds itself.

The continuing delay in the implementation of the Integrated Financial Management System (IFMS) also has a negative impact on the replacement of legacy systems and streamlining of manual processes. 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. The Branch will continue with the increased focus on closer integration between Cel and Organisation Development with regards to process optimisation.

The Branch is also ensuring that its policies, processes and systems are in line with the new Public Service Regulations (2016) which came into effect on 1 August 2016 but is hampered due to the vagueness of certain provisions and subsequent directives and circulars, as well as the lack of guidance and slow responsiveness from the DPSA.

The Branch: Centre for e-Innovation (Ce-I) has seen consistent growth in the demand for Information and Communication Technology, Solutions and Services. Factors which have contributed to this include: the recognition by departments of the enabling role that ICTs can play in contributing to departmental outcomes, the renewed focus on the Corporate Governance of ICTs, the successful implementation of Broadband as well as the tremendous growth of the ICT user base, particularly in schools .

Ce-I is playing a key role in respect of the following: the implementation of Broadband throughout the Western Cape, support of the e-Learning Game-Changer, support of the e-Skills and After-Schools game changes, support of PSG 5 (and the Service Interface in particular), as well as the development of key transversal applications.

The installed base of end-user computers, i.e. PC's, notebooks, tablets, etc has grown from 14 500 in 2009 to over 24 500 in 2017, an increase of over 10 500 users. Should this trend continue, it is estimated that the current installed base could grow by another 6 000 users by 2020. This will place significant pressure on the Ce-I resources given the austere environment in which the WCG is operating. This is further aggravated by the currency fluctuation risk which severely impacts Capital Expenditure (CAPEX) (infrastructure) and Operational Expenditure (OPEX) (licensing and service) obligations. The 100% milestone target has been reached, and there are 1 875 Government sites connected to Broadband.

At the start of the Broadband project the number of sites included by Departments was approximately 2000 sites, however, this number has decreased as a result of site exclusions due to closures. There were other factors which also impacted on the 100% milestone target, such as sites being relocated and renovated which meant that these sites were not available for delivery of broadband services. Taking all these factors into account, the 100% target which was agreed to with our service providers was set at 1 875. The Government sites connected to Broadband include schools, corporate sites, community health centres, and hospitals. Phase 2 of the Broadband project commenced on 1 October 2017, and will run for a 5-year period up until 30 September 2022. During the

second phase of the Broadband project rollout, the minimum network connectivity speeds at Government sites will be upgraded to 100mbps – this is 10 times higher than the minimum network connectivity speeds of phase 1. Ce-I is also assisting the Western Cape Education Department with the implementation of Local Area Networks in schools, which includes both full LAN's and slim LAN's.

The estimated growth as well as expanded mandate for Ce-I as reflected above will pose a significant challenge for Ce-I as it will require sufficient and appropriate resourcing to ensure adequate capacity, skills and infrastructure to deliver on its mandate and ensure the proper sustainability of the key game changers being supported.

Branch Corporate Assurance: 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 that are not necessarily standardised or universally and consistently applied 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 frameworks. It will set forth the principles and requirements which will provide clear standards in which corporate governance for the WCG will be benchmarked.

The current economic climate, resultant budget reductions over the MTEF period and introduction of “Compensation of Employees funding ceilings” are having an impact on the ability of this Branch to respond to the demand for its services. The main cost driver for this Branch is Compensation of Employees, and with 85% of the budget allocated to this, the Branch's ability to fund its vacancies is a pressure point. Although the majority of the services in the Branch is delivered based on approved delivery plans, there are some services which are not predictable. The delivery plans are finalised and agreed at the start of the financial year and there are processes in place to amend these if required. The business units evaluate this on an ongoing basis and request changes to the plans if and when required.

The Directorate: Enterprise Risk Management is operating on a deficient structure and in addition to that only 77% of its approved establishment is funded and filled. If one takes into account that the Directorate's approved establishment already allows focus on programme level only, not having all posts funded and filled has a significant impact on the Directorate's ability to respond to the demand. The analysis of risk using approved tolerance levels has matured further and continues to improve the quality of risk discussions in relevant forums (including departmental Enterprise Risk Management Committees). The Directorate will further solidify the provincial risk register and drive the identification and management of these risks.

The Chief Directorate: Internal Audit, follows an intensive planning process at the start of a financial year based on its available resources. Only 76% of its approved establishment is funded and filled, which has a direct impact on the available capacity to deliver services.

The Chief Directorate: Provincial Forensic Services renders proactive and reactive forensic services to all provincial departments. Sixty-two per cent of the posts on the approved establishment were funded, several vacancies are, however, at different stages of the recruitment process. The Provincial Forensic Services unit consists of two investigative clusters. The demand for forensic proactive services has increased and if this trend perpetuates, it might be a challenge to meet demand. A new development is the need for forensic investigative services to support good governance in local government.

Legal Services supported the Department of Community Safety (DOCS) and the Branch Ce-I to establish an overarching information security framework to enable the WCG to assess the adequacy of its information security and to ensure readiness to comply with the requirements of the Protection of Personal Information Act, 2013 (“POPIA”). Various supporting documents were drafted to assist with the implementation thereof. Privacy, security and compliance received attention as part of the Provincial-wide Data Governance project. Legal Services will

continue supporting DOCS, Ce-I and the other provincial departments to process personal information in line with POPIA.

5.2 Organisational environment

The programme and subprogramme structure of the Department of the Premier deviates from the approved programme and subprogramme 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 through the rendering of 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.

Structural alignment investigations are continuing in some business units to ensure that structures remain focused on core mandates and that there is a logical and rational approach to functional distribution. In some areas it is necessary to bring closer synergy with the demand for services and addressing Western Cape Government business needs. Given the challenges inherent to an austere environment, there will be a renewed focus going forward to ensure sustainable establishments (based on proven need and affordability).

The approved organisational structure of the Department is attached as Annexure A. Organisation design interventions commenced in Programme 1 (**Branch: Executive Governance and Integration**) in the directorates: Director-General Support, Executive Council Support, and Departmental Strategy.

Programme 2 (**Branch: Strategic Programmes**) includes the Chief Directorate: Policy and Strategy, the Chief Directorate Strategic Management Information and Chief Directorate: International and Priority Programmes. These 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). It is important to note that the staff establishment of the Chief Directorate: International and Priority Programmes has been severely and negatively affected by the austere environment and continues to operate under strain, with only one senior manager (Chief Director). Furthermore, the structure does not reflect the organisational strategic function. Similarly, the Chief Directorate: Policy and Strategy has lost five senior and middle level managers over the past two years. The Chief Directorate has implemented a matrix management approach to mitigate against these resource constraints, matching demand for its policy development, implementation and commentary/analysis to the best available skills to undertake the work in the unit, notwithstanding formal reporting lines.

The Chief Directorate: Strategic Management Information reports directly to the Director-General. Five province-wide focal areas are centrally driven by the CD: SMI across the WCG. These are Business Intelligence and Data Governance, Data Analytics, Results-based Monitoring and Evaluation, Programme Performance Information and Spatial Information. These focal areas evolve over time, and in this regard, it is important that the subprogramme partner with key data and information products. The current organisational structure, due to the expanded institutional mandate, is outdated and out of touch with the demands of the WCG business needs; and hence the subprogramme continuously functions within the context of a virtual structure.

Within the **Branch: People Management** the organisational environment was relatively stable and the focus was on improving business processes – greater efficiencies and ensuring integration between the business units, as well as responding to new challenges and initiatives. Furthermore, the formalisation of tested management arrangements was prioritised such as the establishment of the Performance and Priority Unit, the management of the PAY project and the integration of the change navigation efforts within the Directorate Organisational Behaviour. This will ensure that initiatives that was piloted is now institutionalised as good practice. Any organisational review in the Branch will take into account the tension between limiting operational cost as a result of austerity and the need for adequate capacity to fulfil its required mandates, combined with being agile to the changing world of work and new legislative prescripts.

The **Branch: Centre for e-Innovation** is tasked with driving the optimisation of service delivery in the Western Cape Government through the 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. Substantial use has been made of a temporary structure for the Connected Government and Transversal Applications chief directorates. This arrangement has been far from ideal and was initially required to ensure sufficient capacity for the core roles as was required for the Broadband and Applications environment. The Organisational Development unit has now completed the design for the permanent structure for the above-mentioned chief-directorates. This design has been signed off by the Premier and approved by DPSA. 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 (of late there has been a notable increase in staff turnover, with staff leaving for the private sector).

The organisational structure of the **Branch: Corporate Assurance** is, as indicated in our previous APP's, 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 (refer to section 5.1). The funded posts in this Branch have been filled and where vacancies arise, they are addressed expeditiously if approved for filling. We no longer have budget flexibility to augment capacity, but 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.

All reasonable steps are being taken by Legal Services to improve efficiency, to innovate, and to optimise available resources in order to meet the growing demand for services. A review of Legal Services' structure and organisation has been included in the programme of the Chief Directorate Organisation Development and is envisaged to be finalised during the 2018 calendar year. The purpose of the review is to, amongst others, enhance transversal strategic impact and align the unit's structure and organisation to changes and growth in demand since the structure was last reviewed during a re-structuring process in 2006. This is to ensure that current levels of service to a large client base can be maintained in the medium to long-term. Clients are dependent on Legal Services to provide advice before actions or decisions can be taken and if Legal Services is unable to meet deadlines, services are outsourced to external legal practitioners for the account of client departments. It is not possible to reduce targets, which correspond with demand, and Legal Services cannot decline to respond to clients' requests for advice. Due to the impact of austerity on the unit's operational budget, the option of outsourcing legal advisory work to external legal practitioners in order to augment capacity is no longer viable.

One of the key services that is supposed to be provided by the Directorate: Legal Governance, namely to perform due diligence assessments on behalf of client departments, cannot be activated until such time as capacity has been augmented. These assessments, if conducted by private law firms on behalf of client departments (as is currently the case) are expensive and a single assessment can cost anything upwards of R1 million, to the detriment of departmental budgets, which is not justifiable from a holistic budget perspective.

Table 1: Employment and vacancies by programme as at 31 January 2018

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	147	142	3.4%
Programme 2	68	68	0%
Programme 3	337	334	0.9%
Programme 4	342	339	0.9%
Programme 5	162	156	3.7%
Total	1 056	1 039	1.6%

Table 2: Employment and vacancies by salary bands as at 31 January 2018

Salary band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	22	22	0%
Skilled (Levels 3-5)	127	126	0.8%
Highly skilled production (Levels 6-8)	213	207	2.8%
Highly skilled supervision (Levels 9-12)	620	611	1.5%
Senior management (Levels 13-16)	74	73	1.4%
Total	1056	1039	1.6%

5.3 Description of the strategic planning process

The annual planning cycle of the Department commenced with the development of a roadmap and circular towards the development of the 2018/19 Annual Performance Plan. These documents informed the development of an agenda, for the departmental strategic planning session which took place on 24 and 25 July 2017.

The circular outlined the strategic planning responsibilities of the Department, Government's planning processes, and the format of the departmental planning session. It also highlighted those strategic imperatives that should be considered in crafting the Department's 2018/19 Annual Performance Plan. It further outlined the preparatory work to be conducted by Branches prior to the departmental strategic planning session as well as the requirements post the planning session.

Programme managers were requested to conduct a situational analysis in their respective programmes using the SWOT and PESTEL analysis tools. The programme inputs also reflected on a review of past performance and how it should inform future planning.

