



Western Cape
Government



DEPARTMENT OF THE PREMIER

Annual Report 2021/2022

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Part A

GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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2. ABBREVIATIONS/ACRONYMS

ABT	Area-based Teams
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AO	Accounting Officer
APP	Annual Performance Plan
BAC	Bid Adjudication Committee
BAS	Basic Accounting System
BBBEE	Broad-based Black Economic Empowerment
BEC	Bid Evaluation Committee
BI	Business Intelligence
BSC	Bid Specification Committee
CAPEX	Capital Expenditure
CCE	Community Capacity Enhancement
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
COE	Compensation of Employees
COMAF	Communication of Audit Findings
COVID-19	Coronavirus Disease 2019
CSC	Corporate Services Centre
CTICC	Cape Town International Convention Centre
DCAS	Department of Cultural Affairs and Sport
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DERM	Directorate Enterprise Risk Management
DLG	Department of Local Government
DOCS	Department of Community Safety
DORA	Division of Revenue Act
DOTP	Department of the Premier
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DTP	Digital Transformation Plan
DTPW	Department of Transport and Public Works
ECM	Electronic Content Management
EE	Employment Equity
EG4C	e-Government for Citizens
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
EXCO	Executive Committee
FAQs	Frequently Asked Questions
FMCP	Financial Management Capacitation Plan

GEHS	Government Employees Housing Scheme
GG	Government Garage
GIAMA	Government Immovable Asset Management Act
GITO	Government Information Technology Officer
GMT	Government Motor Transport
GOVCOM	Governance Committee
GPSSBC	General Public Service Sectoral Bargaining Council
GRPBMEA	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
HCT	HIV & Aids Counselling and Testing
HIV/Aids	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HOD	Head of Department
HR	Human Resources
ICT	Information and Communication Technology
ILSF	Individually Linked Savings Facility
IMLC	Institutional Management and Labour Committee
IR	International Relations
IRF	International Relations Forum
IRS	International Relations Strategy
IRT	Integrated Reporting Tool
IT	Information Technology
JE	Job Evaluation
LAN	Local Area Network
LBC	Library Business Corners
LCT	Legal Compliance Tool
LDW	Logical Data Warehouse
LGMTEC	Local Government Medium-term Expenditure Committee
MDE	Major Disruptive Event
M&E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MTSF	Medium-term Strategic Framework
NPO	Non-Profit Organisation
NT	National Treasury
NWoW	New Way of Work
OAG	Office of the Accountant-General
OD	Organisation Development
ODA	Overseas Development Assistance
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PAC	Provincial Assessment Centre
PAY	Premier's Advancement of Youth
PDIA	Problem-Driven Iterative Adaptation
PDO	Provincial Data Office
PERMIS	Performance Management Information System
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act
PFS	Provincial Forensic Services

PHRR	Presidential Hotline Resolution Rate
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPIA	Protection of Personal Information Act
PSCBC	Public Service Coordinating Bargaining Council
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PSR	Public Service Regulations
PSRMF	Public Sector Risk Management Framework
PT	Provincial Treasury
PTE	People Training and Empowerment
PTI	Provincial Training Institute
PTM	Provincial Top Management
QPR	Quarterly Performance Report
RP	Recovery Plan
SA	South Africa
SAPS	South African Police Services
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SHERQ	Safety Health Environment Risk and Quality
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMI	Strategic Management Information
SMS	Senior Management Service
SMT	System Monitoring Tool
SOP	Standard Operating Procedure
SP	Strategic Plan
STATS SA	Statistics South Africa
STI	Sexually Transmitted Infection
TB	Tuberculosis
TR	Treasury Regulations
T&S	Travel and Subsistence
USTDA	United States Trade and Development Agency
VAT	Value Added Tax
VBL	Values-based Leadership
VBLD	Values-based Leadership Development
VOIP	Voice Over Internet Protocol
WC	Western Cape
WCED	Western Cape Education Department
WCG	Western Cape Government
WIL	Work Integrated Learning

3. FOREWORD BY THE PREMIER

I am pleased to present the Annual Report for the 2021/2022 financial year for the Department of the Premier.

During my State of the Province Address (SOPA) in February 2022, I explained that we need to push back against going back to normal and push forward to do even better. We laid the groundwork for this back in April 2021 when the Provincial Cabinet approved the Provincial Recovery Plan to ensure recovery following the economic aftermath of the COVID-19 pandemic.

The first priority of the Recovery Plan is jobs, and we aim to support private-sector-led job creation through infrastructure-enabled growth. In my SOPA I further committed the Western Cape Government to pursue infrastructure-led growth.

I further announced that we would be establishing new departments of Infrastructure and Mobility, after complying with the processes necessary to effect the change. The Ministry of Mobility will temporarily reside within the Department of the Premier until 31 March 2023.

Our focus on infrastructure is essential because it will facilitate private sector-led investment that creates jobs and promotes investment into catalytic infrastructure that responds to the needs of the economy. This is critical in our fight against the second pandemic of joblessness.

The second priority of the Recovery Plan is ensuring the safety of our residents, with a target of halving the murder rate in the province over the next 10 years. We aim to achieve this by continuing to implement the Western Cape Safety Plan, ensuring that we deploy additional boots on the ground while working on a range of violence prevention interventions including the development of a Violence Prevention Unit in the Department of Health.

In taking this a step further, I announced during my SOPA, that the Department of Community Safety would change its name to the Department of Police Oversight and Community Safety, to ensure greater oversight of policing in the province.

This department is playing a leading role in bringing these exciting new changes to bear in a professional, process driven manner.

For the year under review, my department has also played a pivotal role in ensuring improvements in safety in our province. Among the ways we are doing this is through the Problem-Driven Iterative Adaptation (PDIA) programme which has been adopted by the Department of the Premier. The PDIA programme comprises 3 teams which are focusing on identifying and analysing Fixed Capital and Property Development, Commuter Mobility, and Safety. I look forward to the outcomes of this programme.

This Department has further supported the development of key provincial transversal policies and strategies including an Alcohol Harms Reduction Research Synthesis Brief, a Gender-based Violence Policy Brief, a Nourish to Flourish Policy Brief, which focuses on food security, and a Violence Prevention in Schools Policy.

The final component of the Recovery Plan aims to uphold the dignity and well-being of residents. The Department manages the Provincial Risk Register and facilitates focused discussion on transversal risks at Provincial Top Management (PTM) meetings. During these meetings, strategies have been discussed to address mental wellbeing, youth development, infrastructure, and local government service delivery.

Since the beginning of the pandemic, this Department, in collaboration with others, has played a pivotal role in the Western Cape Government's response to COVID-19. We overcame red tape,

found innovative solutions to challenges faced and ensured resource allocation towards managing the pandemic.

I was incredibly moved, during this period, by how each official came together and ensured that the services we rendered continued to be delivered, despite the difficult circumstances we faced. The pandemic taught us many lessons as a government, and it has also guided us in establishing a 'New Way of Work' and embarking on a 'Culture Journey'. These have been cross-cutting themes, and will remain so, ensuring that we take a more citizen-centric approach to service delivery.

Our way of work and culture are guided by our values of being a government that is caring, competent, innovative, responsive, accountable, and always acts with integrity. We plan to continue showcasing these values by being a government that listens more. In this respect, we have embarked on a listening tour, to understand how we can improve our own services.

We must move forward by continuing to focus on the reopening of the economy and ensuring private-sector-led job creation and fighting the second pandemic of joblessness. I am pleased to see that there is already an uptick in our tourism, hospitality and events industries, but we must keep up the momentum to ensure that we not only recover from the pandemic but continue to grow our economy.

I would like to express my thanks to Dr Malila and the entire Department of the Premier team for their hard work and support over the past year. I look forward to continuing the work we have begun, to ensure that this province delivers services that will improve the lives of all its residents.



MR ALAN R WINDE

PREMIER OF THE WESTERN CAPE

DATE: 31 JULY 2022

A

4. REPORT OF THE ACCOUNTING OFFICER

4.1. OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT

In March 2020, COVID-19 struck in South Africa, and the focus of the Western Cape Government (WCG) in the following financial year was to deliver a swift and effective response to the pandemic. The Department was successful in providing leadership, information technology support, data management, legal advice and communications in support of the WCG's response, as has been detailed in the 2020/21 Annual Report.

At the beginning of the 2021/22 financial year the Premier and Cabinet outlined a strategic path for the Western Cape that sought to push forward from the devastation caused by COVID-19 and to create hope for recovery and renewal through embedding new ways of work in the WCG. These aspirations and plans formed the basis for the development and implementation of the Recovery Plan for which the Department of the Premier was largely responsible.

The WCG recognised the opportunities for harnessing work that already commenced towards making innovation part of how Government functions daily and to entrench a culture that puts citizens first in everything we do. The Department of the Premier (DotP) played a leading, directing and enabling role in facilitating the internal transformation required to ensure that service delivery to citizens is optimised.

On 21 April 2021, Cabinet approved the Recovery Implementation Plan, which would guide the actions of the WCG during the 2021/22 financial year. The Plan identified the key actions from the Western Cape Recovery Plan (RP), which identified COVID-19, Jobs, Safety and Wellbeing as government's overarching priorities.

The WCG aimed to deliver Jobs, Safety and Wellbeing above all to ensure the dignity of Western Cape residents, households and communities. This was a significant challenge, given the job losses, food insecurity and disruption to people's lives that COVID-19 brought. A new approach was clearly needed, as demand for services was increasing and budget resources were being reduced.

"The New Way of Work", described in the RP as an enabler for the WCG, reasserted the strategic emphasis of the 2019-2024 Provincial Strategic Plan's (PSP) focus on Innovation and Culture. This Chapter in the RP also cited some of the techniques adopted and programmes implemented that contributed to the Department's success in responding to COVID-19. These included intergovernmental collaboration, deeper citizen engagement, data and evidence to guide decision-making, and expanded digitalisation.

Vision-Inspired Priority 5 (VIP 5), contained in the PSP, and the New Way of Work chapter in the RP, formed the strategic thrust of the Department for the 2021/22 financial year. In addition to Innovation, Culture and Governance, the PSP emphasised integrated service delivery (intergovernmental relations towards the alignment of budgeting and planning), governance transformation (governance not for its own sake but towards citizen-centric service delivery) and talent management (including employee engagement and skills). A new focus area, Strategic Foresight, was added during the year.

The three departments implementing VIP 5, the Department of the Premier, Provincial Treasury (PT) and the Department of Local Government (DLG), met in Caledon on 10-11 May 2021 and discussed the year's activities including the focus areas: intergovernmental relations; the capacity of the state; a stronger citizen focus, including a refresh of the WCG Brand; and the integration of planning, budgeting and implementation across the spheres of government.

The Department of the Premier continued to facilitate Extended Cabinet meetings, to which the Western Cape Mayors and Municipal Managers were invited, for a COVID-19 strategic overview to discuss the Western Cape COVID-19 Resurgence Prevention Strategy and to be briefed on the Vaccination Rollout in the province. The DG supported the Premier at regular meetings of the Premier's Coordinating Council during the year and provided reports to Cabinet on the meetings. The Premier argued in favour of an appropriate balance between the economy and health considerations.

The Premier convened special sessions of Cabinet and the Extended Cabinet between 13 and 19 July 2021 to discuss the unrest in the country. The events in Kwa-Zulu Natal and Gauteng had led to a mobilisation of law enforcement and community-based organisations. The discussion at the Cabinet meetings related to risks and preparedness of Western Cape law enforcement in all three spheres of government. The Western Cape also experienced taxi violence in this period. The Premier also briefed the Consular Corps, Faith Based Organisations and the Business Community.

The Provincial Data Office (PDO), which played an exceptional support role during COVID-19, put in place the following building blocks for its transversal work:

- An indicator system that guides us to know if we are making a difference in what we are measuring and what targets we are chasing;
- Data quality and standards that help to improve the use of data at various levels;
- Data Analytics that help to deliver data insights to make decisions on changing societies;
- Surveys that help to generate and re-use data from other voices;
- Evaluations to help make judgments on what we are doing right and what we can learn;
- Data Ethics that guides our data practices and helps us to facilitate data sharing; and
- Data and Evidence Landscape that helps us to understand what data can be accessed and where.

The PDO's aim is to advance a data and evidence organisation in collaboration with partners through a collaborative, supportive and central role in achieving common outcomes, building a data ecosystem for governance of data linked to Jobs, Safety and Wellbeing, and shaping data and evidence services that are integrated. It is in the process of building a Data and Evidence Portal, which will ultimately provide public access to some of the information. The component also conducted a rapid evaluation of embedding the lessons learned from the WCG's COVID-19 Hotspots Strategy.

The Department manages the Provincial Risk Register and facilitates focused discussion on transversal risks at Provincial Top Management (PTM) meetings. PTM met with the City of Cape Town's Executive Management team and discussed the Functional Assignments project, which considers the unfunded and under-funded mandates between the two governments. PTM also guided work on Compensation of Employees (COE) – an analysis of the trends in compensation spending in the WCG. PTM discussed strategies for four key emerging strategic areas: mental wellbeing, youth development, infrastructure and local government service delivery.

PTM was briefed on the concept of a "Bootcamp" as a key element of the Culture Journey. As it is rolled out, it will include leadership led conversations – cascading to all employees; and an experiential learning drive: an experience of culture that creates deeper understanding. Towards a greater citizen-centricity among employees, line of sight will be created for each employee to citizen/frontline impact. This would be accompanied by a coordinated process focusing on exploring our values at a deeper level to create understanding.

A key development in the Vote's environment relates to the increased urgency for digitalisation. Coupled with the rapid switch to remote working this has made the information security risk landscape more complex. Our information security and risk management teams focused on effective risk prevention and mitigation during this time when ransomware attacks have become more complex and occur at a higher frequency. Increased sources of threats concerning the health and safety of citizens and disruption to business operations have put the need for more predictive hazard and threat intelligence services front and centre amid efforts to create situational awareness and proactive risk treatment. In response to this risk, the department has identified investment in tools that enable automated detection and prevention of intrusions as well as recovery and containment as a key priority.

The Premier announced in his State of the Province Address (SOPA) on 15 February 2022 that new departments of Infrastructure and Mobility would be created, after complying with the processes necessary to effect the change. In addition, the Department of Community Safety would change its name to the Department of Police Oversight and Community Safety. The Department of Health would also have a name change to the Department of Health and Wellness. These announcements were preceded by technical work by the Organisation Development component in the Department of the Premier as well as consultations within the WCG.

4.2. OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

4.2.1. Departmental receipts

Table 4.2.1: Departmental receipts

DEPARTMENTAL RECEIPTS	2021/22			2020/21		
	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION
	R'000	R'000	R'000	R'000	R'000	R'000
Tax receipts						
Casino taxes						
Horse racing taxes						
Liquor licences						
Motor vehicle licences						
Sale of goods and services other than capital assets	1 587	1 001	586	1 588	816	772
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	15	29	(14)	14	18	(4)
Sale of capital assets	-	5	(5)	-	3	(3)
Financial transactions in assets and liabilities	-	3 424	(3 424)	-	994	(994)
Total	1 602	4 459	(2 857)	1 602	1 831	(229)

The Department revises its tariffs annually. The Department over-collected revenue by R2.857 million. The over collection is due to unspent funds refunded to the Department by WESGRO which were transferred to them during the 2020/21 financial year.

During the year under review 30 debts valued at R204 000 were written off in terms of the Provincial Debt Management Policy.

4.2.2. Programme expenditure

Table 4.2.2: Expenditure per programme

PROGRAMME NAME	2021/22			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Executive Governance and Integration (Administration)	99 648	97 803	1 845	95 479	94 648	831
Provincial Strategic Management	77 407	70 082	7 352	68 504	66 487	2 017
People Management	198 760	190 882	7 878	192 578	190 655	1 923
Centre for e-Innovation	1 205 157	1 186 975	18 182	1 102 467	1 101 447	1 020
Corporate Assurance	113 856	107 241	6 615	111 205	110 734	471
Legal Services	50 184	49 520	664	46 488	46 157	331
Total	1 745 012	1 702 503	42 509	1 616 721	1 610 128	6 593

The Department's total expenditure for the period ending 31 March 2022 was R1.703 billion, representing 97.6% of the budget. The underspending of R42.509 million equates to 2.4% and had little impact on the achievement of departmental targets. It includes an underspending on staff costs (R9.922 million), which is due to staff exits and on Goods and Services (R18.787 million). The underspending is largely due to the impact of the pandemic on the roll out of the Commissioner for Children projects; the fourth wave not being as severe as initially anticipated and directives from national Health received late in Quarter 4 to focus on youth in the vaccine campaign. The postponement of the VPI@schools project; efficiency saving on recruitment contracts, a delay in finding a suitable service provider for the Employee Engagement Tool, and delays in the procurement of TeamMate upgrade due to problems with SITA's procurement processes also contributed to the underspending. Further underspending under machinery and equipment is due to problems with SITA's procurement processes which resulted in procurement delays.