The process followed resulted in a number of strategic themes emerging during the discussions which were further unpacked in a focus group format. These strategic themes were converted into official strategic resolutions with actions and timeframes and are currently being monitored by the Directorate, Departmental Strategy. The responsible officials are tasked to give feedback at the routine EXCO meetings on the progress of these resolutions.

The session also reflected on the relevance and sufficiency of current strategic goals and objectives and performance indicators. During the strategic engagement, it was agreed that no indicators would be amended at this stage of the five year electoral term, but that lessons learned will be considered in the planning and preparation of the next five year strategic plan. Where needed, programmes would adjust targets given fiscal and economic realities. After the strategic workshop, programmes submitted their inputs (including technical indicator descriptions), which were then used to draft and submit the first draft APP.

Following submission of the First Draft APP, the Department participated in provincial MTEC 1 where it outlined its service delivery impact in the WCG, its strategic priorities and its future plans. It also indicated how it conducts evidence based planning and budgeting and incorporated the requirements of the Provincial Spatial Development Framework. The Department also outlined the various partnerships that it fostered in pursuit of an integrated

planning approach. In preparation for the submission of the second draft 2018/19 APP the Department incorporated the recommendations emanating from technical assessments. Programme managers further amended performance targets in order to respond appropriately to the continued fiscal and economic constraints.

6. STRATEGIC OUTCOME-ORIENTED GOALS OF THE INSTITUTION

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.

The departmental strategic goal: “improved good governance in the WCG” supports the PSG 5 outcome which relates to enhanced governance. Enhanced governance in turn contributes to national outcome 12: an efficient, effective and development orientated public service”. This departmental strategic goal further supports national outcome 3 “all people in SA are and feel safe”, through the work conducted by the Provincial Forensic Services unit in the prevention and detection of fraud and corruption in the public service.

The departmental strategic goal: “enabled strategic decision-making and stakeholder engagement” contributes to the PSG 5 outcomes related to enhanced governance, inclusive society, and integrated management. Again all 3 these PSG 5 outcomes in as far as it embeds good governance and integrated service delivery contributes to an efficient, effective an development oriented public service.

The departmental strategic goal: enabled service delivery excellence to the people of the Western Cape with people, technology and processes guides in the main the work of the CSC. As such it contributes to all 3 of PSG 5 outcomes (enhanced governance, inclusive society, integrated management) and hence support the realisation of national outcome 12, an efficient, effective and development orientated public service. It also contributes to national outcome 6 in as far as the western cape’s broadband strategy and implementation plan prioritise access to Broadband as a catalyst for economic development.

Table 3: Strategic outcome-oriented goals with associated 2018/19 Programme budget

Strategic outcome - oriented goal 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 goal 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	<p>A. Level of governance maturity, management and stakeholder engagement attained</p> <p>B. MPAT level obtained</p>
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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 attained against the management performance standards as measured by DPME. MPAT results as an indicator of the departmental performance (over the past four years) reflect consistent progression towards the achievement of the Departmental strategic outcomes. The Department increased its year-on-year level of compliance to the key performance areas of Strategic Management, Governance and Accountability, Human Resource Management and Financial Management. It improved its level of compliance from 73% in 2012, to 81% in 2013. In 2014 it registered a level of compliance of 88% and succeeded to register a compliance score of 91,2% in 2015 and 91% in 2016.

Table 4: Overview of Departments' 2018/19 budget and MTEF estimates

Programme		Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
1	Executive Support (Administration)	73 023	80 245	93 764	106 026	113 442	103 526	110 336
2	Provincial Strategic Management	58 842	87 982	55 790	55 038	53 888	54 561	58 073
3	People Management (CSC)	156 779	170 931	177 886	190 471	217 963	216 100	227 111
4	Centre for e-Innovation (CSC)	654 609	757 799	904 094	922 599	971 987	906 368	956 417
5	Corporate Assurance (CSC)	99 621	103 816	111 410	123 990	128 913	140 736	147 158
Total		1 042 874	1 200 773	1 342 944	1 398 124	1 486 193	1 421 291	1 499 095



2018

1.

2.

3.

4

PART B

OBJECTIVES

- COMPETENCE
- GAME CHANGERS
- INNOVATION

- Respons
- Ideas
- Promotion

PLAN

GOALS:



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 and various communication activities, including flyers, workshops toolkits, circulars, notifications, etc. The Department also ensures the effective and efficient functioning of all the committee structures in SCM to enhance good governance processes. Collaborative platforms for engagement and improvement of governance processes in SCM on various levels are maintained in the Department.

There is also a linkage with the 2014/19 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 largely entails office administration, correspondence management, media liaison, parliamentary support, diary management and a reception service, as well as a household support service at the official residence. Most of the positions in this subprogramme are filled on a contract basis, as they are linked to the Premier's term of office. 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. In this subprogramme provision is made for the Delivery Support Unit to provide strategic oversight and guidance to provincial departments and monitor the implementation of the game changer plans.

Subprogramme 1.6: Financial Management: To manage departmental financial and supply chain management services. The subprogramme provides a comprehensive financial management support service to DotP, and includes financial management, supply chain management, records management and transport and general support services.

Subprogramme 1.7: Strategic Communication: To coordinate external communication and public engagement 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 5: 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 2014/15
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 2014/15
2020 target	12

7.2 Strategic objective annual targets for 2018/19

Table 6: Programme 1: Strategic objectives and annual targets

Strategic objective		Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
			2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1.1	To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic Management MPAT level obtained	4	3	4	3	3	4	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	Clean audit	Clean audit	Clean audit	Unqualified	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	13	16	12	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 due to limited funding, 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 7: Programme 1: Risk identification and mitigation

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

7.4. Programme performance indicators and annual targets for 2018/19

Table 8: Programme 1: Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

Subprogramme 1.4: Departmental Strategy

MPAT	1.4.1	Number of statutory reports submitted to Provincial Treasury	7	7	6	6	6	Quarterly	1	2	1	2	7	6
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Subprogramme 1.6: Financial Management

	1.6.1	Percentage spend achieved on the budget of the Department in respect of the preceding financial year	99.05%	77.34%	94.4%	98%	98%	Annually	98%	Nil	Nil	Nil	98%	98%
MPAT	1.6.2	Supply chain management MPAT level obtained	New indicator	3.9	4	3+	3+	Annual	Nil	Nil	Nil	3+	3+	3+

Strategic alignment		Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets							
			2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20	2020/21
MPAT	1.6.3	Departmental SCM Policy and Delegations reviewed	New indicator	1	1	1	1	Annually	Nil	Nil	Nil	1	1	1
	1.6.4	Number of SCM Capacity-building Interventions	New indicator	8	2	2	2	Bi-annually	Nil	1	Nil	1	3	3

Table 7: Programme 1: Performance indicators and annual targets

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

Table 9: Programme 1: Expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Programme Support	1 560	1 783	1 949	2 133	2 687	2 872	3 085
Office of the Premier	13 660	15 685	16 129	15 681	16 240	17 364	18 162
Executive Council Support	8 740	8 385	8 979	9 424	10 100	10 756	11 375
Departmental Strategy	4 046	4 107	4 095	5 582	5 205	5 561	5 904
Office of the Director-General	11 009	13 267	21 837	30 538	31 934	16 585	17 849
Financial Management	29 702	32 895	36 805	38 151	42 903	45 796	49 018
Strategic Communication	4 306	4 123	3 970	4 517	4 373	4 592	4 943
Total	73 023	80 245	93 764	106 026	113 442	103 526	110 336

Economic classification

Current payments	69 792	78 477	90 908	104 207	111 886	101 888	108 608
Compensation of employees	57 006	64 622	76 585	83 901	95 068	87 813	93 643
Goods and services	12 786	13 855	14 323	20 306	16 818	14 075	14 965
Communication	1 138	880	933	1 025	1 251	1 573	1 660
Computer services	673	557	553	589	422	392	414
Consultants, contractors and special services	1 593	2 279	1 558	5 292	4 185	1 510	1 632
Audit cost: External	4 471	4 932	5 437	5 200	4 832	4 833	5 127
Consumables	1 151	1 076	1 146	1 471	1 249	1 153	1 216
Lease payments	353	741	600	489	496	485	513
Travel and subsistence	509	1 437	905	1 501	1 015	1 021	1 078
Venues and facilities	830	470	979	1 250	741	714	775
Other	2 068	1 483	2 212	3 489	2 627	2 394	2 550
Financial transactions in assets and liabilities	710	38	691	Nil	Nil	Nil	Nil
Transfers and subsidies to:	332	654	875	312	6	6	6
Provinces and municipalities							
Departmental agencies and accounts	4	13	4	6	6	6	6
Universities and technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions	165	194	249	250	Nil	Nil	Nil
Households	163	447	622	56	Nil	Nil	Nil
Payments for capital assets	2 189	1 076	1 290	1 507	1 550	1 632	1 722
Buildings and other fixed structures							
Machinery and equipment	2 189	1 076	1 290	1 507	1 550	1 632	1 722
Software and other intangible assets							
Total	73 023	80 245	93 764	106 026	113 442	103 526	110 336

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, community-based organisations, faith-based organisations and national and local spheres of government.

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. In terms of the subprogramme 2.3, 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 events sector by giving effect to the 15 year Integrated Events Strategy. Processes to enhance the institutionalisation of Human Rights Mainstreaming in WCG will carry on in accordance with the Cabinet-approved Human Rights Framework. Further initiatives to equip Western Cape Government officials to communicate more effectively with the communities they serve will be implemented. In terms of the International Relations Strategy the three strategic objectives, Trade, Tourism, and Investment Promotion; Skills Development, and Climate Change mitigation, are the WCG focus in its engagement with the outside world. Linked to these strategic objectives are the geographical areas that the WCG is prioritising in terms of its International Relations Strategy, namely the BRICS countries, the rest of Africa, RLS partners and N-11. These have become new focus areas, without neglecting traditional partners. The Chief Directorate International and Priority Programmes will continue to monitor and report on the implementation of the International Relations Strategy. The Chief Directorate will continue to coordinate WCG priority programmes in support of the Game Changers, particularly in the After Schools arena and to contribute to alcohol harms reduction in an attempt to improve the Western Cape Government's interface with its residents. The CD plays a mediation role for the Western Cape Government with the City of Cape Town in Social Conflict Management, 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 strategic issues, as required. The transversal implementation of the PSP is supported by the revised PTMS and regular quarterly reporting on the implementation of projects in support of the strategic priorities.

Transversal policies and strategies are developed or supported by the chief directorate, in collaboration with key stakeholders. The chief directorate will continue to support the implementation of the Provincial Strategic Plan and the game changers.

The development and support for new and revised provincial policies and strategies will continue, including the implementation of the Western Cape Alcohol Harms Reduction Paper and possible legislation, implementation of a Food and Nutrition Security Strategic Framework, the Living Cape Framework, an Animal Welfare Policy and the institutionalisation of the Children's Commissioner. The Chief Directorate will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills for Cabinet consideration.

It will also continue to support the Provincial Treasury in ensuring that the Provincial Strategic Plan and National Development Plan find expression in the Annual Performance Plans and budgets of the departments.

Furthermore, the chief directorate is increasingly playing a role in the implementation of policies by either coordinating implementation or providing technical support to departments. Having led the formulation of the Youth Development Strategy the CD is now assisting with its implementation in collaboration with the Department of Social Development. For the next financial year, the subprogramme will continue to lead the MOD YearBeyond programme implementation with the assistance of the After School Game Changer and the Departments of Cultural Affairs and Sport and Education.

The subprogramme will continue the Behavioural Insights work by focussing on specific interventions to change behaviour in key policy areas within an added focus on organisational behaviour change in the WCG.

Similarly, the FuturesCape project, which focusses on long-term modelling will continue in 2018/19. Policy and Strategy will continue to co-chair the strategic WCG-CHEC partnership. Finally, the subprogramme will continue to chair the Provincial Regulatory Steering Committee and coordinate regulatory impact assessments of new policies and legislation in the province.

The Chief Directorate: Strategic Management Information strategically supports the Executive in respect of province-wide planning and performance; and the provision of accurate and reliable strategic management information to inform evidence based decisions on policy development, development outcomes and service delivery. In this regard, the subprogramme leads the Department's mandate on the role of Offices of the Premier in Monitoring and Evaluation (M&E).

Over the next MTEF period, the subprogramme will lead the development of Province-wide Data Governance towards coherence of data and information across the WCG. The intended benefit to stakeholders includes access to better data and information, for better decisions, collaboration with partners and informed stakeholders. Ultimately, the subprogramme is key in transforming the WCG into a data-driven organisation for improved accountability and transparency.

The fourth implementation year of the five-year departmental strategic plan further gives effect to the level of Results-based M&E maturity. This will however be done in conjunction with Business Intelligence and data governance assessments.

8.1 Strategic objectives

Table 10: Programme 2: Strategic objectives

Strategic objective 2.1	Executive policy development and implementation strategically supported.
Objective statement	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies.
Strategic Objective Indicator 2.1	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews.
Baseline	2
2020 target	2 per annum
Strategic objective 2.2	Results-based M&E embedded in the Western Cape Government.
Objective statement	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System.
Strategic Objective indicator 2.2	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government.
Baseline	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 2018/2019

Table 11: Programme 2: Strategic objectives and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets			
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
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 based on PSP implementation reviews	New indicator	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	2.8	3.15	3.15	3	2	3	3
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	8	8	8	8	8	8

8.3 Risk management

Table 12: 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 with them throughout the process.
Inability to measure result based performance accurately and adequately, due to inadequate access to data, non-certified (not quality assured) provincial administrative data (data of poor quality received from WCG departments), and the absence of norms and standards.	<ul style="list-style-type: none"> The development of a Data Governance Model / Governance Toolkit through the development of guidelines on promoting the use and sharing of Administrative data (3-year project) is continuous. Master Plan for Province-Wide Data Governance signed off by PTM. Implementation Roadmap and Plan for Province-Wide Data Governance signed off by PTM and Cabinet. Development of the Norms and standards for outcome indicators and data sources that informs Province-wide Data Governance.

8.4. Programme performance indicators and annual targets for 2018/19

Table 13: Programme 2: Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

Subprogramme 2.2: Policy and strategy

NDP	2.2.1	Number of assessment reports submitted on the alignment and non-alignment of departments' APPs to the Provincial Strategic Plan ²	1	1	13	12	13	Annually	Nil	Nil	Nil	13	13	13
NDP PSP PSG5	2.2.2	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives	12	20	20	12	14	Quarterly	3	4	4	3	14	14
NDP PSP PSG5	2.2.3	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan	1	3	2	2	2	Bi-annually	Nil	1	Nil	1	2	2

2. 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. Since 2016/2017 a separate report has been submitted for each of the departments. The Chief Directorate is also introducing an update of the assessment per APP in the fourth quarter on the responses to recommendations and the associated change made to APPs.

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

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

8.5 Reconciling performance targets with the Budget and MTEF

Table 14: Programme 2: Expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
R thousand							
Programme Support	2 336	2 600	2 987	3 254	2 698	3 156	3 396
Policy and Strategy	13 245	23 018	11 247	14 538	15 820	14 455	15 552
Strategic Management Information	26 862	45 102	24 872	19 073	20 011	21 343	23 007
Strategic Programmes	16 399	17 262	16 684	18 173	15 359	15 607	16 118
Total	58 842	87 982	55 790	55 038	53 888	54 561	58 073
Economic classification							
Current payments	57 201	86 376	54 511	53 912	52 484	53 129	56 590
Compensation of employees	30 536	34 625	34 462	39 893	39 197	42 327	45 570
Goods and services of which:	26 665	51 751	20 049	14 019	13 287	10 802	11 020
Advertising	4 522	4 472	3 847	3 810	2 571	2 264	1 296
Communication	301	223	163	301	339	373	394
Computer services	13 205	30 544	7 086	600	689	647	683
Consultants, contractors and special services	6 103	13 382	5 857	5 958	5 024	2 704	3 160
Consumables	272	280	238	373	469	528	457
Lease payments	73	86	160	118	248	196	207
Travel and subsistence	1 205	1 484	1 576	1 685	2 287	1 989	2 344
Venues	294	662	531	583	792	1 040	1 254
Other	690	618	591	591	868	1 061	1 225
Financial transactions in assets and liabilities	1	Nil	1	Nil	Nil	Nil	Nil
Transfers and subsidies to:	1 459	1 514	1 177	654	904	904	926
Provinces and municipalities	100	Nil	Nil	Nil	Nil	Nil	Nil
Departmental agencies and accounts	1	501	501	4	4	4	4
Public corporations and private enterprises							
Non-profit institutions	1 358	620	613	650	900	900	922
Households	Nil	393	63	Nil	Nil	Nil	Nil
Payments for capital assets	181	92	101	472	500	528	557
Buildings and other fixed structures							
Machinery and equipment	181	92	101	472	500	528	557
Software and other intangible assets							
Total	58 842	87 982	55 790	55 038	53 888	54 561	58 073

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 subprogrammes 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. For this reason, the vision of the Branch: People Management is: "Highly competent people contributing to the Capable State." 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 mission of the Branch is to be "a trusted partner providing integrated and innovative people solutions to the WCG departments through clear strategy, talent management expertise and professional engagement that contributes to good governance and improved organisational performance."

The Branch therefore also aims 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 Output 1 of this Outcome, which is efficient, effective and responsive provincial governance. The PSG 5 project contributing specifically to the sub-output Service Excellence with People is the "Development and implementation of a WCG people management maturity model". The model is in the process of being developed that will ensure objective measurable levels of people management maturity in the provincial government. The people management maturity model is based on the principles of self-assessment and panel moderation (much like the current MPAT process). It consists of a maturity growth-path of levels 1-5 (Fragmented and Reactive; Compliance driven; Standardised; Optimised and Continuously improved). It has **Maturity level descriptors** (the definition of the functions at each level), **practice standards** (operational/strategic requirements at each level) and **evidence** will provide the people practitioner with the state of practices per level and the required improvements to advance to the next level. The measurement instrument is now being developed and a pilot (based on an internal-assessment) in the next financial year will assist in finalising the model for implementation.

The people management strategy of the Western Cape Government has been developed and formally adopted. This strategy is being 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 sub-programmes, 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. Some significant foundational work has been done to date.

The phased implementation of the Business Process Optimisation (BPO) project across all departments will continue. The project initially focused on the development of departmental process architectures, during which process selection criteria were 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 PILLIR 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 15: 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 2018/19

Table 16: Programme 3: Strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets			
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
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	People Management Maturity Model developed	Significant progress has been made with the development of the Maturity Framework	Pilot was not implemented	Development of People Maturity Model finalised	Self-Assessment Report on Maturity Model Pilot implementation in Programme 3 submitted	Level 2	Level 3

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 2018/19.

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. The new Public Service Regulations (2016) came into effect on 1 August 2016 with new as well as amended provisions that have a wideranging impact. A number of areas of concern as well as vagueness especially in the detail, have been highlighted and brought to the attention of the DPSC, and these together with the relative slow response in providing guidance and direction from them will impact on the workload as well as current people management processes. The continuing delay in the implementation of the IFMS also has a negative impact on the replacement of legacy systems and streamlining or automation of manual processes. There is also a requirement for clarity and agreement required on inter alia adequate funding, dedicated capacity and a clear governance structure. The Branch will continue to liaise with Provincial Treasury who is the provincial lead on the project. The Branch will also continue with the increased focus on closer integration between Cel and Organisation Development with regards to process optimisation.

Table 17: Programme 3: Risk identification and mitigation

Risk	Mitigation
Cultural entropy due to red tape, information withholding, job strain/stress as a result of austerity, 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
Impracticality, vagueness of certain provisions of the new Public Regulations (2016) and Directives and non responsiveness of DPSA	Continued engagement with DPSA
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 2018/19

Table 18: Programme 3: Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

Subprogramme 3.2: Organisation Development

MTSF NDP – Capable state	3.2.1	Number of departmental organisational behaviour reports submitted	New indicator	New indicator	13	13	13	Annually	Nil	Nil	Nil	13	13	13
MTSF NDP – Capable state	3.2.2	Number of departmental business process reports submitted	New indicator	New indicator	New indicator	13	13	Annually	Nil	Nil	Nil	13	13	13
MTSF NDP – Capable state	3.2.3	Number of transversal service delivery intervention reports submitted bi-annually	New indicator	New indicator	2	2	2	Bi-annually	1	Nil	1	Nil	2	2
MTSF NDP – Capable state	3.2.4	Number of departmental organisation design reports submitted	New indicator	New indicator	13	13	13	Annually	Nil	Nil	Nil	13	13	13

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17		2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4

Subprogramme 3.3: People Training and Empowerment

MTSF NDP - Capable state	3.3.1	Number of learning programmes offered	67	49	51	48	50	Annually	Nil	Nil	Nil	50	50	50
MTSF NDP - Capable state	3.3.2	Number of learning programmes assessed for training impact	7	8	8	8	9	Annually	Nil	Nil	Nil	9	9	9
MTSF NDP - Capable state	3.3.3	Number of projects for Youth Empowerment offered	New indicator	New indicator	1	1	1	Annually	Nil	Nil	Nil	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	80% Numerator: 32 Denominator: 40	95.24% (40 achieved, 42 planned)	85%	90%	Annually	Nil	Nil	Nil	90%	90%	90%
MTSF NDP - Capable state	3.4.2	Percentage planned innovative people practices initiatives completed	New indicator	87.5% Numerator: 7 Denominator	88.89% (8 achieved, 9 planned)	85%	85%	Annually	Nil	Nil	Nil	85%	90%	90%
MTSF NDP - Capable state	3.4.3	Percentage planned transactional excellence initiatives completed	New indicator	87.5% Numerator: 21 denominator: 24	91.66% (22 achieved, 24 planned)	85%	85%	Annually	Nil	Nil	Nil	85%	90%	90%
MTSF NDP - Capable state	3.4.4	Percentage planned people manager and professional empowerment initiatives completed	New indicator	80% Numerator: 8 Denominator: 10	83% (10 achieved, 12 planned)	85%	85%	Annually	Nil	Nil	Nil	85%	90%	90%