4.2.3. Virements/roll-overs

Virements were applied between programmes chiefly for the following reasons:

- R5.197 million was vired from Programme 3: People Management to Programme 4: Centre for e-Innovation to assist with the protection of the IT environment due to an increase in cyber-attacks worldwide and the purchase of IT end-user equipment.
- R2.092 million was vired from Programme 5: Corporate Assurance to Programme 4: Centre for e-Innovation to assist with the protection of the IT environment due to an increase in cyber-attacks worldwide and the purchase of IT end-user equipment.

Roll-overs were requested for the following:

- Commissioner for Children – R2.458 million roll over to the 2023/24 financial year;
- Innovation initiatives – R650 000;
- Enabling Citizen-centric Culture – R3.269 million;
- Department of Health ICT related services – R4.252 million;
- Infrastructure Refresh and DTPW Modernisation project – R7.400 million; and
- TeamMate upgrade – R718 000.

4.3. IRREGULAR, AND FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure:

- 3 cases of fruitless and wasteful expenditure amounting to R13 629.27 were identified during the year and are still under investigation.

Irregular expenditure:

- 5 cases of irregular expenditure were identified during the year. Of the 5 cases:
 - o 1 case amounting to R7.072 million was identified in relation to prior years and is still under investigation;
 - o 1 case amounting to R70 139.65 relates to the current year and was condoned by PT subsequent to year end; and
 - o 3 cases amounting to R582 841.95 relate to the current year and are still under investigation.

4.4. STRATEGIC FOCUS OVER THE SHORT- TO MEDIUM-TERM PERIOD

The Department's strategic focus remains firmly embedded in the belief that innovation and a more conducive culture and governance transformation, are key enablers of a more sustainable future for the Western Cape. Innovation, governance, and culture as encapsulated in VIP5 therefore remain the Department's strategic trajectory. Interventions, such as the Recovery Plan with its three focus areas of jobs, safety and well-being, digital transformation and the New Way of Working Programme as a cross-cutting theme will be pursued as key elements of the future growth and development of the province.

The citizen will continue to be at the centre of how the WCG delivers its services and the Department will ensure that this strategy permeates through the WCG. It will prioritise citizen engagement and participation and facilitate frontline service delivery site visits so that public servants can gain a nuanced and sophisticated understanding of the needs of citizens at the coalface. The Service Delivery Index pilot will include a citizen survey that will generate data on citizen's views on service delivery.

The revised People Management Strategy will ensure a more responsive talent management value chain and enabled employees. The reconfiguration of the Provincial Training Institute into a future-fit training, learning and development academy and innovation hub will be a key focus.

There is an increased demand for digitalisation of services which will be a key focus of the Department. An increase in cyber threats and risks will require significantly improved security

measures in the ICT environment. Funds have been secured for this purpose. A new portal platform for the WCG is also required as the current platform is outdated and reaching end of life.

Innovation is a key strategy of the Western Cape's recovery interventions and the Department will ensure that a conducive environment is created which actively encourages and incentivises innovation.

The ability to successfully manage integrated planning, budgeting, implementation, monitoring and evaluation for results requires the effective utilisation of access to data and evidence for improved institutional performance. In this regard the Provincial Data Office will play a key role in increasing access to quality data and establishing a new data ecosystem for the Western Cape.

4.5. PUBLIC-PRIVATE PARTNERSHIPS

No public-private partnerships were entered into during the period under review.

4.6. DISCONTINUED ACTIVITIES/ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during the period under review.

4.7. NEW OR PROPOSED ACTIVITIES

None

4.8. SUPPLY CHAIN MANAGEMENT

There were no unsolicited bid proposals for the year under review.

Supply Chain Management policies and procedures are in place to regulate the administrative actions that are performed within the environment to prevent irregular expenditure. Through its training programmes, awareness sessions and collaboration with line function officials the SCM component promotes good governance.

4.9. GIFTS AND DONATIONS RECEIVED IN-KIND FROM NON-RELATED PARTIES

The following in-kind goods and services were received from parties other than related parties during the year:

Table 4.9.1: Gifts and donations received in-kind

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2021/22
		R'000
RECEIVED IN KIND		
Platypus Digital	Creation of an interactive virtual reality tour of the Cape Town International Convention Centre (CTICC) COVID-19 vaccination facility	35
Mr Erasmus	Repair of two (2) treasured antique clocks	17
Mr Pedersen	Training conducted to PFS staff on Open Source intelligence	5
U.S. Trade and Development Agency	Funding for the preparation of a feasibility study to assess the technical and commercial viability and recommend a model to deploy broadband infrastructure to expand network connectivity in the province	1 807
Kistefos	One staff member attended an online course presented by Harvard University	72
Total		1 936

4.10. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

Table 4.10.1: Deviations approved by the National Treasury

PROJECT	REASON
Department (Vote 1) deviated from the National Budget Programme Structure.	Improved functional, organisational and budget alignment.

4.11. EVENTS AFTER THE REPORTING DATE

The Premier, in his State of the Province Address (SOPA) on 15 February 2022, announced the creation of two new departments, viz. the Department of Infrastructure and the Department of Mobility. While the latter is being established, the Ministry of Mobility will temporarily reside within the Department of the Premier until 31 March 2023.

4.12. OTHER

To the best of my knowledge there are no other material facts or circumstances that may have an effect on the understanding of the financial state of affairs not addressed elsewhere in this report.

I wish to express my sincere appreciation to the Premier for his executive guidance and support, and to the management and every employee of this Department who continuously strive towards continuous improvement in service delivery and a steady increase in the value add that this Department brings to the Western Cape Government.

I hereby approve the 2021/22 Annual Report of the Department of the Premier.



DR HC MALILA

**DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER**

DATE: 31 JULY 2022

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed throughout this Annual Report are consistent.
- The Annual Report is complete, accurate and is free from any material omissions.
- The Annual Report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.
- The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.
- The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.
- The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors (AGSA) are engaged to express an independent opinion on the annual financial statements

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department of the Premier for the financial year ended 31 March 2022.

Yours sincerely



DR HC MALILA

**DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER**

DATE: 31 JULY 2022

A

6. STRATEGIC OVERVIEW

6.1. VISION

During the period under review, the vision of the Department of the Premier was "A safe Western Cape where everyone prospers." Subsequently, the WCG adopted a new provincial vision: "Create a Government that people trust" and the departmental vision will be aligned to the new vision.

6.2. MISSION

The mission of the Department of the Premier is: "To enable and lead a capable Western Cape Government by inculcating a culture of innovation and collaboration for improved services for the people of the Western Cape".

6.3. VALUES

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



COMPETENCE

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

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



ACCOUNTABILITY

(We take responsibility)

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



INTEGRITY

(To be honest and do the right thing)

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



RESPONSIVENESS

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

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



CARING

(To care for those we serve and work with)

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



INNOVATION

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

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

7. Legislative and other mandates

7.1. 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 (Act 1 of 1998).

7.2. 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, 1997 (Act 75 of 1997)
- Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)
- Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993)
- Consumer Protection Act, 2008 (Act 68 of 2008)
- Disaster Management Act, 2002 (Act 57 of 2002)
- Division of Revenue Act (annually)
- Electronic Communications and Transactions Act, 2002 (Act 25 of 2002)
- Employment Equity Act, 1998 (Act 55 of 1998)
- Employment Services Act, 2014 (Act 4 of 2014)
- Financial Intelligence Centre Act, 2001 (Act 38 of 2001)
- Geomatics Profession Act, 2013 (Act 19 of 2013)
- Government Employees Pension Law, 1996 (Proclamation 21 of 1996)
- Government Immovable Asset Management Act, 2007 (Act 19 of 2007)
- Income Tax Act, 1962 (Act 58 of 1962)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Labour Relations Act, 1995 (Act 66 of 1995)
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996)
- National Qualifications Framework Act, 2008 (Act 67 of 2008)
- National Treasury Regulations, 2005
- Occupational Health and Safety Act, 1993 (Act 85 of 1993)
- Pensions Fund Act, 1956 (Act 24 of 1956)
- Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
- Preferential Procurement Regulations, 2017
- Prescription Act, 1969 (Act 68 of 1969)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004)
- Prevention of Organised Crime Act, 1998 (Act 121 of 1998)

- Promotion of Access to Information Act, 2000 (Act 2 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000)
- Protected Disclosures Act, 2000 (Act 26 of 2000)
- Protection of Personal Information Act, 2013 (Act 4 of 2013)
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005)
- Provincial Treasury Instructions, 2012
- Public Administration Management Act, 2014 (Act 11 of 2014)
- Public Audit Act, 2004 (Act 25 of 2004)
- Public Finance Management Act, 1999 (Act 1 of 1999)
- Public Holidays Act, 1994 (Act 36 of 1994)
- Public Service Act, 1994 (Proclamation 103 of 1994)
- Public Service Regulations 2016
- Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act 70 of 2002)
- Skills Development Act, 1998 (Act 97 of 1998)
- Skills Development Levies Act, 1999 (Act 9 of 1999)
- Spatial Data Infrastructure Act, 2003 (Act 54 of 2003)
- State Information Technology Agency Act, 1998 (Act 88 of 1998)
- Western Cape Appropriation Act (annually)
- Western Cape Commissioner for Children Act, 2019 (Act 2 of 2019)
- Western Cape Delegation of Powers Law, 1994 (Law 7 of 1994)
- Western Cape Direct Charges Act, 2000 (Act 6 of 2000)
- Western Cape Provincial Coat of Arms Act, 1998 (Act 7 of 1998)
- Western Cape Provincial Commissions Act, 1998 (Act 10 of 1998)
- Western Cape Provincial Honours Act, 1999 (Act 9 of 1999)
- Western Cape Provincial Languages Act, 1998 (Act 13 of 1998)

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

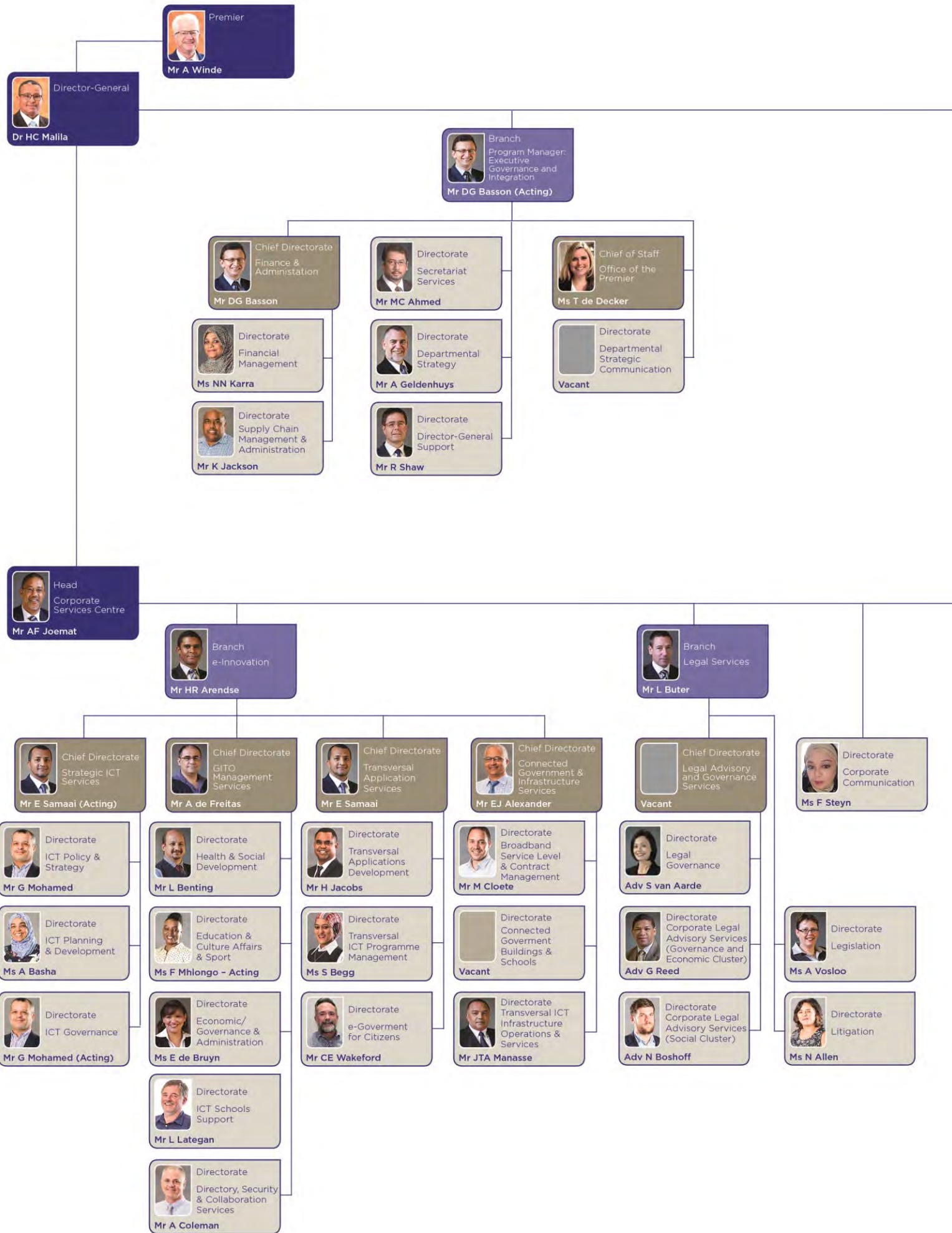
- Green Paper on National Performance Management (2009)
- Revised Framework for Strategic Plans and Annual Performance Plans 2019
- Medium Term Strategic Framework – 2019-2024
- National Development Plan (2012)
- National e-Strategy (2017)
- National Evaluation Policy Framework (2011)

- National Integrated ICT Policy White Paper (2016)
- National Measurable Outcomes
- National Monitoring and Evaluation Framework – White Paper, October 2009
- National Skills Development Strategy (I, II and III)
- National Strategic Framework of the Department for Women, Children and People with Disabilities
- National Treasury Framework for Managing Programme Performance Information (2007)
- National Youth Policy (2009-2014) of the National Youth Development Agency
- Policy Framework for a Government Wide Monitoring and Evaluation System (2007)
- Policy Frameworks of the National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service
- Data Quality Policy 001: Policy on informing users of data quality (Stats SA), 2006
- 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 (1997)
- 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)
- Disaster Management Act (57/2002): Electronic Communications, Postal and Broadcasting Directions Issued under Regulation 10 (8) of the Act (2020)

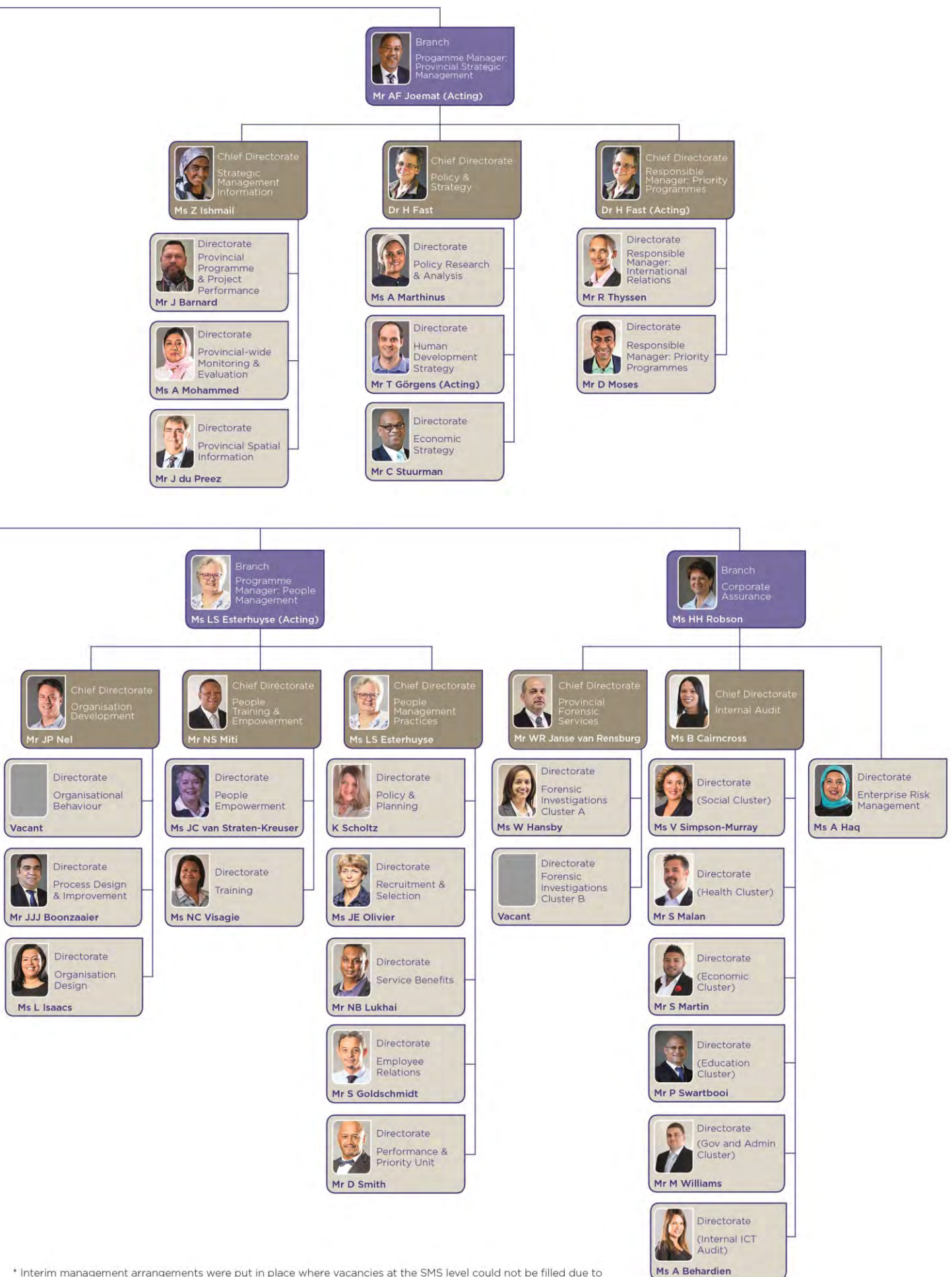
8. ORGANISATIONAL STRUCTURE

The chart overleaf depicts the senior management structure of the Department as at 31 March 2022.