9.5 Reconciling performance targets with the Budget and MTEF Expenditure estimates

Table 19: Programme 3: Expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
R thousand							
1 Programme Support	2 281	2 376	2 625	3 228	2 810	3 006	3 231
2 Organisation Development	47 522	52 034	56 127	57 274	75 937	64 006	66 130
3 People Training and Empowerment	28 080	31 495	31 038	32 278	35 365	37 766	39 762
4 People Management Practices	78 896	85 026	88 096	97 691	103 851	111 322	117 988
Total	156 779	170 931	177 886	190 471	217 963	216 100	227 111
Economic classification							
Current payments	154 259	167 374	175 604	187 949	215 819	213 846	224 715
Compensation of employees	125 048	135 530	148 537	160 442	170 489	184 697	196 074
Goods and services of which:	29 211	31 844	27 067	27 507	45 330	29 149	28 641
Advertising	5 213	4 329	2 615	3 585	4 122	3 973	4 192
Communication	1 013	689	652	944	939	1 469	1 550
Computer services	3 017	2 167	2 919	2 378	2 107	2 067	2 222
Consultants, contractors and special services	10 358	11 823	8 373	9 156	27 609	10 899	9 889
Consumables	970	870	696	776	1 105	1 168	1 233
Lease payments	624	612	615	652	730	770	812
Travel and subsistence	1 585	2 171	2 063	2 443	2 195	2 035	1 674
Venues	957	509	1 638	420	506	621	234
Other	5 474	8 674	7 496	7 153	6 017	6 147	6 835
Financial transactions in assets and liabilities	19	36	3				
Transfers and subsidies to:	178	1 451	609	420	17	18	19
Provinces and municipalities							
Departmental agencies and accounts	18	16	14	16	17	18	19
Public corporations and private enterprises							
Non-profit institutions	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Households	160	1 435	595	404	Nil	Nil	Nil
Payments for capital assets	2 323	2 070	1 670	2 102	2 127	2 236	2 377
Buildings and other fixed structures							
Machinery and equipment	2 003	2 046	1 670	2 102	2 127	2 236	2 377
Software and other intangible assets	320	24	Nil	Nil	Nil	Nil	Nil
Total	156 779	170 931	177 886	190 471	217 963	216 100	227 111

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 Performance Consulting Units as temporary capacity within the Chief Directorate People Management Practices. The focus of the latter 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. Additional funding was allocated towards the Business Process Optimisation project. 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, going forward, the impact of the imposed Compensation of Employees (CoE) ceiling as well as of compulsory savings in Goods and Services budget of the Programme will also be felt in the Branch, specifically on Organisation Development in regard to the latter.

10. Programme 4: Centre for e-Innovation

Purpose: To enable service excellence to the people of the Western Cape through Information and Communication Technologies.

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, and will also be taking the responsibility for delivering Free Public Wi-Fi Hotspots to over 1600 Government sites over a 5-year period which is part of Stream 2. Stream 1 focuses on connectivity, Stream 2 addresses the economic value-added services that the broadband infrastructure will enable, 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 of 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 subprogramme 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: 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 20: 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	Nil
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 2018/19

Table 21: Programme 4: Strategic objective and annual targets

Strategic objective		Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
			2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
4.1	To improve ICT governance maturity of the Western Cape Government	ICT governance maturity rating (COBIT 5)	3 (COBIT4)	1	1 (COBIT5)	1	1	2	2
4.2	To enable and improve access to Western Cape e-Government services	Number of prioritised Western Cape Government citizen-facing services automated	New indicator	1	1	2	2	6	6
4.3	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services	Percentage of Ce-I service standards met in a given year	85%	85%	85%	85%	85%	90%	90%

* 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 22: Programme 4: Risk identification and mitigation

Risks	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 were concluded within the 2017/18 financial year which will ensure the correct structures within Ce-I. 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 the MTEC ensures joint planning between the Ce-I and departments and alignment of resources.
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 2018/19

Table 23: Programme 4: Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

Subprogramme 4.2: Strategic ICT Services

PSG 5 Out-come 1: Enhanced govern- ance	4.2.1	Number of departmental ICT plans reviewed	13	13	13	13	13	Annually	Nil	13	Nil	Nil	13	13
FOSAD	4.2.2	Presidential Hotline resolution rate	99.51%	99.46% Numerator:1782 Denominator:1792	99.3%	95%	95%	Quarterly	95%	95%	95%	95%	95%	95%
MTSF NDP	4.2.3	Total number of new Cape Access Centres established	8	10	10	Nil	Nil	Quarterly	Nil	Nil	Nil	Nil	Nil	Nil
MTSF NDP	4.2.4	Number of e-government access channels managed through which citizens actively engage government	New indicator	8	9	10	11	Annually	Nil	Nil	Nil	11	11	11
MTSF NDP	4.2.5	Number of prioritised citizen-facing services automated	New indicator	1	1	1	1	Annually	Nil	Nil	Nil	1	1	1

* No new Cape Access Centres will be established in the 2018/19 financial year due to severely constrained resources.

Strategic alignment	Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

Subprogramme 4.3: GITO Management Services

PSG 5 Outcome 1: Enhanced governance MTSF NDP	4.3.1	Average percentage systems uptime and availability maintained	99.73%	99.68% Numerator: 8755.82 Denominator: 8784	99.92%	98%	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	98.74%	98.17% Numerator: 8623.45 Denominator: 8784	98.72%	98%	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	3.95	3.37	5.70	6	6	Quarterly	6	6	6	6	6	6

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	New indicator	1 022	1 610	2 000	2 000	Annually	Nil	Nil	Nil	2000	2000	2000
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Subprogramme 4.5: Transversal Applications Development and Support

PSG 5 Outcome 1: Enhanced governance MTSF NDP	4.5.1	Percentage of transversal business application solutions implemented	New indicator	83% numerator: 20 Denominator: 24	85%	85%	80%	Annually	Nil	Nil	Nil	80%	80%	80%
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10.5 Reconciling performance targets with the Budget and MTEF

Table 24: Programme 4: Expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1 Programme Support	12 303	7 280	7 786	8 334	8 652	9 325	9 932
2 Strategic ICT Services	143 064	97 431	86 283	101 713	91 156	95 100	95 332
3 GITO Management Services	499 242	440 825	559 794	521 659	473 628	476 866	503 882
4 Connected Government and Unified Communications	Nil	132 133	180 927	236 406	358 746	301 477	323 742
5 Transversal Applications Development and Support	Nil	80 130	69 304	54 487	39 805	23 600	23 529
Total	654 609	757 799	904 094	922 599	971 987	906 368	956 417
Economic classification							
Current payments	578 545	622 122	805 781	851 703	906 079	837 637	884 758
Compensation of employees	165 974	174 830	188 947	199 901	213 745	234 448	245 451
Goods and services of which:	412 571	447 292	616 834	651 802	692 334	603 189	639 307
Minor assets	3 891	1 193	1 070	5 870	1 123	1 186	1 252
Communication	4 302	2 438	3 444	3 919	3 612	4 040	4 262
Computer services	389 462	424 085	573 519	619 978	671 859	580 419	615 276
Consultants, contractors and special services	3 907	9 916	20 418	7 087	2 924	2 871	3 038
Consumables	1 436	1 250	1 778	2 062	1 590	1 679	1 771
Lease payments	630	726	695	609	646	683	721
Travel and subsistence	2 452	2 084	1 950	2 596	3 005	4 260	4 494
Other	6 491	5 600	13 960	9 681	7 575	8 051	8 493
Financial transactions in assets and liabilities	104	21	26	Nil	Nil	Nil	Nil
Transfers and subsidies to	22 997	30 439	18 894	21 758	15 506	15 506	15 506
Provinces and municipalities	10 700	7 298	Nil	Nil	Nil	Nil	Nil
Departmental agencies and accounts	4	6	8	6	6	6	6
Non-profit institutions	12 200	22 800	18 600	21 700	15 500	15 500	15 500
Households	93	335	286	52	Nil	Nil	Nil
Payments for capital assets	52 963	105 217	79 393	49 138	50 402	53 225	56 153
Buildings and other fixed structures							
Machinery and equipment	52 963	104 801	79 156	49 138	50 402	53 225	56 153
Software and other tangible assets	Nil	416	237	Nil	Nil	Nil	Nil
Total	654 609	757 799	904 094	922 599	971 987	906 368	956 417

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 2014/15 and 2015/16. 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 building of the core infrastructure required for broadband.

Treasury has reduced project funding for provincial transversal applications development over the last 2-3 years, with none allocated over the MTEF outer years. This subprogramme budget is therefore significantly reduced.

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), and Outcome 3 (All people in SA are and feel safe), 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 and this is in line with the Department's approach of enabling corporate governance for improved service delivery. The current service delivery environment is characterised by increased requirements to achieve outcome oriented goals within a weakened economic outlook and the reality that complexities at ground level are impacting on the WCG's ability to respond to community needs. This necessitates that governance is not addressed from a compliance perspective, but intentionally linked to service delivery. The "governance for service delivery" holistic strategic

approach is pursued in collaboration with a number of stakeholders and entails the following:

- A robust Corporate Governance Framework and Maturity Model that drives the governance culture and embed governance principles, such that governance is inherently part of a Department's operations and service delivery model. As indicated earlier, the Corporate Governance framework and its concomitant Maturity Assessment Tool are 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 enabling corporate governance for improved service delivery in the WCG.
- Implementation of robust processes of joint planning and prioritisation, agreeing on service delivery imperatives and ensuring that the governance agenda and activities enable the efficient rollout of such imperatives; ultimately resulting in achievement of the outcome oriented goals.
- Integration of the governance agenda and activities becomes critical, hence collaboration between those who are entrusted with improving governance to enable the "governance for service delivery" strategic approach.

The Branch identified the following strategic thrusts to operationalise this strategy which will ultimately provide a sound environment for departments to deliver their services to the citizens. The specific focus areas are determined on an annual basis and are driven throughout the Branch:

- 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. In the 2018/19 financial year the Branch will do more work on developing an integrated approach to its clients to ensure service delivery to the people of the Western Cape.
- Strategic partnering –The foundation of our strategic partnering approach is in the Corporate Governance Framework. We will take the lead in rolling out this framework in the WCG and through partnerships and collaboration drive the governance agenda in the province. We will continue to deliver our services to the provincial departments by partnering with them to determine work scope, and 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 is 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 collectively.
- 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.

Programme 5's services are delivered by its five subprogrammes, namely:

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

The Directorate: Enterprise Risk Management renders risk management services to departments of the WCG, and ultimately executes the responsibilities of departmental Chief Risk Officers. Progress was made in embedding risk management in the day-to-day activities of departments, and a focus on the analysis and prioritisation of

contributing factors and impacts of particular risks improved the understanding of line managers about the risks that could prevent a department, programme, subprogramme or project from achieving its objectives. It also enabled developing relevant responses and plans to manage these risks. This approach will be further intensified for maximum benefit.

Provincial Top Management is currently pioneering the drive towards a provincial risk profile that describes the WCG's key risks. A provincial risk profile enhances the WCG's analysis and decision making related to priority setting and resource allocation (especially under the current challenging economic climate). It provides a clear snapshot of the WCG's key risks and once sufficiently matured can help identify areas of efficiency and potential opportunity.

The provincial risk management process is integrated with the departmental risk management process as the same strategy, methodology and process apply. It creates a platform where transversal strategic risks, which may have a significant impact on the PSG's are discussed and assessed by PTM as a governance structure. This is further supported by a transversal internal audit approach that would provide assurance on these provincial risks (in addition to the departmental risks).

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 (with an increased focus on the latter) is envisaged over the period, to provide organisational value in terms of innovative auditing practices and responding to the coverage dilemma. The integration of operational internal audits and the information and communication technology audits is being embedded and upskilling of operational internal auditors is envisaged.
- 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 ultimate intent to improve or contribute to its maturity.
- d) There will be a key focus on collaboration with key stakeholders, such as Organisational Development and Internal Control Units to ensure synergy in methodologies to expedite the growth and improvement of the governance environment.
- e) 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 (PFS) 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. These programmes include fraud risk assessments for each provincial department, fraud and corruption training sessions (about 100 in total) to officials across all provincial departments, and issuing electronic newsletters and other anti-fraud communication measures.

The PFS also contributes to creating and inculcating a culture of responsible whistle-blowing. 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 to the relevant Accounting Officer and that appropriate remedial action is taken in this regard. These forensic investigation reports encapsulate findings and recommendations to take disciplinary action, lay criminal charges with the South African Police Service, take civil action for the recovery of losses, and improve control weaknesses. The PFS follows up quarterly on these recommendations to monitor the impact of its work. Ultimately the aim is to ensure that WCG resources are protected and to enhance good governance for service delivery to the public.

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 other legislation. In this regard Legal Services aims to, amongst others, receive and attend to 2 450 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 Governance Unit. The latter aims to provide 40 legal training opportunities and review the delegations of three provincial departments for consistency with legislation.

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 a number of continual engagements with communication teams of all Western Cape Government departments and its partners. This is done 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 25: Programme 5: Strategic objective

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 2018/19
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	14
2020 target	14
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 2016/17
2020 target	2

11.2 Strategic objective annual targets for 2018/19

Table 26: Programme 5: Strategic objective and annual targets

Strategic objective		Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
			2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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	First draft of governance framework finalised	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	To achieve the targeted provincial governance maturity level as determined in 2018/19
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	14	14	14	14	14
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	Nil	2	2	2	2

11.3 Risk management

Table 27: Programme 5: Risk identification and mitigation

Risk	Mitigation
Dependence on cooperation and contribution of all stakeholders during the development and implementation of the governance framework.	Stakeholders will be consulted and involved during the development process to ensure buy-in and support. The project will be closely monitored to ensure that each stakeholder fulfils its obligations, regular feedback sessions will be held and intervention decisions will be taken at an early stage if required.
Alignment/coordination of services within Branch Corporate Assurance to ensure seamless service delivery to client departments.	Alignment of methodologies and terminology will receive attention and time will be spent with individual units and collectively to entrench this.
Uncertainty 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 2018/19

Table 28: Programme 5: Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets						
		2014/15	2015/16	2016/17		2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4

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.	13	13	12	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	89.3% Numerator: 585 Denominator: 655	91.97% (523 allocated, 481 completed)	85%	85%	Annually	Nil	Nil	Nil	85%	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.	95%	94% Numerator: 72 Denominator: 77	100% (133 out of 133)	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 recommendations	99%	95% Numerator: 574 denominator: 604	99%(781 out of 789)	100%	98%	Annually	Nil	Nil	Nil	98%	98%	98%
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	93%	87% Numerator: 653 Denominator: 748	99% (856 out of 867)	98%	98%	Annually	Nil	Nil	Nil	98%	98%	98%

Strategic alignment	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2014/15	2015/16	2016/17		2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q 4	2019/20

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 and corruption training sessions facilitated	New Indicator	New Indicator	New Indicator	100	100	Annually	Nil	Nil	Nil	100	100	100
	5.4.2 Percentage of fraud prevention activities allocated to the PFS implemented	New Indicator	New Indicator	New Indicator	80%	85%	Annually	Nil	Nil	Nil	85%	85%	85%
	5.4.3 Number of forensic investigations finalised	New Indicator	New Indicator	New Indicator	30	30	Annually	Nil	Nil	Nil	30	30	30
	5.4.4 Percentage of PFS recommendations followed up		96%	91% (253 out of 279)	85%	85%	Quarterly	85%	85%	85%	85%	85%	85%

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	58	67	58	40	40	Bi-annually	Nil	20	Nil	20	40	40

Strategic alignment	Programme Performance Indicator	Audit/actual performance			Estimated performance	Medium-term targets							
		2014/15	2015/16	2016/17	2017/18	2018/19	Reporting cycle	Q 1	Q 2	Q 3	Q4	2019/20	2020/21

Subprogramme 5.5: Legal Services Continued

MTSF	5.5.3 Number of requests assigned and attended to by legal advisers	2 284	2 443	2 627	2 300	2450	Quarterly	625	625	625	575	2450	2 500
MTSF	5.5.4 Number of provincial departments' delegations reviewed for consistency with legislation	New indicator	4	3	3	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	1	1	1	Annually	Nil	Nil	Nil	1	1	1

Subprogramme 5.6: Corporate Communication

	5.6.1 Number of on-brand creative execution assessment reports issued	4	4	4	4	4	Quarterly	1	1	1	1	4	4
	5.6.2 Number of Better Together magazines published to communicate the vision, values and brand to Western Cape Government employees	6	5	4	4	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 29: Programme 5: Expenditure estimates

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate			
	R thousand	2014/15	2015/16		2016/17	2017/18	2018/19	2019/20
1 Programme Support		2 338	2 422	2 608	2 609	2 765	2 939	3 159
2 Enterprise Risk Management		6 653	4 943	6 146	7 548	7 325	7 864	7 998
3 Internal Audit		35 857	34 657	40 151	40 358	44 721	48 866	51 131
4 Forensic Investigations		15 304	14 340	13 484	15 301	16 363	18 366	19 343
5 Legal Services		28 891	33 873	35 940	41 328	43 811	47 734	49 724
6 Corporate Communication		10 578	13 581	13 081	16 846	13 928	14 967	15 803
Total		99 621	103 816	111 410	123 990	128 913	140 736	147 158
Economic classification								
Current payments		98 762	101 994	110 419	123 120	128 147	139 922	146 294
Compensation of employees		69 977	84 153	95 929	103 547	113 070	125 048	130 683
Goods and services of which:		28 785	17 841	14 490	19 573	15 077	14 874	15 611
Communication		373	252	278	341	418	539	569
Computer services		2 057	1 310	1 439	2 855	2 173	2 008	2 156
Consultants, contractors and special services		20 310	9 673	6 582	6 788	6 110	5 710	5 945
Consumables		538	1 311	455	496	738	730	770
Leases payments		323	283	269	311	363	358	379
Travel and subsistence		587	771	720	794	757	1 556	1 591
Operating Payments		2 642	2 770	2 844	2 909	2 183	1 366	1 453
Other		1 955	1 471	1 903	5 079	2 335	2 607	2 748
Financial transactions in assets and liabilities		87	21	Nil	Nil	Nil	Nil	Nil
Transfers and subsidies to:		186	150	99	55	3	3	3
Provinces and municipalities								
Departmental agencies and accounts		2	1	3	3	3	3	3
Households		184	109	96	52	Nil	Nil	Nil
Payments for capital assets		586	1 651	892	815	763	811	861
Buildings and other fixed structures								
Machinery and equipment		586	1 604	892	815	763	811	861
Software and other intangible assets		Nil	47	Nil	Nil	Nil	Nil	Nil
Total		99 621	103 816	111 410	123 990	128 913	140 736	147 158

Performance and expenditure trends

This programme's budget allocation shows a slight increase over the MTEF period. 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 2018/19 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.

17. Annexures

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

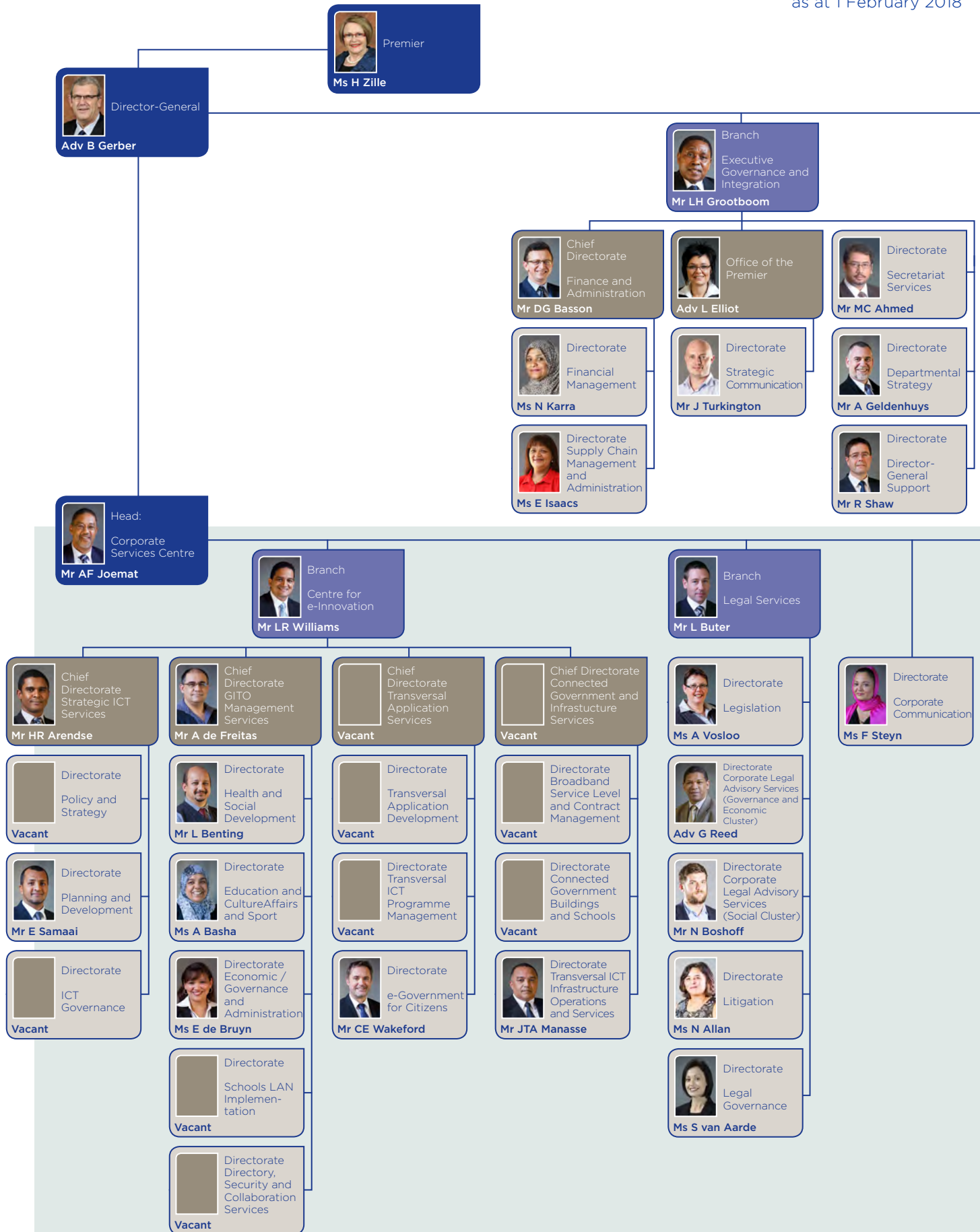
18.2 Annexure B: Changes to the Strategic Plan