Organisational Structure of the Department of the Premier as at 31 March 2022.



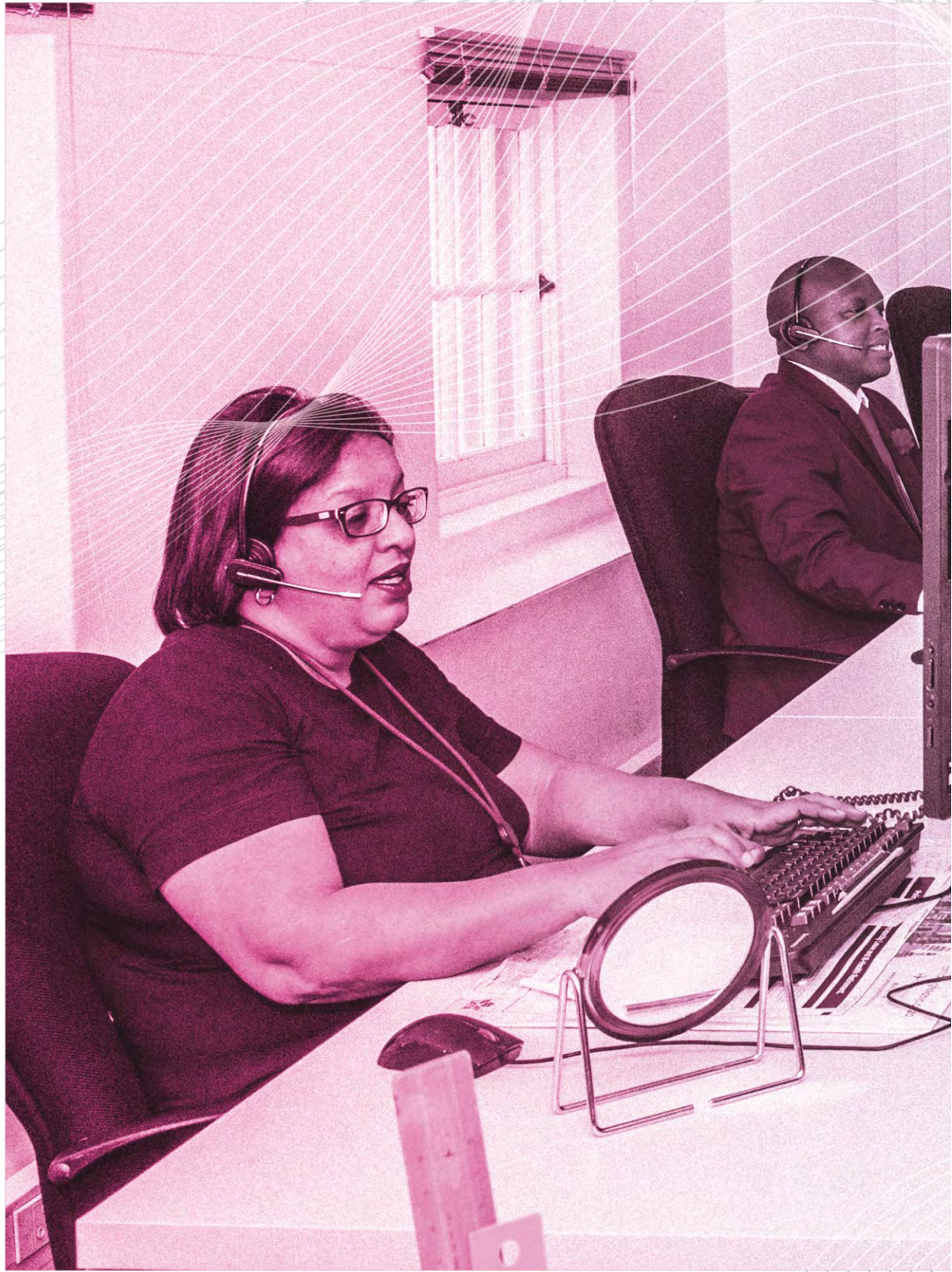
* Interim management arrangements were put in place where vacancies at the SMS level could not be filled due to financial constraints and are discussed in more detail in paragraph 2.3 Organisational Environment on page 38.

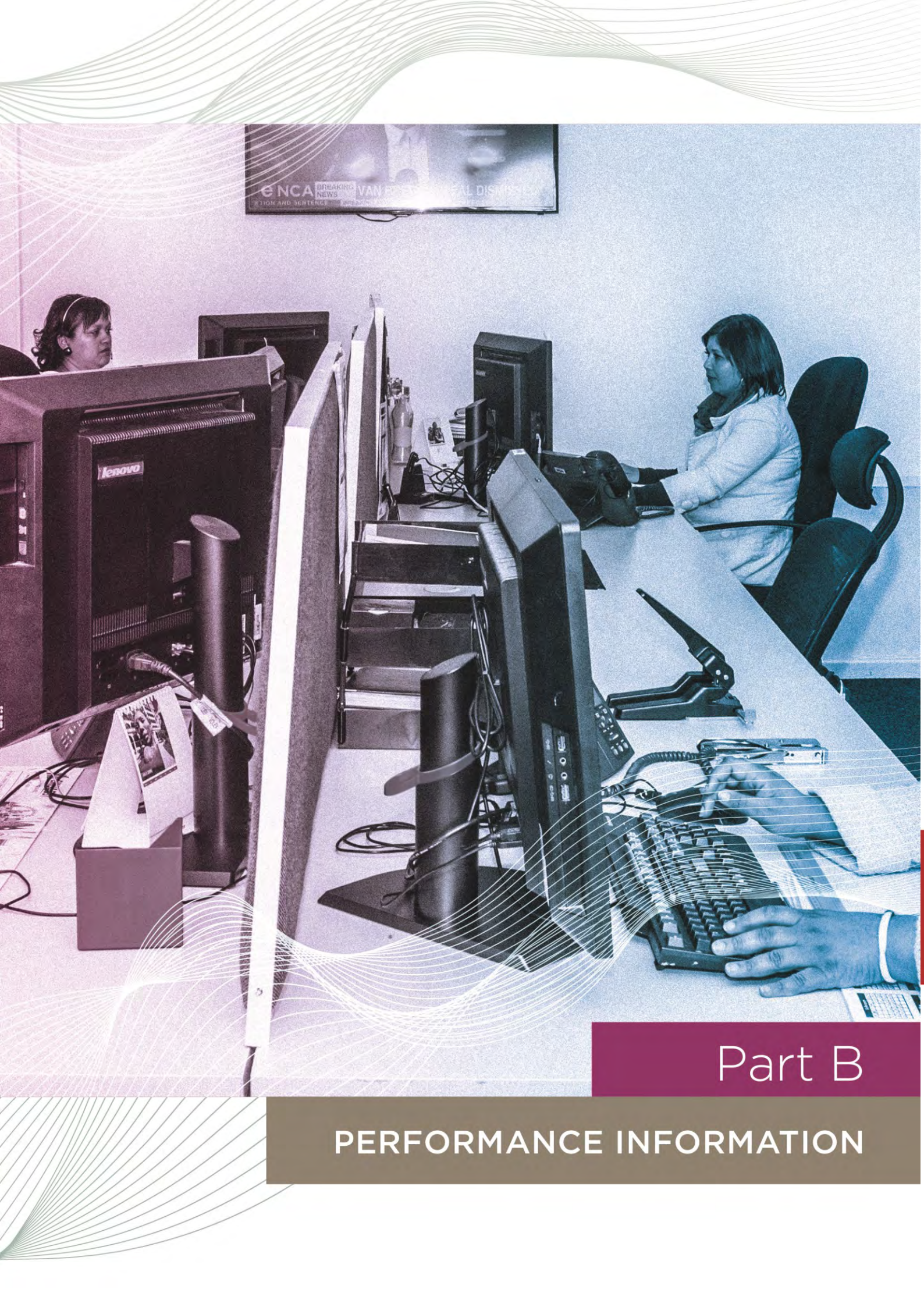
9. ENTITIES REPORTING TO THE PREMIER

During the period under review, no entities reported to the Premier.

The Commissioner for Children was established in 2020 in terms of the Western Cape Commissioner for Children Act, 2019. The purpose of the Commissioner for Children is to assist the WCG in promoting and protecting the rights and interests of children. While not an entity as defined in the applicable regulatory frameworks, the Commissioner for Children is responsible and accountable to the Western Cape Provincial Parliament for its activities. The operations of the Commissioner for Children are funded from this Vote and by mutual arrangement it therefore provides quarterly reports to the Accounting Officer on the financial and non-financial performance of the Office of the Commissioner for Children. The Department also rendered interim administrative support to the Commissioner for Children.







Part B

PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs audit procedures on the performance information to provide assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings, if any, being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. SERVICE DELIVERY ENVIRONMENT

The Department managed the key provincial governance structures which enabled the governing of the province and ensured that the WCG maintained its good governance standing in a manner that benefits citizens.

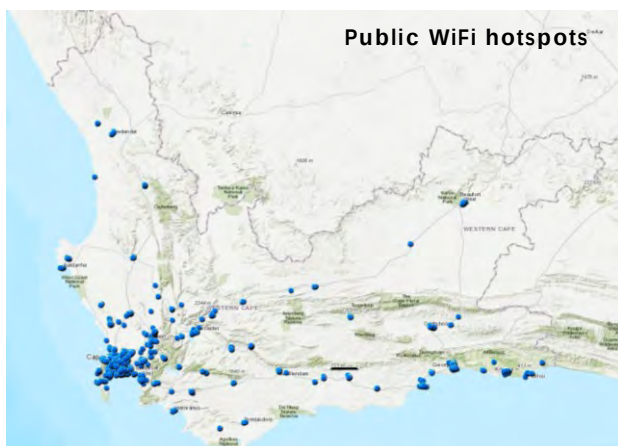
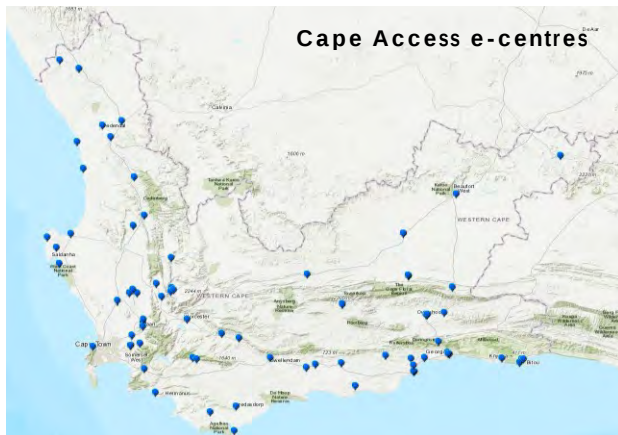
The Department led and coordinated provincial strategic management through policy and strategy support, leveraging data and evidence, institutionalising strategic programmes across the WCG and facilitating key stakeholder engagements and partnerships – local and international – for improved service delivery and results.

The Provincial Data Office (PDO) response to COVID-19 resulted in strategic partnerships as part of being responsive to ongoing client and citizen-focused data demands. This also shaped the strategic context where four outcomes (i) insightful data, (ii) an inter-connected data ecosystem, (iii) transformed data and evidence capabilities and (iv) a responsive operating model anchor data governance towards the WCG being a data-driven organisation. The Department delivered insightful data products augmented by data visualisation via dashboards. The WC data portal enabled data access and the sharing of administrative data across the WCG. The Service Delivery Index enabled capability development in measuring government performance through the lens of citizens and shaped the discussion on integration of performance, socio-economic data and citizens data. The Provincial Data Forum under the slogan "Time to Talk data" ensured collaboration and joint commitments with departments.

Further impetus was given to the New Way of Work (NWOW), a key enabler across the Recovery Plan priority areas, the reconfiguration of the Provincial Training Institute into a future-fit training academy and an innovation hub and inculcating a new culture of innovation and citizen centricity.

Through the Digital Transformation Planning process the department coordinates and drives the optimisation, integration and transformation of the WCG ICT service delivery ecosystem. With the continuous changes to departments' service delivery environment and the continuous enhancement of the way in which they render those services, it was incumbent on the department to digitally enable much of these service enhancements. This enabling role included enhancing the ability to work from home, developing applications, installing and maintaining the relevant ICT infrastructure, providing business analysis and architecture services as well as to ensure that users are restored to operation functionality in the shortest period of time through its ICT help-desk service.

Our province's broadband programme has enabled service delivery enhancement and efficiency to all spheres of the WCG. All sites are currently connected to a minimum network speed of 10Mbps which resulted in benefits such as high network speed that improved productivity, improved service to our citizens and migration of workloads to the cloud.



From a citizen-facing perspective the Branch e-Innovation continued to maintain the 75 Cape Access e-Centres (spread across the province) and managed the citizen engagements through the WCG Contact Centre, the WCG portal and our official social media channels. It also provided free data connectivity to citizens through our province's 1 286 Public WiFi hotspots. Although focused on assisting management across all provincial departments with identifying and managing risks relating to COVID-19, corporate assurance services transcended to the "new normal" where limited resources are applied to address the highest risk areas of the WCG. The Department assisted WCG departments with the identification and mitigation of key business risks and the efforts to identify and mitigate risks at a provincial level matured further. Through audit interventions, assurance was provided to departmental management that their risks were adequately managed. Provincial Forensic Services ensured that all allegations of economic crime were dealt with swiftly and decisively and increased their focus on awareness.

A large-scale public communication programme was rolled out to educate the public on COVID-19 and vaccinations. Strategic and Corporate Communication implemented various campaign messages, to drive awareness and encourage citizens to register for the vaccine, through a variety of mediums which included: radio, billboards, digital billboards, press adverts, social media, and taxi decals. Over and above the awareness campaigns, specific campaigns which addressed hesitancy were also rolled out. These included the "Build Trust", "Ask a Dr" and Youth campaigns. The communication campaign also included relevant weekly polling research, which was used to improve the targeting and focus of messaging. A Gender-Based Violence media campaign was also rolled out during the latter part of the financial year. The campaign aimed to bring awareness to the issue and to provide information to the Western Cape public.

The updated "For You" brand was rolled out during this period. Communication campaigns were developed to educate WCG staff. Training was provided to WCG communication teams.

The new brand was also adopted for all external communication, including communication from the Executive. The updated brand is also being rolled out as part of an organisational change journey, in collaboration with the Chief Directorate Organisation Development.

Legal Services were provided to WCG departments and provincial public entities which enabled and guided, from a regulatory perspective, delivery of the vision-inspired priorities and COVID-19 priorities.

While the Department continued to manage its operations within a constrained fiscal environment, it was able, through continued management commitment and capacity building, to maintain good financial practices as evidenced through the attainment of a clean audit. The further development and implementation of an indicator monitoring system enabled early intervention by management in performance areas that may have been at risk.

The Department enjoyed stability during the period under review and has put sufficient management measures in place to deal with challenges in the operating environment.

2.2. SERVICE DELIVERY IMPROVEMENT PLAN

The Department of Public Service and Administration issued DPSA Circular No 1 of 2021 which informed all national and provincial departments that a consultative process was underway with various stakeholders to review the current SDIP Directive (2008) and ensure that there is improved alignment of the SDIP with the Revised Framework for Strategic and Annual Performance Plans. The DPSA advised departments that the 2021/22 financial year would be regarded as a gap year with no reporting required whilst the SDIP Directive and related toolkit were being finalised. The final Directive and toolkit are still awaited.