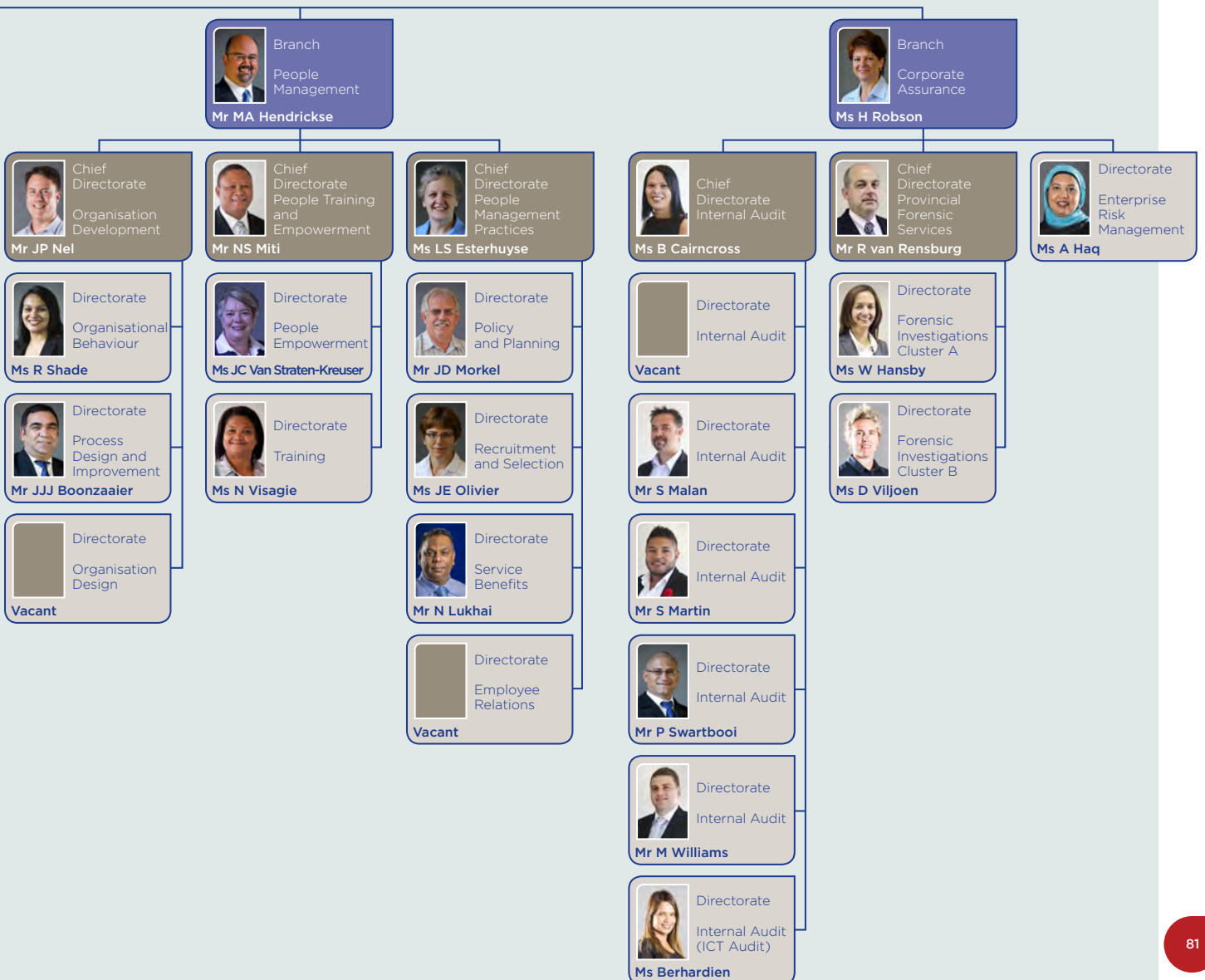
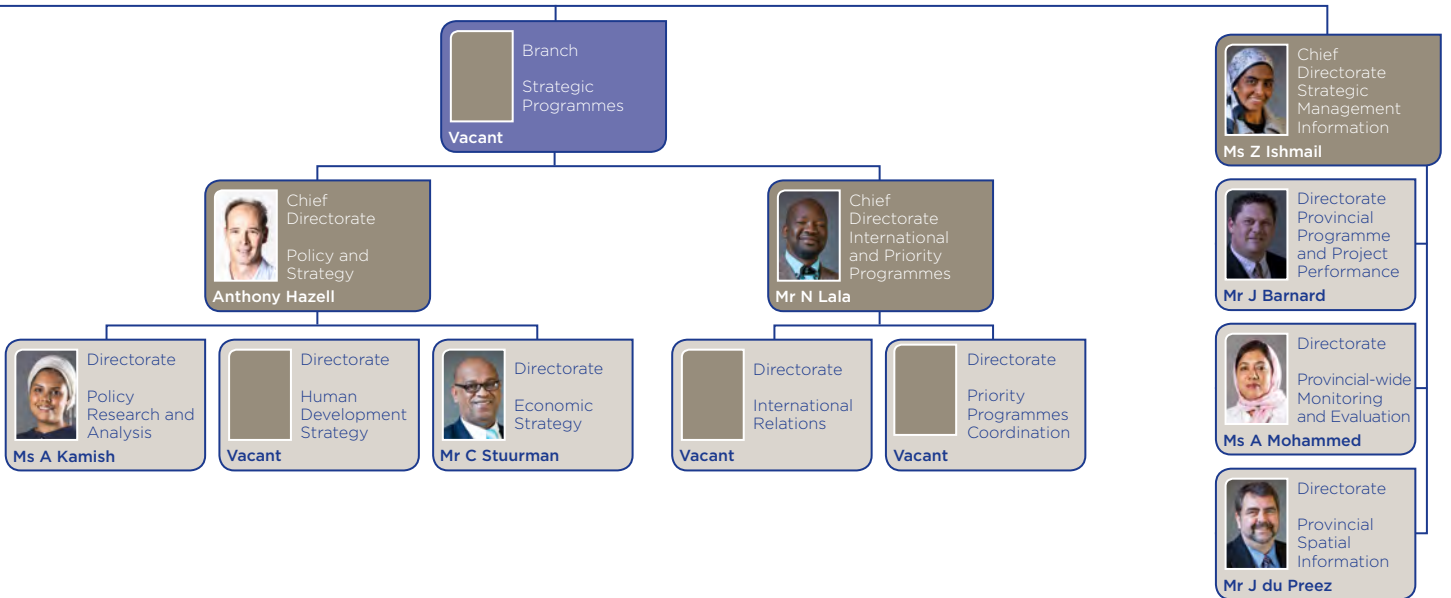
18.3 Annexure C: Technical Indicator Descriptions



ANNEXURE A: ORGANISATIONAL STRUCTURE of the Department of the Premier

as at 1 February 2018





ANNEXURE B: CHANGES TO STRATEGIC PLAN

There are no changes to the Strategic Plan of the Department.



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 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 99 presented as a radar diagram, with the middle of the web representing a 0 value and each of the four arms representing the maximum value. The recalculated score from each maturity model is presented on a separate arm of the radar diagram.
Data limitations	<p>While the instrument represents four important dimensions of governance, it fails to capture the full complexity of the concept.</p> <p>The respective maturity instruments measure governance maturity within the broader WCG and improvement thereof is only partially within the control of DotP.</p> <p>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.</p>
Type of indicator	Outcome
Calculation type	Non-cumulative

Strategic goal indicator number	A
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Director: Departmental Strategy
Strategic goal indicator number	B
Indicator title	MPAT level obtained
Short definition	This indicator refers to the average score the Department obtained on each of the key performance areas of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	<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.

Strategic goal indicator number	B										
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" data-bbox="491 936 1449 1281"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 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.										
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 tyoe	Non-cumulative										
Reporting cycle	Annual										
New indicator	No										
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 number	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 ³ concluded in the preceding financial year and the custodian is the Directorate: Departmental Strategy. Data includes the Strategic Plan, proof of formal performance assessments against 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.
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.

3. The performance report reflects on performance achieved in the 2016/17 financial year.

<p>Method of calculation</p>	<p>The first score is based on secondary data inputs (e.g. Audit Reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour-coded as in the figure below:</p> <table border="1" data-bbox="507 533 1458 882"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 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.										
<p>Data limitations</p>	<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.</p>										
<p>Type of indicator</p>	<p>Qualitative - although it refers to a number, the numbers refers to categories and not values; outcome, effectiveness.</p>										
<p>Calculation type</p>	<p>Non-cumulative</p>										
<p>Reporting cycle</p>	<p>Annual</p>										
<p>New indicator</p>	<p>No</p>										
<p>Desired performance</p>	<p>Higher than targeted performance is desirable</p>										
<p>Indicator responsibility</p>	<p>Director: Departmental Strategy</p>										

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	<p>This indicator refers to the number of assessment reports which highlight:</p> <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	<p>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.</p> <p>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.</p>
Source/collection of data	<p>A media monitoring agency sends the Directorate of Strategic Communications raw print and broadcast hits on a daily basis.</p> <p>Information is also collated from media liaison officers, heads of communication, and Director: Strategic Communication who have direct knowledge of the potential risks faced by departments and who also monitor print and broadcast media on a daily basis.</p> <p>Data source: completed assessment reports.</p>
Method of calculation	Simple count of assessment reports
Data limitations	Dependent on information supplied by media liaison officers, heads of communication, 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	<p>Numerator: Amount expended in a financial year as per the Annual Financial Statements, verified by the Auditor-General.</p> <p>Denominator: Approved budget of the Department as per the Adjustments Appropriation Act.</p> <p>Calculation: Numerator divided by denominator multiplied by 100.</p>
Data limitations	None
Type of indicator	Quantitative, output
Calculation type	Non-cumulative
Reporting cycle	Annual in respect of preceding financial year.
New indicator	No
Desired performance	As high a percentage as possible - minimum of 98% with a maximum of 100%.
Indicator responsibility	Director: Financial Management

Performance indicator number	1.6.2
Indicator title	Supply chain management MPAT level obtained.
Short definition	This indicator refers to the score the department obtains on the Supply Chain Management standard in the Financial Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	<p>To ensure that supply chain management processes are 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:</p> <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	<p>The DPME MPAT results report⁴ concluded in the preceding financial year and the source of data is the Directorate: Supply Chain Management & Administration. Data includes:</p> <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, 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; • 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; and • 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.

Performance indicator number	1.6.2										
Method of calculation	<p>The steps in the assessment are as follows:</p> <ul style="list-style-type: none"> • Secondary data collection and first-round performance assessments by the department; • A self-assessment conducted by the department and submission of data to DPME; • A validation process done by DPME based on the completeness of the self-assessment and the data submitted; and • A subject matter expert conducted by an external moderator 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. The scores are colour-coded as in the figure below:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area.</p> <p>On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 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.										
Method of calculation	The Un-moderated, 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.										
Type of indicator	Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness.										
Calculation type	Non-cumulative										
Reporting cycle	Annual										
New indicator	No										
Desired performance	Higher than targeted performance is desirable										
Indicator responsibility	Director: SCM & Administration										

4. The performance report reflects on performance achieved in the 2016/17 financial year.

Performance indicator number	1.6.3
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	No
Desired performance	A review per annum
Indicator responsibility	Director: Supply Chain Management
Performance indicator number	1.6.4
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	No
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	<p>This indicator refers to the number of tracking reports which highlight:</p> <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; and 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	<p>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.</p>
Source/collection of data	<p>A media monitoring agency sends the Directorate: Strategic Communication raw print and broadcast hits on a daily basis.</p> <p>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.</p> <p>Data source: completed tracking reports.</p>
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	No
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 Bosberaad.
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	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

Strategic Objective 2.2: Results-based M&E embedded in the Western Cape Government

Strategic Objective Indicator	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.

Strategic Objective Indicator	2.2
Source/collection of data	Data source: Maturity level testing data base, questionnaire based on dimensions and interview responses.
Method of calculation	<p>Questionnaire based on dimensions and conducting interviews where relevant.</p> <p>The method of calculation involves the following:</p> <p>There are five key performance areas (KPA) 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. The WCG maturity level is then calculated as the average of all departments.</p> <p>Quantitative data analysed will provide a value on a scale of 1 to 5.</p> <p>Level 1: Initial – at this level, RBM&E processes and practices are performed on an ad hoc basis with no common approach to a specific sequence of steps, which is required to build an RBM&E system. Many processes are incomplete and informal. Any pockets of RBM&E maturity that the organisation has are based on the experience and initiatives of individuals.</p> <p>Level 2: Repeatable – at this level, there is limited support for RBM&E across the organisation and there is a consistent basic process/sequence of steps for an RBM&E system that has been developed and has been applied to the policy context. Certain departments are aware 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

Strategic 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 or hosting international delegations without informing the Directorate: IR. 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 or in the case of international relations, that there was alignment to the IR Strategy.
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 ⁵
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

Performance indicator number	2.2.1
Short definition	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. In the 2018/19 financial year progress reports reflecting the findings on the first draft APPs will be submitted in quarter 3. The final 13 reports will be submitted in the fourth quarter.
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 13 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
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 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.
External factors may extensively delay the sign-off process.	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.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Higher
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.
Performance 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.

Subprogramme 2.3.1: 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	No
Desired performance	On target
Indicator responsibility	Chief Director: 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

5. 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

Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: Strategic Management Information
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 (one annual and three quarterly reviews)
New indicator	No
Desired performance	On target
Indicator responsibility	Chief Director: 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

Performance indicator number	2.3.4
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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 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 number of reviews produced.
Data limitations	Departments not sharing information on international engagements, for example, reports from trips undertaken.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: International Relations

Performance indicator number	2.4.2
Indicator title	Number of reports submitted on strategic priority projects.
Short definition	Quarterly reports submitted to the Chief Director track the progress of strategic priority projects. The report's content is primarily a response to the Integrated Events Strategy and the institutionalisation of Human Rights Mainstreaming.
Purpose/importance	The quarterly report will be disaggregated according to the five Provincial Strategic Goals. The report will highlight the importance of interventions undertaken in specific thematic areas of work.
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 projects 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 projected for this year is Level 2.

Strategic Objective Indicator number	3.1
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. 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. 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.
Source/collection of data	<p>A assessment written report on the implementation of a People Management Maturity Model submitted to the Superintendent General of the Corporate Service Centre by 30 March 2019.</p>
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 assessment 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 assessment. 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>

Strategic Objective Indicator number	3.1
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 respective 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.

Performance indicator number	3.2.1
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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 respective 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	No
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	Cumulative
Reporting cycle	Bi-annual in Quarter 1 and Quarter 3
New indicator	No
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 respective 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.

Performance indicator number	3.2.4
Source/collection of data	<p>The following data source will be utilised:</p> <p>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.</p> <p>This register therefore provides the information that is reflected in the content of the departmental organisation design reports.</p>
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	No
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 a 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 to DG by 30 March 2018. Auxiliary sources - Project Business Plan, Minutes of PAY Strategic Management Committee.
Method of calculation	Simple count of youth empowerment projects.

Performance indicator number	3.3.3
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Full compliance is the minimum level of performance.
Indicator responsibility	Director: People Empowerment
Performance indicator number	3.4.1
Indicator title	Percentage of planned strategic business partnership initiatives completed.
Short definition	<p>The indicator refers to the number of strategic business partnership initiatives completed as a percentage of the number of planned strategic business partnership initiatives.</p> <p>Strategic business partnership initiatives include collective bargaining, people analytics and intelligence, reporting and the development of people policies and plans which enable sound people management decision making.</p>
Purpose/importance	The initiatives are aimed at influencing the people management environment with sound collective bargaining, trendsetting policies, workforce analysis and management information that enables sound decision making.
Source/collection of data	Chief Directorate: People Management Practices Business Plan as well as people policies, plans and reports.
Calculation type	<p>Numerator: Number of completed strategic business partnership initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Denominator: Number of planned strategic business partnership initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Dependent on accuracy of applicable databases.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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	<p>Numerator: Number of completed innovative people practices initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Denominator: Number of planned innovative people practices initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Dependent on accuracy of applicable databases.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Higher performance is desirable.
Indicator responsibility	Chief Director: People Management Practices
Performance indicator number	3.4.3
Indicator title	Percentage planned innovative people practices initiatives completed.
Short definition	<p>The indicator refers to the number of transactional excellence initiatives completed as a percentage of the number of planned transactional excellence initiatives.</p> <p>Transactional excellence initiatives refer to any initiative within the following transactional areas: recruitment and selection, service benefits, performance management, employee relations and contact centre.</p>

Performance indicator number	3.4.3
Purpose/importance	It refers to initiatives that drive people management practices efficiency. Highly efficient people practices will contribute to employee engagement which in turn will positively impact on employee performance.
Source/collection of data	Chief Directorate: People Management Practices business plan, CSC scorecard, databases, etc.
Method of calculation	<p>Numerator: Number of completed transactional excellence initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Denominator: Number of planned transactional excellence initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Dependent on accuracy of applicable databases.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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.
Source/collection of data	Chief Directorate: People Management Practices business plan, CSC scorecard, databases, etc.
Short definition	<p>The indicator refers to the number of people manager and professional empowerment initiatives completed as a percentage of the number of planned people manager and professional empowerment initiatives.</p> <p>People manager and professional empowerment initiatives refer to the initiatives aimed at the development of tools and toolkits and the development of people.</p>
Purpose/importance	The initiatives are contributing to the improvement of the people management maturity within the Western Cape Government through developing the people manager (line manager) and people professional capability.
Source/collection of data	Chief Directorate: People Management Practices business plan, training schedules, toolkits.
Method of calculation	<p>Numerator: Number of completed people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Denominator: Number of planned people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan.</p> <p>Calculation of percentage: Numerator divided by denominator multiplied by 100.</p>

Performance indicator number	3.4.4
Data limitations	Dependent on accuracy of applicable databases.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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 (COBIT 5).								
Short definition	The indicator measures the level of ICT Governance maturity achieved by the Centre for e-Innovation as measured against the COBIT Framework (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	<p>The COBIT maturity model, which comprises a rating from 1 to 5, is used for reporting on this indicator.</p> <table border="1"> <thead> <tr> <th>Process Level</th> <th>Capability</th> </tr> </thead> <tbody> <tr> <td>0 (Incomplete)</td> <td>The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose.</td> </tr> <tr> <td>1 (Performed)</td> <td>The implemented process achieves its purpose.</td> </tr> <tr> <td>2 (Managed)</td> <td>The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.</td> </tr> </tbody> </table>	Process Level	Capability	0 (Incomplete)	The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose.	1 (Performed)	The implemented process achieves its purpose.	2 (Managed)	The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.
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.								

Strategic objective Indicator number	4.1	
Method of calculation	Process Level	Capability
	3 (Established)	The managed process is now implemented using a defined process that is capable of achieving its process outcomes.
	4 (Predictable)	The established process now operates within defined limits to achieve its process outcomes.
	5 (Optimising)	The predictable process is continuously improved to meet relevant current and projected business goals.
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	Chief Director: 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 contribute 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 prioritised through a process of consultation with the department and approval of the prioritised initiative(s) by either the ICT MTEC process, the WCG ICT Governance Steercom or the Provincial Top Management Meeting.	
Method of calculation	Simple count of the number of digital services made available to citizens.	

Strategic objective indicator number	4.2
Data limitations	None
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Desired performance is higher than targeted performance.
Indicator responsibility	Chief Director: 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	<p>Numerator: Total number of service standards met in a financial year.</p> <p>Denominator: The 35 Ce-I service standards described in the CSC Service Schedule.</p> <p>Data will be calculated on an annual basis from the reports generated by the CSC Dashboard system. The calculation will be as follows:</p> <p>Percentage: $\text{numerator/denominator} \times 100$: Annual calculation: $\text{Number of service standards met} / 35 \text{ Service Standards} \times 100$ e.g. $30 / 35 \times 100 = 85.71\%$.</p>
Data limitations	Availability and accuracy of information obtained from CSC Dashboard system.
Type of indicator	Output; accessibility
Calculation type	Non-cumulative
Reporting cycle	Annually

Strategic objective indicator number	4.3
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Deputy Director General: 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 the 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 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	Chief Director: 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. Calculation of percentage : numerator/denominator x 100.
Data limitations	None
Type of indicator	Output; efficiency
Calculation type	Non-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	Chief Director: 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.

Performance Indicator number	4.2.3
Source/collection of data	<p>Collection of data: Monitoring of new centres physically established through completion of an observation sheet or checklist.</p> <p>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.</p>
Method of calculation	<p>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.</p> <p>A centre is generally functional when it is properly furnished with counters and chairs and has a fully functional Local Area Network.</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Director: Strategic ICT Services
Performance Indicator number	4.2.4
Indicator title	Number of e-government access channels managed through which citizens actively engage government.
Short definition	This indicator measures the number of actively managed channels through which citizens can engage the WCG. Current channels include the WCG walk-in centre, call centre, e-mail, sms, fax, internet, Twitter and Facebook.
Purpose/importance	In order to be responsive to citizens' needs to engage government it is important that as many as possible communication channels are made available to citizens. Taking into account the high gini-coefficient of our Province it is important to provide for managed communication platforms for all citizens. This contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Reports on the number of contact tickets per channel.
Method of calculation	Calculation of this indicator is performed by doing a simple count of the number of active channels in operation – which in turn is substantiated by the reports on the number of contact tickets.

Performance Indicator number	4.2.4
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	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Director: 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 contribute 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	No
Desired performance	Desired performance is higher than targeted performance.
Indicator Responsibility	Chief Director: 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	<p>This indicator refers to the average percentage systems up-time and availability maintained over the year for a 24 hours x 7 day per week service. Up-time is defined as time when systems are available for users to utilise.</p> <p>Note: The measurement of required uptime and availability excludes scheduled down-time for maintenance.</p>																																														
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 up-time required minus the number of hours that systems were down unscheduled.</p> <p>Denominator: Total number of hours up-time 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" data-bbox="504 1267 1453 1534"> <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 2018)</td> <td colspan="3">Average for Quarter 2 (Jul – Sep 2018)</td> <td colspan="3">Average for Quarter 3 (Oct – Dec 2018)</td> <td colspan="3">Average for Quarter 4 (Jan – Mar 2019)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2018 – Mar 2019)</td> </tr> </table> <p>M = Month</p> <p>Percentage: numerator/denominator x 100 as reflected for the monthly calculation as follows:</p> <p>Monthly calculation: 31 days x 24 hours in a day = 744 hours</p> <table data-bbox="504 1711 1169 1861"> <tr> <td>Total no. hours for the month:</td> <td>744</td> </tr> <tr> <td>Less scheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Less unscheduled downtime for the month:</td> <td>0.0</td> </tr> <tr> <td>Required uptime for the month:</td> <td>744</td> </tr> <tr> <td>Percentage uptime for the month:</td> <td>100%</td> </tr> </table> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2018)			Average for Quarter 2 (Jul – Sep 2018)			Average for Quarter 3 (Oct – Dec 2018)			Average for Quarter 4 (Jan – Mar 2019)			Average for the Financial Year (Apr 2018 – Mar 2019)												Total no. hours for the month:	744	Less scheduled downtime for the month:	0.0	Less unscheduled downtime for the month:	0.0	Required uptime for the month:	744	Percentage uptime for the month:	100%
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Performance Indicator number	4.3.1																																					
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	Chief Director: GITO Management Services																																					
Performance Indicator number	4.3.2																																					
Indicator title	Average percentage network uptime and availability maintained.																																					
Short definition	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. Up-time 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.																																					
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 up-time required less the amount of hours that the Wide Area Network was down unscheduled.</p> <p>Denominator: Total number of hours up-time 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 an annual basis and aggregated on a quarterly and annually basis as reflected in the table below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <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><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2018)</td> <td colspan="3">Average for Quarter 2 Jul – Sep 2018</td> <td colspan="3">Average for Quarter 3 Oct – Dec 2018</td> <td colspan="3">Average for Quarter 4 Jan – Mar 2019</td> </tr> <tr> <td colspan="12" style="text-align: center;">Average for the Financial Year (Apr 2018 – Mar 2019)</td> </tr> </table> <p>M = Month</p>	M	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2018)			Average for Quarter 2 Jul – Sep 2018			Average for Quarter 3 Oct – Dec 2018			Average for Quarter 4 Jan – Mar 2019			Average for the Financial Year (Apr 2018 – Mar 2019)											
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Performance Indicator number	4.3.2																																				
Method of calculation	<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	Chief Director: 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. 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 2018)</td> <td colspan="3">Average for Quarter 2 (Jul – Sep 2018)</td> <td colspan="3">Average for Quarter 3 (Oct – Dec 2018)</td> <td colspan="3">Average for Quarter 4 (Jan – Mar 2019)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2018 – Mar 2019)</td> </tr> </table> <p>M = Month</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2018)			Average for Quarter 2 (Jul – Sep 2018)			Average for Quarter 3 (Oct – Dec 2018)			Average for Quarter 4 (Jan – Mar 2019)			Average for the Financial Year (Apr 2018 – Mar 2019)											
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Performance Indicator number	4.3.3																
Method of calculation	<p>Monthly calculation:</p> <table border="1"> <thead> <tr> <th>Request 1</th> <th>Time logged</th> <th>Time resolved</th> <th>Time taken to resolve request</th> </tr> </thead> <tbody> <tr> <td>Request 2</td> <td>Time- logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>Request 3</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>No of requests</td> <td>Time logged</td> <td>Time resolved</td> <td>Average time taken to resolve request</td> </tr> </tbody> </table> <p>Monthly average number of days will be aggregated per quarter and annually for the 12 months of the financial year.</p> <p>The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom..</p>	Request 1	Time logged	Time resolved	Time taken to resolve request	Request 2	Time- logged	Time resolved	Time taken to resolve request	Request 3	Time logged	Time resolved	Time taken to resolve request	No of requests	Time logged	Time resolved	Average time taken to resolve request
Request 1	Time logged	Time resolved	Time taken to resolve request														
Request 2	Time- logged	Time resolved	Time taken to resolve request														
Request 3	Time logged	Time resolved	Time taken to resolve request														
No of requests	Time logged	Time resolved	Average time taken to resolve request														
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	No																
Desired performance	Lower than targeted performance is desirable.																
Indicator responsibility	Chief Director: 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".