The Department's 2020/21 Annual Report contained the final report on the previous SDIP cycle which spanned from 2018 to 2021. This report was duly submitted to DPSA.

2.3. ORGANISATIONAL ENVIRONMENT

During the period under review the Department transcended to the new way of working. Great strides were made in settling the organisation in the initial aftermath of the pandemic, particularly through pivoting the work of the Department towards the priorities contained in the Recovery Plan.

Capacity was bolstered in key functional areas, such as Centre for e-Innovation to give effect to the Digital Transformation Plan.

The departmental Budget Committee continued to provide oversight over the filling of vacant positions and ensured that only the most critical vacancies were filled. Some senior management posts became vacant during the period under review but could not be filled due to budgetary pressures. Internal management processes were put in place to ensure that these vacancies did not impact on service delivery. The organisational structure on pages 30 and 31 depicts the interim management arrangements at the SMS level. The arrangements provided for budget programme managers to be appointed where vacancies at the Deputy Director-General and Chief Directorate levels exist. In terms of these arrangements some of the Deputy Directors-General and responsible managers reported directly to the Director-General. These and other austerity measures supported the drive to reduce the compensation of employment budget over the medium term.

All departmental programmes had to redirect the focus of their resources and annual outputs in line with supporting the Recovery Plan and the related demands. Service delivery plans across the Department were developed taking into account the available resources and required flexibility and agility to adapt to changing circumstances.

This approach enabled the Department to maintain most of its service delivery standards.

The Department continued to provide a comprehensive employee health and wellness support system focusing on building institutional resilience and providing therapeutic interventions where required. These were supported by internal awareness and communication campaigns to assist

employees with negotiating unprecedented and unpredictable times. A special focus was placed on supporting an internal vaccination drive and programme.

2.4. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Department supported the further development of key provincial transversal policies and strategies, for example alcohol harm reduction, gender-based violence and food security.

3. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The Department understands its role in the WCG as that of directing, guiding and enabling the WCG in pursuit of the provincial vision of "A safe Western Cape where everybody prospers" which was subsequently amended to "Build a Government that people trust". In support of this provincial vision, the Department formulated the impact it wants to have as "An enabled WCG that delivers accessible, quality and people-centric services to improve socio-economic outcomes for the people of the Western Cape."

Based on strategic analysis, the Department identified medium-term results (outcomes) that must be achieved so that the desired impact can be achieved at the end of the five-year term. The following progress against the outcomes was recorded.

- **Improved quality, efficiency and effectiveness of organisational performance:**
Electronic Content Management (ECM) is being utilized as a collaboration tool, e.g. for meetings and for document write-ups. ECM is being optimised as a filing space for electronic records. Together with a clean audit report and normative spending performance it contributed to improved quality, efficiency and effectiveness of departmental performance. A further initiative in support of this outcome, is the Department's Financial Management Capacitation Plan (FMCP). The FMCP is a multi-year plan and is focused on the improvement of the financial and supply chain management skills of departmental staff. A systems response to performance monitoring in the Department impacted positively on the achievement of performance targets.

- **Increased use of quality data and evidence:**
In measuring "level of data governance maturity across the WCG", an annual data governance maturity assessment is embedded as a collaborative endeavour to assess WCG readiness in our journey towards a data-driven organisation. It's meant to identify any gaps and agree on the remedial gap-closing steps so that we can mature the data governance practices together.

All 13 departments concluded the data governance maturity assessment using a self-assessment methodology. The resulting moderated score for 2021/22 is 1.89. This is an increase of 0,2 points from the previous data governance maturity assessment. Moving forward, an incremental approach is required towards an evidence assessment methodology.

Data governance work that was done centrally in the transversal space, post the Regulatory Impact Assessment, should start to influence the overall score. Considering all the evidence that is available for each of the Key Performance Areas, centrally and as identified by departments, better scores are expected in the next assessment.

- **Improved evidence-based policy, planning and implementation:**

The development of the Recovery Plan as a provincial response to enable the economic and social rejuvenation of the province was deliberately data led and evidence informed. The Theory of Change process that underpinned the Provincial Strategic Plan was deepened and extended in the Recovery Plan to provide the basis for assessing the evidence base for Recovery Plan interventions.

In addition, building on the Whole of Society Approach, Area-based Teams (ABTs) were designed to embed data-led planning. Numerous sources of data were collated to provide an insightful, granular picture of crime trends in a given area and to measure whether Area-based Teams initiatives will be having the desired impact. This data will be shared with government stakeholders and community members within each Team to empower them to understand and address the drivers of violence in their local areas.

- **Enabled citizen-centric culture:**

The WCG Culture journey continued with the finalisation of a WCG Culture Strategy and the implementation of the Citizen-centric Programme with key interventions in support of it, such as the Values-based Leadership Development programme that included leadership development webinars with supporting toolkits, the facilitation of awareness sessions, and positioning the new way of working. Furthermore, the roll-out of change capacity sessions was implemented and guidelines were developed to support managers with facilitating change.

A WCG Capability Model was piloted using a survey. The survey was aimed at analysing whether sufficient capacity exists to support the execution of WCG functions in implementing the Provincial Strategic Plan and Recovery Plan.

- **Enabled and competent employees:**

A draft Future Fit Strategy was developed and will be implemented in the coming years to ensure that employees of the WCG are properly enabled and competent to perform not only mandated functions, but also contribute to interventions for citizen impact. The reconfiguration of the Provincial Training Institute to become a centre of excellence and an innovation hub gained momentum with the finalisation of a draft strategy by the end of the period under review.

- **Improved people management maturity:**

The updated People Management Maturity Model self-assessment was conducted within the WCED People Management and DotP People Management units. The peer-moderation process as well as the final report will be concluded during the 2022/23 financial year whereafter improvement plans will be developed, if required.

- **Digitally empowered citizens:**

Through the 75 Cape Access Centres and the 1 286 public WiFi hotspots the Cape Access Programme provided free access to the internet and ICT to citizens, enabling them to access government and global information and services. The Programme also provided free digital skills development opportunities to citizens in rural areas.

The Department has also increased the number of services available on the WCG mobile application as well as digitalizing four prioritized citizen facing services or channels.

- **Optimised and integrated citizen-centric services:**

The WCG Contact Centre strengthened its relationship with the Department of Health to expand on the Telehealth services that have emanated from the COVID-19 pandemic

response. The WCG CC services have now been expanded to include Tuberculosis telehealth services.

- **Connected government and sound ICT governance:**

The Department increased the network speed at WCG sites and schools to 100mbps from 1 339 sites in March 2021 to 1 533 in March 2022. It also strengthened its information security capacity and reviewed its ICT business continuity strategy.

- **Digitally empowered employees:**

The Department increased the number of corporate workspaces equipped with WiFi access points to 1 791 (2021: 1 468) and facilitated the equipping of end-users with modern office software to increase to 23,521.

- **Transformed governance resulting in improved service delivery:**

A baseline assessment of the Corporate Governance Maturity levels of departments continued in a staggered approach, as per the agreed Internal Audit coverage plans. The corporate governance maturity target as determined in 2018/19 was a level 4 (as per the maturity model that forms part of the framework) and the baseline assessments conducted to date indicated that an actual maturity level of 5 was maintained for the 2021/22 financial year. It must be noted that the results were based on a facilitated self-assessment where no evidence was submitted, as well as a low participation rate in some departments. The risk of low participation was addressed by engaging the Executive and/or Management Committees of the relevant departments, where robust discussions took place to confirm and/or amend the individual ratings.

- **Enabled legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services:**

Although Legal Services' key focus during the year under review was to provide legal services to the provincial executive and departments in support of the WCG's management of the pandemic, the unit also enabled legally sound decision-making in matters unrelated to the pandemic. Despite a significant demand for services during a challenging year, no executive or administrative decisions, in respect of which legal advice was rendered, were successfully challenged by third parties.

- **Improved perception of trust in the WCG to deliver on promises through strengthened strategic communications:**

Public trust in WCG was tracked during the pandemic and a healthy trust in the WCG's ability to manage the pandemic was evident through weekly polling that was conducted. There were also positive shifts in the employees' awareness of the WCG brand as a result of a vigorous internal and external communications campaign in response to COVID-19.

- **Improved awareness of WCG brand purpose amongst employees toward internal culture change:**

The updated For You brand was rolled out during this period. The brand supports the citizen-centricity of the WCG's strategic approach. Communication campaigns were developed to educate WCG staff. The new brand was also adopted for all external communication. The updated brand is also being rolled out as part of an organisational change journey. Communication on COVID-19 continued throughout this period.

BELOW:
Staff from the
Executive Governance and
Integration team



PROGRAMME 1:

EXECUTIVE GOVERNANCE AND INTEGRATION

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1. PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION

4.1.1. Programme Description

4.1.1.1 The purpose of the programme

The main purpose of the programme is to provide executive governance services to the provincial executive and senior management of the department. The programme strategically supports the Department of the Premier, Cabinet and 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. financial management, internal control, supply chain management, strategic management, strategic communications, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS). The departmental Deputy Information Officer function is also provided for in this programme.

4.1.1.2 Sub-programmes

During the period under review the programme provided for the following functions to be delivered:

Sub-programme 1.1: Programme support: to provide administrative support to the management of this programme.

Sub-programme 1.2: Office of the Premier: to provide operational support to the Premier. Operational support to the Premier entails general office support, parliamentary support, media liaison services, diary management and reception services, as well as household support at the official residence. Most of the key positions in this sub-programme are filled on a contractual basis as it is linked to the term of the Office of the Premier.

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

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

Sub-programme 1.5: Office of the Director-General: to provide operational support to the Director-General. The sub-programme 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.

Sub-programme 1.6: Financial Management: to manage financial and supply chain management (SCM) services. The sub-programme ensures effective management and financial accounting services as well as the application of effective and efficient internal control measures. The sub-programme also ensures continuous engagements with line-functions throughout the year to facilitate appropriate budgetary input and proper, aligned procurement processes and advice.

Sub-programme 1.7: Strategic Communication: to coordinate external communication and public engagement to ensure that the Western Cape Government effectively communicates its strategic goals and service delivery outcomes to the people of the Western Cape.

4.1.1.3 Programme contribution to institutional outcomes

The programme contributed to Vision-Inspired Priority 5 through efforts to improve good governance in the institution as evidenced, amongst others, through achieving 100% of its non-financial targets and spending 98.1% of its budget. This performance, together with the higher than expected Electronic Content Management (ECM) utilisation rates achieved, overperformance with the implementation of a financial management capacitation plan, regular Accounting Officer reporting to the Premier on the governance performance of the Vote and tracking the reach and impact of communication efforts, further contributed to improving the quality, efficiency and effectiveness of departmental performance.

The programme's monitoring efforts in respect of non-financial performance was increased through the implementation of an Annual Performance Plan Indicator Monitoring system which enabled management to easily track non-financial performance and to identify performance risk timeously. The institutionalization of the ECM system led to improvements in knowledge retention and improved efficiency and effectiveness of collaboration between staff members. Strategic communication efforts based on and informed by solid research had the required effect during the various waves of COVID-19.

4.1.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.1.2.1: Programme 1: Executive Governance and Integration: target achievement against Annual Performance Plan

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Improved quality, efficiency and effectiveness of departmental performance.	Enterprise Content Management (ECM) system implemented	1.5.1 Percentage utilisation of the Enterprise Content Management (ECM) system by departmental staff	New indicator	73%	70%	82.6% Numerator: 508 Denominator: 615	12.6%	Target over-achieved due to closer collaboration with super users and branches, engagements to ensure compliance with prescripts, and weekly tips on how to stay active on the system
Improved quality, efficiency and effectiveness of departmental performance.	Accounting Officer Governance Report on the performance of the Vote	1.5.2 Number of Accounting Officer Governance Reports on the performance of the Vote	New indicator	New indicator	4	4	N/A	N/A
Improved quality, efficiency and effectiveness of departmental performance.	Financial Management Capacitation Plan implemented	1.6.1 Percentage of planned financial capacitation interventions implemented	New indicator	New indicator	100%	132.3% Numerator: 45 Denominator: 34	32,3%	The CD conducted more training interventions than were initially planned.

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	Management of media risks and opportunities	1.7.1 Number of monthly communication tracking reports produced	11	12	12	12	N/A	N/A

4.1.3. Strategy to overcome areas of under performance

The programme achieved all its deliverables in the year under review and there were no areas of under-performance.

4.1.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 1 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to indirect contributions to governance transformation through efforts to maintain good corporate governance principles and practices.

The programme renders support to the rest of the Department and strategically to the rest of the WCG. Departmental initiatives prioritising women, youth and persons with disabilities would therefore be supported from a SCM perspective.

4.1.5. Reporting on the institutional response to the COVID-19 pandemic

COVID-19 interventions were supported through providing internal governance and integration services to the Department. The Directorate Departmental Strategy continued to support and report on the departmental occupational health and safety measures put in place in response to COVID-19. Strategic Communication in collaboration with Corporate Communication determined the strategic direction and conceptualisation of the overall WCG COVID-19 communication campaign, targeting both WCG employees and citizens of the Western Cape.

4.1.6. Linking performance with budgets

Table 4.1.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/22			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	509	451	58	2 205	2 200	5
Office of the Premier	17 412	17 377	35	16 837	16 747	90
Executive Council Support	11 659	11 329	330	10 321	10 304	17
Departmental Strategy	5 077	5 007	70	5 402	5 387	15
Office of the Director-General	16 236	15 491	745	14 537	14 474	63
Financial Management	43 883	43 296	587	42 677	42 039	638
Strategic Communication	4 872	4 852	20	3 500	3 497	3
Total	99 648	97 803	1 845	95 479	94 648	831

The Programme underspent by 1.9%, primarily due to staff exits and delays in the procurement of security cameras and PPE equipment.

BELOW:
Staff from the Strategic
Programmes team



PROGRAMME 2:

PROVINCIAL STRATEGIC MANAGEMENT

4.2. PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT

4.2.1. Programme Description

4.2.1.1 The purpose of the programme

The purpose of this programme is to provide policy and strategy support as well as strategic management information and to coordinate strategic projects through partnerships and strategic engagements.

4.2.1.2 Sub-programmes

During the period under review the programme provided for the following functions to be delivered:

Sub-programme 2.1: Programme Support: to provide administrative support to the management of this programme.

Sub-programme 2.2: Policy and Strategy: to support the Executive strategically in the development and implementation of high-level provincial policies and strategies. This role is to lead, coordinate and support evidence-based policy development and innovation, planning and review across and within the WCG to support improved decision making and policy implementation that contributes to improved socio-economic outcomes.

Sub-programme 2.3: Strategic Management Information: within the role of a Provincial Data Office, lead and coordinate data and evidence as a strategic asset across the WCG, through Results-based Monitoring and Evaluation and province-wide Data Governance.

Sub-programme 2.4: Strategic Programmes: to promote the strategic goals of the Western Cape Government through key partnerships and engagements. This role includes engagement with international, provincial and local government and community partners in implementing the Human Rights framework, International Relations and Integrated Events Strategy.

4.2.1.3 Programme contribution to institutional outcomes

The Programme Provincial Strategic Management supports the outcome of improved results on service delivery and societal outcomes by improving the use of evidence to inform decision making, policy, planning and programme implementation in the Western Cape Government. This is particularly in relation to supporting implementation of the Vision-inspired Priority 5's focus areas of Integrated Service Delivery and Innovation for Impact while it also continued to support the development and implementation of the other four VIPs.

The Recovery Plan initiatives are now being monitored regularly to ensure on-going impact and to adjust plans, if required. Throughout its development and implementation there is a strong focus on integrated service delivery with a strong focus on local government engagement as a key partner in the delivery space. The increasingly complex issues governments need to respond to demand newer and more effective approaches to improve service delivery and achieve societal outcomes, particularly as a result of the COVID-19 pandemic. The Programme also coordinates initiatives for the "Innovation for Impact" outcome of VIP 5.

Strategic engagement between government, and international, national and local stakeholders supports evidence-based planning and implementation on government priorities. The Programme has continued to explore innovative ways of optimising the impact of engagements with a broad array of international and local stakeholders in support of responding to the pandemic and strategic priorities.

The Programme drives four strategic outcomes in institutionalising province-wide data governance to progressively build up towards the increased use of quality data and evidence. The understanding of data assets within departments is beginning to grow as more departments are wanting to embark on broader data discovery to uncover all data within their respective departments. The continuous benchmarking of our own data governance programme against global data-related legislation, policies, and trends, builds the credibility of the PDO, including the products and services it delivers to the province. The comparison between citizen expectations and government reporting offers opportunities within government for improved service delivery. In this context, the Service Delivery Index developed, provides a benchmark to understand the impact on perceptions of government performance across the Western Cape.

4.2.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.2.2.1: Programme 2: Provincial Strategic Management: target achievement against Annual Performance Plan

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Improved evidence-based policy, planning and implementation	Policy, planning and PSP implementation in WCG departments	2.2.1 Number of transversal policies, strategies/ or policy/strategy briefs produced	New indicator	New indicator	4	4	N/A	N/A
		2.2.2 Number of quarterly reviews on the progress with implementation of the Provincial Strategic Plan/ Recovery Plan	New indicator	4	4	4	N/A	N/A
Increased use of quality data and evidence	A set of annual publications on indicators and data across WCG	2.3.1 Number of annual publications produced on measuring a set of indicators within key statistical thematic areas	1	2	2	2	N/A	N/A

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Increased use of quality data and evidence	A set of performance data releases against set APP targets for the WCG as managed through the quarterly performance reporting system	2.3.2 Number of quarterly releases on provincial performance data published	New indicator	5	5	5	N/A	N/A
	Provide evaluation evidence on innovation in WCG	2.3.3 Number of evaluations conducted on provincial policy priority interventions	New indicator	6	4	4	N/A	N/A
	A review on data products in line with data governance as institutionalised in the WCG	2.3.4 Number of releases published on data governance as issued by the Provincial Data Office	New indicator	New indicator	4	4	N/A	N/A
Improved evidence-based policy, planning and implementation	Strategic partnerships created as a result of international relations engagements	2.4.1 Number of strategic partnerships created as a result of International Relations engagements	New indicator	10	10	12	2	Unforeseen opportunities for closer collaboration arose, the pursuit of which resulted in the overachievement
	Human Rights-based transversal programmes institutionalised across WCG in respect of priority groups	2.4.2 Number of bi-annual reviews on human rights-based programmes	New indicator	2	2	2	N/A	N/A

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	Priority Programmes Co-ordinated	2.4.3 Number of reports on priority programmes in support of innovation and culture implemented	New indicator	New indicator	4	4	N/A	N/A
	Established Office of the Commissioner for Children	2.4.4 Number of quarterly financial and non-financial reports for the Office of the Commissioner for Children	New indicator	New indicator	4	4	N/A	N/A

The sub-programme Policy and Strategy completed four transversal policy and strategy briefs. These included an Alcohol Harms Reduction Research Synthesis Brief, a Gender-based Violence Policy Brief, a Nourish to Flourish (Food Security) Policy Brief, and a Violence Prevention in Schools Policy. The sub-programme also provided quarterly updates on progress with the implementation of the Recovery Plan prioritised interventions.

Innovative initiatives were also taken forward. The Problem-Driven Iterative Adaptation programme continued, with three teams established to identify and analyse problem statements in the areas of Fixed Capital and Property Development, Commuter Mobility and Safety. The methodology provides a collaborative approach to problem solving between departments and spheres of government. Three teams are working on the following problem statements:

- Commuter Mobility: Bus operations and their passengers are unsafe as they have been subjected to increased attacks over the last few years
- Fixed Capital and Property Development: Job losses and declining economic activity in the construction and property development industry in the Cape Town metropole
- Safety: People arrested multiple times for violent crimes are not convicted and not kept behind bars

The performance indicator on annual publications on measuring a set of indicators within key statistical thematic areas delivered two publications during the year under review. These publications included (i) "measuring results using key outcome indicators" that produced data trends for approximately 90 key outcome indicators; as well as baseline data for 27 indicators in relation to the PSP and (ii) "measuring results using service delivery indicators" that produced data trends for 167 service delivery indicators. Both publications provided linkages to the National Development Plan, Sustainable Development Goals and the WCG Provincial Strategic Plan.

PDO consistently produced quarterly releases on the “performance of non- financial performance data for the WCG”, that provided quarter-on-quarter performance data of the WCG for the respective financial year.

The Rapid Evaluations (REs) generated responsive evidence with recommended options for executive decision-making. These REs covered focus areas relating to the “priority data sources contributing to the WCG Recovery Plan”; “embedding the lessons learned from the WCG Hotspot Strategy”; “Economic Development Partnership” and “Regulatory Impact Assessment on province-wide data governance”.

The Provincial Data Office (PDO) published quarterly releases on the institutionalisation of province-wide data governance across the WCG. It shared the progressive achievement with lessons learned during the period under review. For insightful data, population and vaccination dashboards, citizens survey data, community level indicators are of the key data products delivered. The shaping of an interconnected data ecosystem is finding traction in the data discovery and WC Data Portal. Transforming the data capabilities is grounded in typology of indicators relevant to policy and service delivery. The PDO as a responsive operating model is premised on continuous focus on data policies, data practices and collaborative initiatives. These releases thus provided the basis for the realisation of the outcomes and shaping Department of the Premier towards a data driven organisation.

The Sub-programme Strategic Programmes mainstreamed considerations of gender, children, persons with disabilities and older persons into WCG departmental processes such as planning, budgeting, implementation and reporting. Key initiatives included a focus on human rights priority groups in the annual planning and budgeting processes, awareness and advocacy engagements with departments and key partners, and engagements on and monitoring WCG input into the Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) framework. The Programme also provided support to the Office of the Commissioner for Children. The Commissioner for Children's powers and duties are to monitor, investigate, research, educate, lobby and advise on matters pertaining to children in the areas of health services, education, welfare services, recreation and amenities, and sport.

Within Programme 2, there has been a continued effort to promote the Community Capacity Enhancement (CCE) methodology, which is geared to give WCG officials the tools to enable communities to actively participate in deciding their own targets or processes. It seeks to develop a common understanding throughout WCG as to what the shift to demand-led service delivery entails. It sees multi-stakeholder partnerships as central to project longevity and behavioural change. This programme has seen the resumption of face-to-face training after exploring alternate training approaches.

Despite the COVID-19 pandemic and state of national disaster continuing to present a challenging period for the events sector, several restrictions were relaxed during the review period allowing events to be partnered again. Additionally, a successful event conference was held that allowed sector departments to better understand the needs of event organisers in working towards a significant level of recovery.

The pandemic also had a detrimental effect on programmes with international partners and stakeholders with limited international travel and project funding being reassigned to assist with the fight against COVID-19. This resulted in some projects being postponed or implemented on a lesser scale. However, the relaxation of COVID-19 restrictions and increased international travel resulted in the level of interaction with strategic foreign partners increasing.

4.2.3. Strategy to overcome areas of under performance

The programme achieved all its deliverables in the year under review and there were no areas of under-performance.

4.2.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 2 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to innovation that has impact. The strategic outcome "Increased use of quality data and evidence" is aligned to the MTSF priority 1 Capable, Ethical and Development State as well as Social Cohesion and Safer Communities.

4.2.5. Reporting on the institutional response to the COVID-19 pandemic

The Programme's core services supported the provincial COVID-19 response.

4.2.6. Linking performance with budgets

Table 4.2.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/2022			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	1 932	1 688	244	2 715	2 673	42
Policy and Strategy	14 365	11 712	2 653	16 648	15 308	1 340
Strategic Management Information	42 950	42 105	845	38 202	38 175	27
Strategic Programmes	18 160	14 577	3 583	10 939	10 331	608
Total	77 407	70 082	7 325	68 504	66 487	2 017

The Programme underspent by 9.46% due to staff exits, the postponement of the VPI@Schools project to the second term of the 2022 school year and the impact of the pandemic on the roll out of the Office of the Commissioner for Children's projects.

BELOW:
The Appointment and
Compensation team



PROGRAMME 3:

PEOPLE MANAGEMENT

4.3. PROGRAMME 3: PEOPLE MANAGEMENT

4.3.1. Programme Description

4.3.1.1 The purpose of the programme

The purpose of the Programme is to render a transversal people management service, consisting of organisational development, training and empowerment, and people practices.

4.3.1.2 Sub-programmes:

Programme 3 performs its people management functions through its four sub-programmes viz:

- Programme Support;
- Organisation Development;
- People Training and Empowerment;
- People Management Practices.

Sub-programme 3.1: Programme Support provides administrative support to the management of this programme.

Sub-programme 3.2: Organisation Development coordinates the development of the required level of organisational capability to enhance citizen-centric delivery.

Sub-programme 3.3: People Training and Empowerment provides relevant and responsive skills training and development.

Sub-programme 3.4: People Management Practices provides effective, efficient and professional people management practices through strategic business partnerships and transactional excellence.

4.3.1.3 Programme contribution to institutional outcomes

In support of the outcome "Enabled citizen-centric culture" the focus was on creating awareness and buy-in for the New Way of Work. Various leadership interventions, support and capacitation were implemented. These initiatives were aimed to empower WCG to connect more with our core values as an organisation, to inspire high performance and foster positive relationships between leaders and their teams. The initiatives will contribute to the enablement of behavioural shifts to be better aligned and service the needs of the citizens.

Enabled and competent employees: On a strategic level a draft Future-fit Skills Strategy and reconfigured PTI model were developed. On an operational level, training programmes were delivered through a revised methodology (online and hybrid) to respond to the challenges of the COVID-19 pandemic.

Improved people management maturity: People Management Maturity Model self-assessment was conducted during the reporting period. The peer-moderation process as well as the final report will be concluded during the 2022/23 financial year whereafter improvement plans will be developed, if so required.

4.3.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.3.2.1: Programme 3: People Management: target achievement against Annual Performance Plan

PROGRAMME 3: PEOPLE MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Enabled Citizen-centric Culture	Citizen-centric culture experience	3.2.1 Percentage of the annual Citizen-centric culture programme implemented	New indicator	100% Numerator: 12 Denominator: 12	100%	93.75% Numerator: 15 Denominator: 16	-6.25%	Measurement tool (employee engagement tool) not procured due to bidder being non-compliant. Bid was advertised thrice.
	Optimised WCG Business Architecture	3.2.2 Percentage completion of departmental modernisation/optimisation project plans	New indicator	New indicator	100%	100% Numerator: 27 Denominator: 27	N/A	N/A
Improved People Management Maturity	Output-based and competency-informed Job Descriptions	3.2.3 Percentage of New Job Description Format (NDJF) project implementation plan (multi-year) completed	New indicator	New indicator	100%	100% Numerator: 70 Denominator: 70	N/A	N/A
Improved People Management Maturity	Providing transversal learning programmes	3.3.1 Number of transversal learning programmes offered	60	57	50	150	100	The target was exceeded because of extra programmes that were delivered based on

PROGRAMME 3: PEOPLE MANAGEMENT

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
								the needs of client departments.
	Assessment of learning for training impact programmes	3.3.2 Number of learning programmes assessed for training impact	8	10	10	10	N/A	N/A
	Work experience opportunities for youth	3.3.3 Number of reports produced on the work experience opportunities facilitated for youth	New indicator	New indicator	2	2	N/A	N/A
Enabled and Competent Employees	Future-fit Skills strategy	3.3.4 Phased Development and implementation of Future-fit Skills Strategy	New indicator	Draft Future Fit Skills Strategy developed	100%	100% Numerator: 30 Denominator: 30	N/A	N/A
	Reconfiguration of Provincial Training Institute	3.3.5 Phased implementation of the reconfiguration of Provincial Training Institute	New indicator	Draft Reconfigured PTI Model developed	100%	100% Numerator: 2 Denominator: 2	N/A	N/A

PROGRAMME 3: PEOPLE MANAGEMENT

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	Strategic business partnership initiatives	3.4.1 Percentage of planned strategic business partnership initiatives completed	84%	100% Numerator: 105 Denominator: 105	95%	100% Numerator: 162 Denominator: 162	5%	Increased focus on monthly and quarterly performance monitoring ensured that interventions towards achievement of the outputs were driven more effectively.
	Innovative people practices initiatives	3.4.2 Percentage planned innovative people practices initiatives completed	100%	100% Numerator: 9 Denominator: 9	87.5%	100% Numerator: 6 Denominator: 6	12.5%	Increased focus on monthly and quarterly performance monitoring ensured that interventions towards achievement of the outputs were driven more effectively.
	Transactional excellence initiatives	3.4.3 Percentage planned transactional excellence initiatives completed	92%	98% Numerator: 149 Denominator:152	85%	99.18% Numerator: 122 Denominator:123	14.18%	Increased focus on monthly and quarterly performance monitoring ensured that interventions towards achievement of the

PROGRAMME 3: PEOPLE MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
								outputs were driven more effectively.
	People manager and professional empowerment initiatives	3.4.4 Percentage planned people manager and professional empowerment initiatives completed	94%	100% Numerator: 12 Denominator: 12	87.5%	100% Numerator: 5 Denominator: 5	12.5%	Increased focus on monthly and quarterly performance monitoring ensured that interventions towards achievement of the outputs were driven more effectively.

The Sub-programme Organisation Development (OD) has an integrated but dual focus. It refers to ensuring that both service excellence (performance) and employee engagement (satisfaction) are achieved, since one cannot be achieved without the other. In other words, creating an effective organisation and healthy people.

The role of the Sub-programme Organisation Development is to enable improvements, in a healthy way, in organisational efficiency and effectiveness through planned interventions aimed at optimising the service delivery capability of WCG functions within departments. During 2021 the key focus was on approving and piloting the WCG Capability Model which is pivotal in enabling the delivery of the Recovery Plan and broader PSP. A capability assessment of WCG functions was conducted and the outcomes will be used to further develop a proposed transversal capacity-based approach for the deployment and development of capacity in the WCG. A WCG Culture strategy was defined which informed key initiatives that were implemented during this cycle i.e. the Values-based leadership development programme, the New Way of Working and change capability development.

The strategic intent is to become a business partner to its clients. To enable this, focus has been applied on the development of the internal capacities of the OD unit. Despite the challenges related to COVID-19, 27 organisation design interventions of varying focus and scope were conducted as part of a continuous process of assessing and enhancing departmental functional capability 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.

Seventy (70) job evaluations were conducted to ensure alignment with the provisions of the PSR 2016. During this cycle the job evaluation system (Evaluate) provided by the Department of Public Service and Administration was suspended at short notice – the job design unit within the Chief Directorate designed generic templates to be used for benchmarking purposes to mitigate any business continuity risks. The Work Organisation policy which embeds the principles of affordability and proven need is pivotal in this regard and was updated. The new Job Description Format project delivered a feasibility assessment report regarding the practical implementation of the proposed new format. Recommendations from the feasibility assessment report will be tested in additional pilots prior to a transversal roll-out. The aim is to ultimately use this as basis to enable competency-informed and results-focused people management practices in the WCG. Competency Assessments across various occupations were conducted to determine person-job-fit and development areas. The well-being of employees was also a key priority to ensure sustained provision of support to staff through the Employee Health and Wellness (EHW) programme.

The WCG Services list has been defined which links all services to Departments, functions, processes and to the RP priorities. This will enable a more service-orientated approach to work by informing amongst others cross-Departmental Service Delivery Improvement Plans.

The Sub-programme 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, performing skills development facilitation functions across the 11 CSC Departments, and coordinating and managing the allocation of bursaries and internships. The PTE also plays a broader strategic role in the governance and management of transversal people development in the Western Cape Government, considering 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 internships, including the Premier's Advancement of Youth (PAY) internship programme (which has now been institutionalised) that targets young people who have completed Grade 12. The internship programmes are a strategy by the WCG to address the growing youth unemployment and skills challenge in South Africa. During the one-to-two year internship, the young learners are exposed to skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable.

The Sub-programme People Management Practices focuses on talent attraction and retention through providing efficient, effective and professional people management practices through strategic business partnerships and transactional excellence.

The Directorate Policy and Planning drafted various people management policies, frameworks and guides to enhance the WCG people management practices. People management analytics and intelligence reports were provided to enable evidence-based people decision-making. Furthermore, workforce plans and EE plans were developed; and people management compliance reporting was done within the prescribed timeframes.

The Directorate Recruitment and Selection continued to facilitate talent sourcing services on behalf of our client departments. Despite shrinking COE budgets, client departments remain reliant on recruitment interventions to source or replace critical skills. Although fewer vacancies were advertised following the 2020/21 budget cuts, recruitment services remained available and

accessible through an established e-recruit service throughout the lock-down period – 591 advertisements were placed; 1042 posts were advertised (more than one post included in advertisement); 510 interviews were conducted; and 886 nominations were made.

The Directorate Employee Relations capacitated leaders and employees to sustain the desired culture through a rights and value-based training programme. The training methodology was adapted to meet the challenges posed by the pandemic. Grievances, misconduct cases and disputes were handled and finalised in a fair manner. In addition, secretariat and advisory services have been provided to Institutional Management and Labour Committees (IMLC). This forum provides a space for the constructive resolution of workplace issues and expectations and practices are shared through meaningful engagement.

The Directorate Performance and Priority Unit provided performance consulting services guiding people managers in respect of poor performance and incapacity. Performance agreements, mid-year reviews and annual assessments were concluded. Moderation committees were supported in how to conduct effective and meaningful moderation meetings online which was finalised within the prescribed timeframes. A new probation module on PERMIS was developed and implemented. The Priority Unit was responsible for HOD and SMS recruitment processes.