Performance indicator number	4.4.1
Data limitations	Availability and dependence on service provider reports.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Director: 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	<p>This indicator measures the number of transversal business solutions/applications of which the design, development and implementation have been completed, as a percentage of the total number of transversal business solutions/applications as per approved ICT Planning/governance process and as agreed with relevant stakeholders.</p> <p>Note: Includes new development and major enhancements</p>
Purpose/importance	This indicator reflects on implemented solutions that are geared towards improved decision making, service transformation and effective monitoring. This contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Approved initiatives via the relevant governance processes, including the ICT Governance Steercom, ICT Planning and ICT MTEC processes as per the Provincial IT Delivery Plan. Various data sources used for completed solutions including UAT and deployment sign-off documents, as well as project closure reports.
Method of calculation	<p>Number of solutions designed, developed and implemented as a percentage of the total number of requests approved – and agreed – to be delivered within a financial year.</p> <p>Numerator: Total number of solutions implemented. Implemented solutions will be signed off by the client.</p> <p>Denominator: Total number of approved/agreed solutions to be implemented as per the ICT Planning/governance process for the financial year.</p> <p>Calculation: Numerator divided by the denominator multiplied by 100.</p>
Data limitations	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.

Performance indicator number	4.5.1
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
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	No
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 adheres 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	No
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.

Strategic objective indicator number	5.3
Source/collection of data	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 second and fourth quarter. The report is issued on the last working day of the quarter. First report will contain data of April, May, June July, August and September Second 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	No
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.

Performance indicator number	5.2.1
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	<p>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.</p> <p>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.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100.</p>
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative

Performance indicator number	5.2.2
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

Performance indicator number	5.3.1
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive
Performance indicator number	5.3.2
Indicator title	Percentage internal audit recommendations incorporated into agreed action plans
Short definition	This indicator refers to the number of internal audit recommendations 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.

Performance indicator number	5.3.3
Purpose/importance	<p>This indicator reflects the extent to which Internal Audit is conducting the follow-up on implementation of expired management action plans.</p> <p>This process further provides information to the client and oversight structures on the rate of implementation of the Internal Audit recommendations.</p> <p>It contributes to improved governance through improved business processes.</p>
Source/collection of data	<p>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.</p> <p><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.</p> <p>The verification process:</p> <ul style="list-style-type: none"> • confirm the number of expired management action plans reported in the original final internal audit report against that in the Excel spread sheet; and • validate the number of management action plans reported in the Excel spread sheet against management action plans in the individual final follow-up Internal Audit report per internal audit area.
Method of calculation	<p>Numerator: Total number of expired management action plans followed up for all departments/ votes by the 15th day of the month following the financial year end.</p> <p>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 Internal Audit. The denominator is calculated by adding up all management action plans expired by 31 December.</p> <p>Percentage calculation: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Departments not timeously providing information on the implementation of their action plans
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Anything higher than the target will be acceptable.
Indicator responsibility	Chief Audit Executive

Subprogramme 5.4: Provincial Forensic Services

Performance indicator number	5.4.1
Indicator title	Number of fraud and corruption training sessions facilitated.
Short definition	This indicator refers to fraud and corruption awareness training sessions facilitated to the WCG to raise awareness amongst WCG employees across all provincial departments.
Purpose/importance	The purpose of the indicator is to reflect the measure of awareness created among employees in the WCG to facilitate an environment in which employees strive to contribute towards a zero tolerance culture towards fraud theft and corruption.
Source/collection of data	Forensic Progress Reports and attendance registers.
Method of calculation	Simple count of number of completed training sessions versus the total number of 100 agreed upon training sessions as evidenced by an attendance register.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	A deviation of five percentage points lower than the target is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services
Performance indicator number	5.4.2
Indicator title	Percentage of fraud and corruption prevention activities allocated to the PFS implemented.
Short definition	The indicator refers to number of fraud prevention activities, excluding training sessions, allocated to PFS which have been implemented, as a percentage of the number of activities, excluding training sessions, in the approved fraud prevention implementation plans of provincial departments. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of fraud and corruption prevention initiatives as approved by the department, excluding the training sessions, which is measured in indicator 5.4.1. It contributes to a mature control framework and improved corporate governance through instilling zero tolerance for fraud and corruption.
Source/collection of data	Fraud and corruption prevention implementation plans agreed with the relevant Accounting Officer, excluding the training sessions, and progress on status of implementation as recorded in quarterly PFS progress reports to the Accounting Officers. Excel spreadsheet maintained summarising this information.

Performance indicator number	5.4.2
Method of calculation	<p>Numerator: Total number of fraud and corruption prevention activities allocated to the PFS which have been finalised, less the number of completed training sessions. The numerator is calculated by adding up all completed fraud prevention activities and deducting the number of completed training sessions. The following explains the stage at which each category of activity is deemed to have been finalised:</p> <ul style="list-style-type: none"> • Update of Fraud Prevention Plans and Fraud Risk Registers – this is considered finalised by the PFS on the day it is submitted to the relevant department for approval by their respective delegated authority. • Fraud and Corruption Prevention Implementation Plans – this is considered finalised by the PFS on the day it is submitted to the relevant department or the Chief Director: PFS. • Publication of newsletters – this is considered finalised by the PFS on the day it is published and circulated electronically by Corporate Communications. <p>Denominator: Total number of activities in the approved fraud and corruption prevention implementation plan for each of the departments allocated to PFS, less the total number of completed training sessions, allocated to the PFS.</p> <p>Percentage calculation: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Currently manual collection of data from departments.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Amended previous indicator
Desired performance	A deviation of five percentage points lower than the target or performance is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services
Performance indicator number	5.4.3
Indicator title	Number of forensic investigations finalised.
Short definition	The indicator refers to the number of forensic investigations finalised by PFS for the reporting period.
Purpose/importance	The purpose of the indicator is to indicate progress made with the finalisation of matters reported to and investigated by PFS. It contributes to improved corporate governance through zero tolerance of fraud and corruption and an improved control environment.
Source/collection of data	Cases closed on the Case Management System and evidenced by the Case List report (Excel spreadsheet) and Forensic Progress Reports.
Method of calculation	Simple count of number of finalised PFS investigations for the reporting period.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually

Performance indicator number	5.4.3
New indicator	New
Desired performance	A deviation of ten percentage points lower than the target or performance is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services.
Performance indicator number	5.4.4
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 and are contained in the investigation reports issued by the 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 the implementation of corrective action recommended subsequent to a forensic investigation. It contributes to improved corporate governance through zero tolerance of 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. An Excel spreadsheet maintained summarising this information.
Method of calculation	<p>Numerator: Number of recommendations followed up in the specific reporting period. The numerator is calculated by adding up all recommendations which were followed up in a quarter.</p> <p>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.</p> <p>Percentage calculation: Numerator divided by denominator multiplied by 100.</p>
Data limitations	Currently manual collection of data from departments.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance is acceptable and 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	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, provincial public entities and municipalities.
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.

Performance indicator number	5.4.2
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No new indicator
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Director: Legal Governance 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	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.

Performance indicator number	5.5.4
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	No
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
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Performance that is on target is desirable.
Indicator responsibility	Director: Legislation and Head: Legal Services
Performance indicator number	5.6.1
Indicator title	Number of on-brand creative execution assessment reports issued.

Performance indicator number	5.6.1
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and Heads of Department 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).
Short definition	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 the WCG.
Method of calculation	Simple count of assessment reports issued by the tenth working day of the month following the quarter end. Assessments will be done as follows: Quarter 1 report will contain data of April, May and June Quarter 2 report will contain data of July, August and September Quarter 3 report will contain data of October, November and December Quarter 4 report will contain data of January, February and March
Data limitations	Dependent on input from Heads of Communication of Departments.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target is the desired performance.
Indicator responsibility	Director: Corporate Communication
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 Better Together magazines published during the reporting period (one per quarter).
Data limitations	Dependent on participation from WCG employees and WCG departments.

Performance indicator number	5.6.2
Type of indicator	Output
Calculation type	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	<p>The Gazette is a statutory requirement and the report measures the number of issues published.</p> <p>Translation and editing are done so as to comply with the three-language policy of the WCG and the report measures the number of translation and/or editing requests completed.</p> <p>The importance of reporting on both is to align resources to the volume of requests received and to understand the extent of complying with the three-language policy of the WCG.</p>
Purpose/importance	<p>Bi-annual reports relating to completed client-generated products and services are submitted to the Director: Corporate Communications.</p> <p>Data is collected by counting the number of Government Gazettes published and the number of briefing requests received for translation and editing.</p>
Source/collection of data	<p>Bi-annual reports relating to completed client-generated products and services and submitted to the Director: Corporate Communications.</p> <p>Collected via Government Gazette request from departments and briefing requests for translations and editing.</p> <p>Signed and adopted. Bi-annual reports.</p>
Method of calculation	Simple count of reports issued on completed client-generated products and service requests. The report will be issued by the tenth working day of the month following the quarter end.
Data limitations	Dependent on requests received for service.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Not new
Desired performance	Targeted performance is desirable.
Indicator responsibility	Director: Corporate Communication

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