Directorate Service Benefits ensured that employees received their allowances and overtime payments. Advice and guidance were provided regarding leave management and service conditions.

The Programme contributed to prioritising women, youth and persons with disabilities through training and development opportunities, bursaries, internships and employment equity advisory services.

4.3.3. Strategy to overcome areas of under performance

The Branch under-performed on one of its indicators related to the implementation of the Citizen-centric Culture Programme. The Branch will work closely with the Directorate Supply Chain Management to find the best sourcing options to ensure that a capable service provider is procured at the right price.

4.3.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

The indicators in Programme 3 contributed to Vision-inspired Priority 5 Innovation and Culture, particularly as it related to talent and staff development and citizen-centric culture as well as the MTSF priority – a capable, ethical and developmental state.

4.3.5. Reporting on the institutional response to the COVID-19 pandemic

The Programme's core services supported the provincial COVID-19 response.

4.3.6. Linking performance with budgets

Table 4.3.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/22			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	1 593	1 253	340	2 849	2 723	126
Organisation Development	57 683	53 540	4 143	59 605	58 935	670
People Training and Empowerment	36 624	34 159	2 465	31 864	31 580	284
People Management Practices	102 860	101 930	930	98 260	97 417	843
Total	198 760	190 882	7 878	192 578	190 655	1 923

The Programme underspent by 4% due to staff exits and efficiency savings on the recruitment contracts and a delay in finding a suitable service provider for the Employment Engagement Tool.

BELOW:
The Cape Access team



PROGRAMME 4:

CENTRE FOR E-INNOVATION

4.4. PROGRAMME 4: CENTRE FOR E-INNOVATION

4.4.1. Programme Description

4.4.1.1 The purpose of the programme

The purpose of the programme is to enable service excellence to the people of the Western Cape through ICTs.

4.4.1.2 Sub-programmes:

The programme provides for the following functions to be delivered:

Sub-programme 4.1: Programme support: to provide administrative support to the management of this programme.

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

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

Sub-programme 4.4: Connected Government and Infrastructure Services is responsible for the Broadband initiative that provides connectivity to WCG sites and leverages the provincial broadband infrastructure to provide limited free public WiFi hotspots for citizens.

Sub-programme 4.5: Transversal Applications Services is primarily responsible for Stream 3 of the Connected Cape initiative that focuses on transversal applications development, implementation and support.

4.4.1.3 Programme contribution to institutional outcomes

The Programme is responsible for driving the digital transformation agenda of the province and as a result made significant contributions to the departmental and provincial outcomes. It is an enabler of various VIP5 focus areas as well as enabling focus areas in the other four VIPs.

Through achieving its APP targets, it has contributed to the following strategic priorities of the Department and the Province:

- **Digitally empowered citizens:**
The programme has an important role to play in digitally empowering citizens by ensuring availability of digital services, providing facilities through which these services can be accessed and providing skills development opportunities to enable our citizen to utilise the services.

The programme managed 14 channels through which citizens have easy access to information and services. It provided access to ICTs at 75 Cape Access e-Centres across the province as well as provided free access to the internet to citizens at our 1286 WiFi hotspots.
- **Optimised and integrated citizen-centric services:**
The WCG Contact Centre increased its capability to manage service requests by citizens which resulted in 98.61% of calls by citizens having been resolved. These services included providing innovative service solutions to the departments of Health and Social Development that enabled their responses to the COVID-19 pandemic.

The Programme is responsible for developing, enhancing and maintaining various applications for the WCG departments. During the year under review the number of services available on the WCG mobile app was increased from thirty-one to forty. Four new citizen-facing services have also been added to the WCG portfolio of applications.

- **Digitally empowered employees:**

By digitally empowering employees the Programme enabled the WCG employees to continue to deliver services to citizens by operating remotely via digital platforms. A total of 23,521 employees were equipped with Office 365 software of which the key benefit was that it enabled them to work remotely via Teams. Another contributing factor to employees being able to work remotely is the bulk of provincial applications having been migrated to the cloud.

A total of 1 791 workspaces within the WCG corporate and health domains were equipped with WiFi access points which enabled employees to be mobile in their specific workspaces.

- **Connected Government and sound ICT Governance:**

With a total of 1 533 sites with minimum network speeds of 100mbps, many of the innovative solutions that the province embarked upon were made possible by the province's extensive broadband network. During the year under review an average percentage network uptime and availability of 99.14% was maintained while the programme continued to strengthen this broadband backbone of the province. The Programme ensured that an average systems uptime and availability of 99.92% was maintained during the period under review.

Through our cloud strategy we have migrated 90% of WCG workloads to cloud, thereby:

- o Improving access to our applications from anywhere at any time – promotes remote working
- o Improving uptime of applications
- o Improving service continuity
- o Improving information security
- o Attaining financial cost efficiencies through economies of scale (WCG connectivity and VOIP)

As a result of the ever-increasing cyber security risk the Branch e-Innovation focused on hardening of the province's information security posture through the implementation of various process, technology, communication and training interventions.

4.4.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.4.2.1: Programme 4: Centre for e-Innovation: target achievement against Annual Performance Plan

PROGRAMME 4: CENTRE FOR E-INNOVATION								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Digitally empowered citizens	Provide digital channels through which citizens have easy access to information and services	4.2.1 Number of WCG digital channels through which citizens actively engage government	14	13	14	14	N/A	N/A
	Provide public ICT access facilities where citizens have free access to ICT facilities and skills development opportunities	4.2.2 Total number of Cape Access Centres established since inception	75	75	75	75	N/A	N/A
	Provide digital skills development training to citizens	4.2.3 Number of WCG digital skills training opportunities available to citizens	New indicator	1 532	2 000	2 429	429	The demand for digital skills training exceeded the anticipated target. Additional training sessions were held by the e-Centres to accommodate the increase in demand.

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Optimised and integrated citizen-centric services	Contact Centre service that is responsive and ensures accountability	4.2.4 Resolution rate of the WCG Contact Centre contact tickets	New indicator	96.11% Calculated as the average of the 4 quarters: Excel formula: Average (91.69%, 97.96%, 96.42%, 98.39%) Mathematical formula: (91.69% + 97.96% + 96.42% + 98.39%) / 4	95%	98.61% Numerator: 374 521 Denominator: 379 775	3.61%	95% is the minimum target to be achieved. Achievement between 95% and 100% is therefore deemed as acceptable performance.
Connected Government and sound ICT governance	Ensure alignment of departmental ICT initiatives to departmental and provincial strategic priorities	4.2.5 Number of departmental ICT plans reviewed	13	13	13	13	N/A	N/A
	Perform research and development towards digital transforming back office operations and services to citizens	4.2.6 Number of research and development interventions undertaken	New indicator	4	4	4	N/A	N/A

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	Systems' hosting infrastructure will be operationalised 24 hours per day, seven days a week, 365 days per year	4.3.1 Average percentage systems uptime and availability maintained	99.95%	99.94% 8 754.78 / 8 760 hours = 0,9994 x100 = 99.94%	98%	99.92% Numerator: 8 753.31 hours Denominator: 8 760 hours	1.92%	Shift to cloud services resulted in higher uptime and availability of systems
	The network will be operational 24 hours per day, seven days a week, 365 days per year	4.3.2 Average percentage network uptime and availability maintained	98.62% 8 663.42 / 8 784 hours = 0,9862 x100 =98.62%	99.12% 8682.66 / 8760 hours = 0,99117 x100 = 99.12%	98%	99.14% Numerator: 8 685.26 hours Denominator: 8 760 hours	1.14%	Strong SLA management of service partners contributed to achievement of minimum service levels.
	Ensure employees are restored to operational functionality	4.3.3 Average turn-around time in days for finalising IT Service Desk requests	4.99 304 094 Days / 59 336 Calls = 4.99 Days per call	4.98 days 247,925 days / 49,817 Calls = 4.98 days per call	6 days	4.48 days	1.52 days	Special focus on outstanding SLA calls.
Digitally empowered employees	Employees equipped with modern enterprise productivity solutions	4.3.4 Number of computer users equipped with modern Office software (Office 365)	New indicator	11 699	5 000	23 521	18 521	The over performance was due to the deliberate fast-tracking of migrations due to users working from home during the COVID-19 period as well as to improve IT security during the COVID-19 period.
Digitally empowered	Provide stable high-speed	4.4.1 Total number of WCG	1 089	1 339	1 450	1 533	83	Overperformance due to accelerated upgrade of

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
employees	broad-band connectivity to all WCG government sites	sites upgraded to minimum network speeds of 100mbps						broadband services at the beginning of the year.
Digitally empowered citizens	Provide free access to the internet to citizens through public WiFi Hotspots	4.4.2 Total number of WCG sites provided with free Public WiFi Hotspots	623	1 100	1 258	1 286	28	Overperformance due to the availability of eligible sites from broadband (see 4.4.1. above) and expedited WiFi rollout
Digitally empowered employees	Provide pervasive connectivity to employees that enables them to be mobile in the workplace	4.4.3 Total number of workspaces equipped with corporate WiFi access points	New indicator	1 468	1 500	1 791	291	Overperformance due to expedited rollout.
	Employees equipped with modern enterprise productivity solutions	4.5.1 Percentage of transversal business application solutions implemented	93% Numerator: 14 Denominator: 15	117.65% Numerator: 20 Denominator: 17	85%	100% Numerator: 18 Denominator: 18	15%	Adequate funding and strong collaboration between business owners and the TAPS team resulted in 100% achievement of target
Optimised and integrated citizen-centric services	Provide citizen services via WCG citizens' mobile application platform	4.5.2 Number of services available on citizen mobile application	New indicator	31	40	40	N/A	N/A

PROGRAMME 4: CENTRE FOR E-INNOVATION								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
		on platform						
	Increase the number of services delivered to citizens via digital channels	4.5.3 Number of prioritised WCG citizen-facing services or service channels digitalised	4	4	4	4	N/A	N/A

The demand for digitalisation of processes increased at an exponential rate. Digital transformation and data are enablers of all VIPs and as a result huge reliance is placed on the programme to provide professional and operational support to all departments. The programme's shrinking fiscal envelope is limiting its ability to continue to deliver services as it is faced with:

- Increasing demand for Digitalisation/ Applications development;
- A steady reduction of people resources that it is unable to replace;
- A continuous increase in the cost of goods and services at a rate that outstrips any increase in the budget baseline. This reduces our buying power and our ability to maintain our levels of resources;
- Exchange rate fluctuations that pose a significant risk to predictability of future costs;
- Information security risks increasing by the day with cyber criminals becoming more sophisticated in their approach and their efforts to pierce our security shield being automated;
- The hybrid work-from-home model places different service demands on the vote and the programme in particular;
- The need for video conferencing and virtual live events has necessitated the re-assignment of staff;
- The WCG Portal is at end of life, posing huge risk to service delivery; and
- Ageing infrastructure and software (especially in the Health environment) pose huge security and business continuity risks that need to be addressed.

These pressures are managed through structured processes to ensure that a strong balance is maintained between servicing client department demands and the programme's ability to deliver.

4.4.3. Strategy to overcome areas of under performance

The Branch has not under-performed in any of its deliverables. Risk mitigation strategies were employed to address challenges posed by the pandemic.

4.4.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

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

The programme contributes to the Vision-Inspired Priority 5 through efforts to improve corporate governance maturity, people management maturity and e-governance maturity and connectivity. The Branch has a linkage to all focus areas of the 2019/2024 Medium Term Strategic Framework, but has a specific link to the Innovation and Culture Change focus area.

4.4.5. Reporting on the institutional response to the COVID-19 pandemic

The programme's core services supported the provincial COVID-19 response.

4.4.6. Linking performance with budgets

Table 4.4.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/22			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	12 360	12 290	70	8 552	8 536	16
Strategic ICT Services	72 960	68 535	4 425	79 067	79 026	41
GITO Management Services	553 805	553 712	93	490 415	490 340	75
Connected Government Infrastructure Services	457 643	444 163	13 480	432 563	431 689	874
Transversal Applications Services	108 389	108 275	114	91 870	91 856	14
Total	1 205 157	1 186 975	18 182	1 102 467	1 101 447	1 020

The Programme underspent by 1.5% which is due to underspending on Machinery and Equipment (Capex) due to problems with SITA's procurement process which resulted in procurement delays.

BELOW:
Staff from the Corporate
Assurance team



PROGRAMME 5:

CORPORATE ASSURANCE

4.5. PROGRAMME 5: CORPORATE ASSURANCE

4.5.1. Programme Description

4.5.1.1 The purpose of the programme

The purpose of this programme is to render enterprise risk management, internal audit, provincial forensic services and corporate communication services.

4.5.1.2 Sub-programmes:

Sub-programme 5.1: Programme support: to provide administrative support to the management of this programme.

Sub-programme 5.2: Enterprise Risk Management: to inspire and enable good governance for the benefit of all our citizens through embedded risk management.

Sub-programme 5.3: Internal Audit: to inspire, enable and assure good governance for the benefit of all our citizens through improved business processes.

Sub-programme 5.4: Provincial Forensic Services (PFS): to inspire, enable and assure good governance for the benefit of all our citizens through the prevention of and responding to fraud and corruption.

Sub-programme 5.5: Corporate Communication: to coordinate communication messaging to ensure that the strategic goals and Vision-Inspired Priorities of the WCG are communicated to the people of the Western Cape.

4.5.1.3 Programme contribution to institutional outcomes

The Programme contributed significantly to transforming governance in the WCG that results in improved service delivery and improving trust in the WCG through its communication interventions. The core services provided by this programme are governance services, mostly providing assurance to client departments that sufficient controls are in place to mitigate risks. Ultimately this impacts service delivery and achievement of objectives.

4.5.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.5.2.1: Programme 5: Corporate Assurance: target achievement against Annual Performance Plan

PROGRAMME 5: CORPORATE ASSURANCE								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Transformed governance resulting in improved service delivery	Approved enterprise risk management strategies and implementation plans	5.2.1 Number of enterprise risk management strategies and implementation plans approved by Accounting Officers	12	12	12	12	N/A	N/A
	Actual ERM deliverables delivered against all deliverables agreed on	5.2.2 Percentage completion of activities in approved enterprise risk management implementation plans allocated to D:ERM	99% Numerator: 502 Denominator: 505	100.81% Nominator: 373 Denominator: 370	97%	105% Numerator: 372 Denominator: 354	8%	Close monitoring of deliverables and additional deliverables agreed to resulted in the over performance.
	Strategic risks identified that relates to the citizen and core service delivery.	5.2.3 Percentage of departmental strategic risks identified that enable citizen-centric focus	New indicator	77.30% Nominator: 109 Denominator: 141	50%	65% Numerator: 91 Denominator: 140	15%	With the WCGs shift towards citizen-centricity, more citizen-facing strategic risks were identified.
	Internal audit reports completed	5.3.1 Percentage of internal audit areas completed as per	95%	100% Nominator: 60 Denominator: 60	100%	100% Numerator: 65 Denominator: 65	N/A	N/A

PROGRAMME 5: CORPORATE ASSURANCE

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
		approved internal audit coverage plans						
	Recommendations incorporated into action plans	5.3.2 Percentage internal audit recommendations incorporated into agreed action plans	97% Numerator: 501 Denominator: 515	98% 60 reports which contain 344 recommendations of which 337 were incorporated into action plans	99%	99.7% Numerator: 329 Denominator: 330	0.7%	Management being in agreement with recommendations made resulted in overachievement
	Actions plans followed up and implemented	5.3.3 Percentage of action plans expired by the end of the third quarter followed up	97% Numerator: 435 Denominator: 450	100% 79 areas with 454 action plans to be followed up of which 454 were followed up by 30 March.	99%	100% Numerator: 424 Denominator: 424	1%	Close monitoring to follow up on all expired action plans
	Citizen-focused Internal Audit engagements conducted	5.3.4 Percentage of citizen-focused Internal Audit engagements conducted	New indicator	70% Numerator: 42 Denominator: 60	60%	67.7% Numerator: 44 Denominator: 65	7.7%	More citizen-focussed assignments were included in the Internal Audit Plans than were originally anticipated
	Facilitate anti-fraud and corruption awareness sessions / engagements	5.4.1 Number of anti-fraud and corruption awareness sessions / engagements facilitated	114	134	120	261	141	An additional resource was allocated to the preventative forensic activities and this resulted in more capacity to conduct

PROGRAMME 5: CORPORATE ASSURANCE

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
								anti-fraud and corruption awareness engagements.
	Implement fraud prevention activities allocated	5.4.2 Percentage of fraud prevention activities allocated to the PFS implemented	100% Numerator: 136 Denominator: 136	105% Numerator: 146 Denominator: 139	95%	148.8% Numerator: 244 Denominator: 164	53.8%	An additional resource was allocated to the preventative forensic activities and this resulted in more capacity to conduct fraud prevention activities.
	Conduct forensic investigations on allegations	5.4.3 Number of forensic investigations finalised	36	31	31	31	N/A	N/A
	Follow up on recommendations made in forensic reports	5.4.4 Percentage of PFS recommendations followed-up	97% Numerator: 210 Denominator: 217	99% Numerator: 206 Denominator: 208	90%	99% Numerator: 193 Denominator: 195	9%	Close monitoring to follow up on all recommendations resulted in the over performance.
Improved perception of trust in the WCG to deliver promises through strengthened strategic communications	Providing a review and improving on transversal compliance of the brand and brand concept by WCG departments.	5.5.1 Number of Brand Assessment Reports generated	4	4	4	4	N/A	N/A
	Providing research on the	5.5.2 Number of reports on	New indicator	36	2	13	11	Only 2 surveys were planned for

PROGRAMME 5: CORPORATE ASSURANCE

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	perception of trust in the WCG to deliver on its promises to enable the assessment of strategic communications efforts.	improvement in public trust in the WCG to deliver, as determined by a perception survey.						the year, but due to the COVID-19 pandemic and vaccine roll-out more perception surveys were conducted. Additional surveys related to safety and unemployment were also conducted.
Improved awareness of WCG brand purpose amongst employees toward internal culture change	Providing research on the ability of staff to articulate the WCG brand purpose to enable an improved assessment of internal culture change efforts	5.5.3 Number of reports on the improvement of staff's ability to articulate the WCG brand purpose, as determined by the pass rate of an employee brand survey	New indicator	2	2	2	N/A	N/A
	Providing awareness of the WCG brand purpose in support of the WCG Vision Inspired-Priorities and to build a single strong organisational brand identity	5.5.4 Number of WCG transversal internal communications created and published	4	4	4	5	1	There was one additional publication that was published in October and updated in November.

In the year under review, the Sub-programme Enterprise Risk Management continued to assist Departments to identify the risks and opportunities associated with the COVID-19 pandemic, its impact on the business and operations of the departments and how it can be mitigated. Many risks that were further exacerbated by COVID-19 were considered in departments and the province as a whole.

The Sub-programme Internal Audit played an integral role in providing independent assurance on adequacy and effectiveness of risk treatments for areas included in the Internal Audit Plans for all WCG departments.

The Sub-programme Provincial Forensic Services rendered forensic services to all WCG departments. The unit's proactive programme supports the zero-tolerant environment towards fraud and corruption, specifically focusing on fraud risk assessments, fraud and corruption awareness sessions and electronic anti-fraud newsletters and communications.

The updated WCG brand was rolled out during this period. Communication campaigns were developed to educate WCG staff. The new brand was also adopted for all external communication. The updated brand is also being rolled out as part of an organisational change journey. During this reporting period the Sub-programme Corporate Communication continued the various COVID-19 communication campaigns as part of the COVID-19 response plan.

The Programme contributed to the prioritization of women, youth, and people with disabilities through consideration of gender-responsive auditing of Departmental plans and performance against predetermined objectives and gender indicators and targets. Practically the Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) Monitoring framework is considered when relevant risk-based audits are performed.

4.5.3. Strategy to overcome areas of under performance

The Programme has not under-performed in any of its deliverables.

4.5.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

This Branch contributes to the improvement of governance in the WCG through the services it renders. 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. Furthermore, in collaboration with Provincial Treasury and the Department of Local Government, this Branch contributed to Vision-Inspired Priority 5 of the Western Cape Provincial Strategic Plan (and more specifically the focus area "governance transformation"). The programme also contributed to the Departmental Strategic Outcome "Improved Good Governance in the Western Cape Government".

4.5.5. Reporting on the institutional response to the COVID-19 pandemic

Table 4.5.5.1: Progress on institutional response to the COVID-19 pandemic

BUDGET PROGRAMME	INTERVENTION	GEOGRAPHIC LOCATION (PROVINCE/DISTRICT/LOCAL MUNICIPALITY) (WHERE POSSIBLE)	NO. OF BENEFICIARIES (WHERE POSSIBLE)	DISAGGREGATION OF BENEFICIARIES (WHERE POSSIBLE)	TOTAL BUDGET ALLOCATION PER INTERVENTION (R' 000)	BUDGET SPENT PER INTERVENTION (R' 000)	CONTRIBUTION TO THE OUTPUTS IN THE APP (WHERE APPLICABLE)	IMMEDIATE OUTCOMES
Programme 5 Corporate Assurance	Communication and research in Vaccination Campaigning	Across the WC province	N/A	N/A	20 000	16 738	5.5.2 Number of reports on improvement in public trust in the WCG to deliver, as determined by a perception survey	Improved perception of trust in the WCG to deliver on promises through strengthened strategic communications

Corporate Communication, in response to the pandemic and in partnership with the Department of Health, Strategic Communication and e-Government for Citizens (EG4C), created various communication materials which were shared with all departments to use for their internal or external COVID-19/Vaccination campaigns to create awareness and provide up to date information to Western Cape residents and staff.

External communication interventions included paid-for awareness and education campaigns that consisted of "out of home" adverts, digital (including social media) adverts and adverts on various local and regional radio stations, advertisements in newspapers (community and regional), marketing on taxi interior and exterior, SMS utilising various mobile providers. Communication teams across all departments also did additional on-the-ground interventions, tapping into existing networks and finding new ways of communicating to the public to amplify the advertising campaign.

Internal communication interventions included up-to-date information on the Western Cape Government Intranet as well as weekly communication via electronic mail to all departmental staff on COVID-19 safety – providing up-to-date, accurate information, and guidelines. Further internal communication included articles in our departmental newsletter and magazine engaging our staff on WCG plans to combat the pandemic. More practical and on the ground, interventions included posters and floor marks/decals providing guidelines and in-office protocols which were circulated via the Departmental Occupational Health and Safety Team.

4.5.6. Linking performance with budgets

Table 4.5.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/2022			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	2 439	2 221	218	2 177	2 166	11
Enterprise Risk Management	8 222	7 413	809	8 324	8 211	113
Internal Audit	39 615	38 473	1 142	37 897	37 869	28
Provincial Forensic Services	14 806	13 651	1 155	14 172	14 126	46
Corporate Communication	48 774	45 483	3 291	48 635	48 362	273
Total	113 856	107 241	6 615	111 205	110 734	471

The Programme underspent by 5.80% due to staff exits, delays in the procurement of the TeamMate licence renewal due to problems with SITA's procurement processes as well as Wave 4 of the pandemic not being as severe as initially anticipated and general Vaccine campaign roll-out direction from National / Provincial Health in terms of youth focus received late in quarter 4.

BELOW:
Staff from
Legal Services team



PROGRAMME 6:

LEGAL SERVICES

4.6. PROGRAMME 6: LEGAL SERVICES

4.6.1. Programme Description

4.6.1.1 The purpose of the programme

The purpose of this programme is to render a comprehensive legal support service to the Western Cape Government.

4.6.1.2 Sub-programmes:

Sub-programme 6.1: Programme support: to provide administrative support to the management of this programme.

Sub-programme 6.2: Legal Advisory and Governance Services: to provide corporate legal advisory and governance services to Members of the Executive and provincial departments.

Sub-programme 6.3: Legislation: to provide in the legislative drafting requirements of the Provincial Executive.

Sub-programme 6.4: Litigation: to provide a legal support service in respect of litigation, working in conjunction with the Office of the State Attorney.

4.6.1.3 Programme contribution to institutional outcomes

The Programme enabled legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services.

4.6.2. Outcomes, outputs, output indicators, targets and actual achievements

Table 4.6.2.1: Programme 6: Legal Services: target achievement against Annual Performance Plan

PROGRAMME 6: LEGAL SERVICES								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
Enabled legally sound decision making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services	Providing legal services to enable legally sound executive and administrative actions and decisions	6.2.1 Number of analytical reports on Legal Services activities	New indicator	4	2	2	N/A	N/A

PROGRAMME 6: LEGAL SERVICES

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2021/2022	REASONS FOR DEVIATIONS
	Providing legal services to enable legally sound executive and administrative actions and decisions	6.2.2 Number of legal training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities	49	37	50	110	60	The overperformance is due to the Programme reprioritising internal deliverables to accommodate the greater than anticipated demand for legal training, which demand could more easily be met by providing on-line training opportunities.

During the financial year the Branch attended to 2 389 requests for legal services as received from Members of the Executive, provincial departments and provincial public entities. These requests related to the rendering of legal opinions, vetting of draft contracts and correspondence, facilitation of litigation, rendering support in the legislative drafting requirements of the WCG, and providing a legal governance service.

The Protection of Personal Information Act (POPIA) was brought into operation on 1 July 2021, which shifted Legal Services' focus from preparing provincial departments to comply with the Act, to enabling compliance in the implementation of the Act.

Legal Services continued to enable, from a regulatory perspective, the WCG's response to the COVID-19 pandemic, by, amongst others, providing advice on the interpretation and implementation of the Regulations and Directions that were issued in terms of the Disaster Management Act, and supporting departments in the conclusion of contracts and the establishment of vaccination sites.

A positive consequence of the pandemic was the introduction of new technology, which meant that legal training opportunities could be provided more frequently and to a much larger audience online. This made it possible to exceed the target for providing legal training opportunities by 120% during the year under review, covering a range of topics, such as procurement, contract management and the protection of personal information, to name a few.

The Branch furthermore reported to the Provincial Cabinet regularly on developments in the law, and presents written analytical reports on the activities of the Branch bi-annually, which is aimed at raising awareness and deepening understanding of legal and regulatory concepts and aspects so as to promote legal governance at executive and provincial top management levels.

The work conducted by the Branch contributed to legally sound actions and decisions in the attainment of provincial strategic priorities and delivery of services to the citizens of the Western Cape.

4.6.3. Strategy to overcome areas of under performance

The Programme did not under-perform on any of its deliverables. The introduction of flexible working arrangements enabled remote work that ensured services were rendered uninterruptedly.

4.6.4. Performance in relation to standardised outputs and output indicators for sectors with concurrent functions

There were no standardised outputs and output indicators applicable to the Department's functions during the period under review.

This Branch, in collaboration with Provincial Treasury and the Department of Local Government, contributed to Vision-Inspired Priority 5 of the Western Cape Provincial Strategic Plan (and more specifically the focus area "governance transformation"). The programme also contributed to the Departmental Strategic Outcome "Improved Good Governance in the Western Cape Government".

4.6.5. Reporting on the institutional response to the COVID-19 pandemic

The Programme's core services supported the provincial COVID-19 response.

4.6.6. Linking performance with budgets

Table 4.6.6.1: Sub-programme expenditure

SUB-PROGRAMME NAME	2021/2022			2020/21		
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	FINAL APPROPRIATION	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Programme Support	7 620	7 607	13	5 770	5 692	78
Legal Advisory and Governance Services	25 465	25 038	427	24 198	24 043	155
Legislation	8 782	8 681	101	8 446	8 354	92
Litigation	8 317	8 194	123	8 074	8 068	6
Total	50 184	49 520	664	46 488	46 157	331

The Programme underspent by 1.32%, primarily due to staff exits.

5. TRANSFER PAYMENTS

5.1. TRANSFER PAYMENTS TO PUBLIC ENTITIES

Table 5.1.1: Transfer payments to public entities

NAME OF TRANSFEREE	TYPE OF ORGANISATION	PURPOSE FOR WHICH THE FUNDS WERE USED	DID THE DEPT. COMPLY WITH S 38 (1) (J) OF THE PFMA	AMOUNT TRANSFERRED (R'000)	AMOUNT SPENT BY THE ENTITY (R'000)	REASONS FOR THE FUNDS UNSPENT BY THE ENTITY
N/A	N/A	N/A	N/A	N/A	N/A	N/A

5.2. TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects the transfer payments made for the period 1 April 2021 to 31 March 2022.

Table 5.2.1: Transfer payment made to all organisations other than public entities

NAME OF TRANSFEREE	TYPE OF ORGANISATION	PURPOSE FOR WHICH THE FUNDS WERE USED	DID THE DEPT. COMPLY WITH S 38 (1) (J) OF THE PFMA	AMOUNT TRANSFERRED (R'000)	AMOUNT SPENT BY THE ENTITY (R'000)	REASONS FOR THE FUNDS UNSPENT BY THE ENTITY
Library Business Corners	Non-profit institution	Establishing and maintaining public ICT Access Centres	Yes	R20 600	R16 930	WCG transfer of funds occurred later in the financial year.
CHEC	Section 21 company	Funding for university research projects related to WCG priorities	Yes	R500	-	Funds transferred in March 2022

The table below reflects the transfer payments which were budgeted for in the period 1 April 2021 to 31 March 2022, but no transfer payments were made.

Table 5.7.2: Transfer payments budgeted for, but not made

NAME OF TRANSFEREE	PURPOSE FOR WHICH THE FUNDS WERE USED	AMOUNT BUDGETED FOR (R'000)	AMOUNT TRANSFERRED (R'000)	REASONS WHY FUNDS WERE NOT TRANSFERRED
N/A	N/A	N/A	N/A	N/A

LIBRARY BUSINESS CORNERS (LBC)

Transfers to the Library Business Corners (LBC) are made towards the operational management of the Cape Access Programme.

LBC manages all staff that work in the e-Centres, exposes them to training opportunities and ensures that quality services are rendered in the centres. They have also employed more than 50 PAY interns annually, thereby ensuring that further opportunities are created within the rural areas. LBC has reported a high staff turnover rate, but the WCG is encouraged by this situation as it points to the contract employees securing either permanent or more financially beneficial employment elsewhere in the formal employment sector.

Apart from the operational management, LBC also manages and engages selected stakeholders and partners of the programme.

Bi-monthly management meetings are held between the Branch e-Innovation and LBC to discuss progress and spending against predetermined targets of the Cape Access Programme.

CAPE HIGHER EDUCATION CONSORTIUM (CHEC)

The Western Cape Government has allocated funds to the CHEC to enable the implementation of the MOU related to mutually approved plans. This partnership is guided by a Transfer Payment Agreement, in accordance with the Provincial Treasury Regulations. The intent of this transfer payment is to encourage researchers to undertake research that can contribute to positive societal outcomes aligned to the Western Cape Provincial Strategic Priorities, as well as to foster collaboration between policy practitioners and researchers in the Western Cape Government and in Higher Education Institutions.

The CHEC/WCG Joint Task Team (JTT), which includes representatives of the WCG, CHEC, and each Higher Education Institution, oversees the research partnership. During the period under review, a research call issued by CHEC in March 2021 was awarded to a consortium comprising researchers from two of the institutions. The research proposal related to the identification of the most promising innovation sectors in the province that required support from the province. Meetings of the JTT were held regularly to discuss, plan and monitor the current and previous research initiatives, and a Steering Committee met regularly to guide the innovation research by the consortium.

6. CONDITIONAL GRANTS

6.1. CONDITIONAL GRANTS AND EARMARKED FUNDS PAID

The department did not pay any conditional grants or earmarked funds.

6.2. CONDITIONAL GRANTS AND EARMARKED FUNDS RECEIVED

Table 6.2.1: Earmarked funding received for the 2021/22 financial year

The table below details the earmarked funding received for the period 1 April 2021 to 31 March 2022.

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Innovative Initiatives – Policy and Strategy
Expected outputs of the earmarked funding	Three policy areas identified where problem solving methodologies are applied
Actual outputs received	Three policy areas were identified
Amount as per DORA	N/A
Amount received (R'000)	R3 million
Reasons for the funds unspent by the department	Underspending – R1.219 million
Reasons for deviations on performance	There was underspending on the Innovative Initiatives because: 1) it was decided not to proceed with the decision-bias training, for which R500 000 was budgeted, as similar training had already taken place within the 2021/22 financial year (there was a delay in conducting the decision-bias training in 2020/21 and it therefore carried into the 2021/22 financial year). 2) the underspending on the VPI@Schools project of R650 000 was owing to the decision that implementation should take place in the second term of school (which coincided with the new financial year 2022/23), in order to ensure that sufficient onboarding and time could be taken to get all 50 schools on board.
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department.	Quarterly progress reports received to monitor progress

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Innovation Initiatives – Strategic Management Information Innovation for Impact Initiatives: - To conduct evaluations on specified interventions that are key to achieving the outcomes of the VIPs or prioritised policy implementation with a focus on use of innovative methods. - To establish one innovation partnership to utilise evidence-based methodologies and tools in identified policy areas
Expected outputs of the earmarked funding	Evaluations conducted on VIP or policy priority interventions. In this regard, the initial planned outputs were on evaluations conducted on VIP interventions as a performance indicator target in the Annual Performance Plan (APP) for the year

	under review. This expected output was amended to include policy priorities and COVID-19. The evaluation service was converged from conducting full scale evaluations to adopting a rapid evaluation methodology approach to ensure and uptake of evidence that is responsive to COVID-19. 2. One innovation partnership utilising evidence-based methodologies and tools established
Actual outputs received	1. The performance targets were achieved for the period under review. 2. Two outputs relating to evidence-based methodologies and tools applied to policy areas achieved.
Amount as per DORA	N/A
Amount received (R'000)	R4.744 million
Reasons for the funds unspent by the department	Funds spent in full
Reasons for deviations on performance	N/A
Measures taken to improve performance	1. Mitigation of key risks associated with survey and evaluation skills. Accelerated implementation of rapid evaluation capabilities through collaborative management mechanisms such as steering committees and specialist working groups. 2. Procurement processes underway in respect of evidence-based methodologies and tools with payment in new financial year. Applied for rollover.
Monitoring mechanism by the receiving department	1. The Provincial Data Office monitored delivery through multiple mechanisms. This included demonstration of working solutions, review and sign-off of deliverables. Progress against project plans. Quarterly reviews by the Provincial Data Office Steercom documented quarterly and annual progress reviews. 2. Regular meetings with service providers to ensure deadlines are adhered to.

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Innovative Initiatives – Strategic Programmes To support the development of innovative interventions that will drive citizen-centric service delivery and support innovative methodologies aimed at solving strategic and complex problems
Expected outputs of the earmarked funding	Progress report on PDIA institutionalisation (and other emergent innovative projects) in WCG.
Actual outputs received	Progress reports on PDIA institutionalisation (and other emergent innovative projects)
Amount as per DORA	N/A
Amount received (R'000)	R2.784 million and all funds were spent
Reasons for the funds unspent by the Department	Funds spent in full
Reasons for deviations on performance	N/A
Measures taken to improve performance	
Monitoring mechanism by the receiving department	Quarterly progress reports to monitor performance

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Commissioner for Children
Expected outputs of the earmarked funding	Establishment of the Office of the Commissioner for Children
Actual outputs received	Commissioner and one staff member appointed. Programmes under way.
Amount as per DORA	N/A
Amount received (R'000)	R5.8 million
Reasons for the funds unspent by the department	Underspending – R2.458 million. Due to the impact of COVID-19 and the national lockdowns, projects had to be put on hold. Recruitment processes are underway to appoint staff within the Office of the Commissioner for Children. Request to roll over funds to the 2023/24 financial year.
Reasons for deviations on performance	Due to the impact of COVID-19 and the national lockdowns, projects had to be put on hold. Recruitment processes are underway to appoint staff within the Office of the Commissioner for Children. Request to roll over funds to the 2023/24 financial year.
Measures taken to improve performance	Roll out of projects to be implemented taking into account the impact of COVID-19 and staff to be appointed
Monitoring mechanism by the receiving department	As per quarterly financial and non-financial monitoring reports

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Enabling Citizen-centric Culture
Expected outputs of the earmarked funding	Implement a Citizen-centric Culture Programme
Actual outputs received	• Facilitation of Citizen-centric awareness sessions • Leadership development webinars and toolkits • DotP Leadership High Performance Resilience Master Class Neurozone workshop held. PTM Sessions and workshops on Value-based Leadership Pilot rolled out. • Launch of VBL programme • Post training support for trained Change Capability Stakeholders completed • Employee Enablement: Online Culture Theme 1 and 2 on Collaboration and Data-sensemaking. • Team methodology and renewal of license • Change Capacity sponsorship finalised • Survey Monkey platform procured.
Amount as per DORA	N/A
Amount received (R'000)	R4.2 million
Reasons for the funds unspent by the department	Underspending – R3.269 million. The measurement tool could not be procured due the service provider being non-compliant. The Future Fit competencies and the VBL assessment tools were only procured in the new financial year as the advertisement of the BID being postponed by two weeks due to the National Treasury placing the advertisement on hold.
Reasons for deviations on performance	The measurement tool, FF competencies and VBL Assessment were not procurement timeously.

Measures taken to improve performance	The process for the measurement tool had to commence from scratch.
Monitoring mechanism by the receiving department	Quarterly reporting on progress.

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Innovative Initiatives – People Training Empowerment
Expected outputs of the earmarked funding	Reconfiguration of the Provincial Training Institute which includes the development of a Future Fit Skills Strategy to be incorporated into the WCG People Management Strategy, as well as setting up the PTI as an innovation hub, with additional learning programmes and training methodologies, and the upgrading of the ICT equipment and infrastructure.
Actual outputs received	
Amount as per DORA	N/A
Amount received (R'000)	R5.1 million (includes Wellness Interns)
Reasons for the funds unspent by the department	Underspensing – R2.078 million (of which R1.220 million relates to the Wellness Intern project).
Reasons for deviations on performance	The appointment of the Wellness interns commenced slower than anticipated and the procurement of goods related to the Reconfiguration project can only be done when the final report is released by Ernst & Young in November 2022. Furniture was procured for the Innovation Hub but the Department of Transport and Public Works indicated that they will only assist with the upgrading of the Infrastructure once the Ernst & Young report is released.
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	N/A

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Elsenburg migration to the WCG's Corporate Tenant
Expected outputs of the earmarked funding	Migration of the corporate e-mail to the WCG's corporate tenant
Actual outputs received	Migrations of the corporate e-mail to the WCG's corporate tenant completed
Amount as per DORA	N/A
Amount received (R'000)	R10.2 million
Reasons for the funds unspent by the department	Underspensing – R668 000 There were savings due to lower foreign exchange fluctuations on software licences
Reasons for deviations on performance	Performance was achieved
Measures taken to improve performance	None required
Monitoring mechanism by the receiving department	None required

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Broadband Project
Expected outputs of the earmarked funding	1 450 WCG sites upgraded to the phase 2 Broadband connectivity speeds as per the implementation plan.
Actual outputs received	1 533
Amount as per DORA	N/A
Amount received (R'000)	R360 million
Reasons for the funds unspent by the department	Funds spent in full
Reasons for deviations on performance	Annual target achieved
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Service provider project plan and rollout progress reports

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Broadband: Municipalities
Expected outputs of the earmarked funding	1 258 public WiFi hotspots installed at WCG sites as per the implementation plan.
Actual outputs received	1 286
Amount as per DORA	N/A
Amount received (R'000)	R23 million
Reasons for the funds unspent by the department	Funds spent in full
Reasons for deviations on performance	Annual target achieved
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Service provider project plan and rollout progress reports

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Manage Cyber Security Services and infrastructure refresh – Cyber Security
Expected outputs of the earmarked funding	Improved ICT Security posture across the ICT security infrastructure landscape.
Actual outputs received	ICT Security infrastructure landscape
Amount as per DORA	N/A
Amount received (R'000)	R14.826 million
Reasons for the funds unspent by the department	Underspending – R12.527 million Effective optimization and better management of contracts
Reasons for deviations on performance	Problems with SITA's procurement processes have resulted in procurement delays
Measures taken to improve performance	Continuous management interventions and proactive monitoring

Monitoring mechanism by the receiving department	Continuous management interventions and proactive monitoring of SITA procurement performance
DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Manage Cyber Security Services and infrastructure refresh – Infrastructure Refresh
Expected outputs of the earmarked funding	Improved ICT Security posture across the ICT landscape
Actual outputs received	ICT Security maturity Level 2 achieved
Amount as per DORA	N/A
Amount received (R'000)	R9.174 million
Reasons for the funds unspent by the department	Funds spend in full Effective optimization and better management of contracts and procurement via the State Information Technology Agency (SITA).
Reasons for deviations on performance	N/A
Measures taken to improve performance	Continuous management interventions and proactive monitoring
Monitoring mechanism by the receiving department	Continuous management interventions and proactive monitoring

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Western Cape Government Branding and Communication
Expected outputs of the earmarked funding	Expected outcomes included perception research, roll-out of new "For You" Brand and various brand reputation campaigns
Actual outputs received	The new brand was launched during October 2021 and two brand surveys were concluded during the financial year. The developing and initial roll-out of the For You (internal brand) campaign which included WCG branding kits, recording of new top and tails (billboards) and various other communication materials. Further outputs included brand reputation campaigns such as Violence Prevention @Schools, Innovation for Impact, Gender-Based Violence campaign.
Amount as per DORA	N/A
Amount received (R'000)	R15 million
Reasons for the funds unspent by the department	Funds spent in full
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	Monthly internal budget monitoring meeting/report

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Communication and research in Vaccination Campaigning
Expected outputs of the earmarked funding	Polling research and various Covid-19 and Vaccination Campaigns
Actual outputs received	Various Covid-19 Vaccination communication campaigns which included various mediums to drive messages across the Western Cape, including perception surveys.
Amount as per DORA	N/A
Amount received (R'000)	R20 million
Reasons for the funds unspent by the department	Underspending – R3.262 million
Reasons for deviations on performance	Underspending was due to Wave 4 not being as severe as initially anticipated. Further general Vaccine campaign direction from National / Provincial Health its youth focus was also received late in Quarter 4 which only allowed for campaign roll-out to take place during the latter part of the quarter.
Measures taken to improve performance	Weekly status meeting with stakeholders and daily updates on campaign deliverables.
Monitoring mechanism by the receiving department	Weekly status meeting with stakeholders

7. DONOR FUNDS

7.1. DONOR FUNDS RECEIVED

No donor funds were received during the period under review.

8. CAPITAL INVESTMENT

8.1. CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

The Department's capital investments are restricted to the movable assets in respect of computer equipment (infrastructure and end user) and furniture.

Details regarding the amounts in respect of the movable assets of the Department can be found in note 26 of the Annual Financial Statements. The asset register is updated immediately with acquisitions, disposals and any other movements of assets. Information Technology assets include a three-year warranty in the event that an asset breaks down.

The Department submitted its input in terms of the Government Immovable Asset Management Act, 2007 (GIAMA) to the provincial Department of Transport and Public Works.







Part C

GOVERNANCE

1. INTRODUCTION

The leadership team of the Department of the Premier is committed to maintaining the highest standards of ethics and governance and therefore strives to conform to the governance principles highlighted in the King IV Report on Corporate Governance for South Africa released in 2016. In terms of these principles, the Department's governance structures are made up as follows:

1. an Executive Committee which facilitates decision-making by top management on various strategic and governance matters requiring joint consideration and decision making. This Executive Committee also constitutes the Department's Enterprise Risk Management Committee (which is dealt with in more detail in paragraph 2), the Department's Ethics Committee as well as the Department's Information Technology Strategic Committee. For this purpose, EXCO convenes for a distinct meeting as the Department's Governance Committee. An independent shared Audit Committee provides independent oversight over governance, risk management and control processes of the Department;
2. an independent Internal Audit function providing independent assurance that the controls in place to manage and mitigate risks are adequate and functioning effectively;
3. a Departmental Information Technology Steering Committee which facilitates the implementation of the Corporate Governance of Information Technology Charter and whose chairperson serves as the Department's IT Governance champion and represents the Department on the WCG Information Technology Steering Committee. These structures are aligned to the Control Objectives for Information and Related Technology (COBIT) framework;
4. several committees that assist the Accounting Officer and Executive Committee in governing the business of the Department in a fair, responsible and transparent manner; and
5. the independent Governance and Administration Cluster Audit Committee provided oversight over the Department's governance, risk management and control processes. The Department submitted quarterly reports to the Audit Committee in line with the approved Terms of Reference to enable it to execute its oversight function. The Governance and Administration Cluster Audit Committee has certain transversal responsibilities which are executed with the chairpersons of the other five Western Cape Government Audit Committees in attendance. In this section of the meeting the Governance and Administration Cluster Audit Committee provided oversight over the provincial risk process and the transversal internal audit plan, both which were facilitated for the WCG through the Branch: Corporate Assurance in the Department.

2. RISK MANAGEMENT

The Accounting Officer (AO) of the Department takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (DERM) in the Department provides a centralised strategic service to the Department.

An approved ERM Policy, providing a framework for the embedding of risk management processes within the department and a Strategy and Implementation Plan which monitors the performance of

risk management processes throughout the financial year, was in place for the 2021/22 financial year.

GOVERNANCE COMMITTEE RESPONSIBILITY

The Governance Committee (GOVCOM) reports that it has complied with its responsibilities arising from Section 38 (1)(a)(i) of the Public Finance Management Act, Treasury Regulation 3.2.1 and Public Service Regulations of 2016, Chapter 2, Part 1, 2 and 3. The GOVCOM also reports that it has adopted the appropriate formal Terms of Reference (reviewed and approved by the GOVCOM chairperson on 21 October 2021) and regulated its affairs in compliance with this Terms of Reference and has discharged all its responsibilities as contained therein.

GOVERNANCE COMMITTEE MEMBERS

The GOVCOM comprises of selected members of the Department's senior management team.

The table below discloses relevant information on GOVCOM members:

Table 2.1: Departmental GOVCOM members

NAME	POSITION	MEETINGS ATTENDED
Dr H Malila	Accounting Officer (Chairperson)	4
Mr A Joemat	SG (Head of Corporate Services)	4
Mr D Basson	Programme Manager: Executive Governance and Integration	4
Mr A Joemat	Programme Manager: Provincial Strategic Management	4
Ms L Esterhuysen	Programme Manager: People Management	4
Mr H Arendse	DDG: Centre for e-Innovation	4
Ms H Robson	DDG: Corporate Assurance	4
Mr L Buter	DDG: Legal Services	4
Mr D Basson	Chief Financial Officer	4

The following is an indication of other officials who attended the GOVCOM meetings for the year under review:

Table 2.2: Non-members who attended GOVCOM meetings

OFFICIALS IN ATTENDANCE	POSITION	ATTENDED
Dr H Fast	CD: Policy and Strategy	4
Ms F Steyn	Director: Corporate Communication	4
Mr A Geldenhuys	Director: Departmental Strategy	4
Mr R Shaw	Director: DG Support	4

OFFICIALS IN ATTENDANCE	POSITION	ATTENDED
Mr R Janse Van Rensburg	CD: Provincial Forensic Services	4
Ms B Cairncross	Chief Audit Executive	4
Ms A Haq	Director: Enterprise Risk Management	3
Ms A Behardien	Director: Internal Audit	4
Mr W Jacobs	Director: Provincial Forensic Services	2
Mr M Williams	Director: Internal Audit	4
Ms B Cebekhulu	Deputy Director: Provincial Forensic Services	4
Ms G Solomons	Deputy Director: Enterprise Risk Management	4
Mr Y Samodien	Assistant Director: Enterprise Risk Management	4
Ms L Alwie	Director-General Support	2

GOVCOM COMMITTEE KEY ACTIVITIES

The Accounting Officer is the chairperson of the GOVCOM. In executing its function, the GOVCOM performed the following key activities during the year:

- Evaluated the efficiencies of mitigating strategies to address the material risks of the Department, inclusive of ICT risks;
- Reviewed all risks outside the tolerance level for further action/attention;
- Monitored progress against the implementation of the Fraud Prevention Plan and Fraud Prevention Implementation Plan;
- Evaluated the extent and effectiveness of integration of risk management policy, strategy and implementation plan;
- Monitored the implementation of the risk management policy, strategy and implementation plan;
- Monitored the Business Continuity Plan and oversight of the risks relating to the OHSA requirements;
- Reviewed and assisted in the identification of new and emerging risks within the department;
- Provided strategic direction and oversight on ethics management;
- Ensured the implementation of Corporate Governance of ICT across the department;
- Approved the ICT Strategic and Operational plans containing the portfolio of the department's ICT projects and its related resource requirements, ensuring that it enables achievement of the department's goals and strategies; and
- Considered reports from the DoTP IT Steering Committee and approved recommendations contained in these reports.

KEY RISKS CONSIDERED AND ADDRESSED DURING THE YEAR

The key risk areas for DoTP were around the constrained fiscal environment, ICT environment around cyber and security attacks and service delivery risks. These areas were exacerbated by the COVID-19 pandemic, and as such the focus was on ensuring additional mitigations were identified to manage these risk areas.

Emanating from this, the following are the top Strategic Risks:

- a) A Major Disruptive Event (MDE) may result in destabilised departmental service delivery and core function execution due to inadequate business continuity measures
- b) Disruption to business due to network and systems outages
- c) Transversal Strategies to improve Service Delivery are not effectively implemented
- d) WCG ICT security is compromised
- e) Inadequate Financial resources resulting in risk to DoTP fulfilling its mandate which is to enable service delivery departments to effectively deliver services to citizens.

Each programme's risks were deliberated on at the quarterly GOVCOM meetings. Programme managers presented Programme risk profiles and were required to provide feedback on progress with implementation of action plans to reduce the likelihood of these risks materialising and/or the impact should they materialise. GOVCOM also referred risks back that should be analysed more extensively and recommended additional mitigations or actions to manage risks.

The Governance and Administration Cluster Audit Committee provided independent oversight of the department's system of risk management. The Audit Committee was furnished with Quarterly ERM progress reports and risk registers to execute their independent oversight role.

KEY EMERGING RISKS FOR THE NEXT FINANCIAL YEAR

The emerging risks for the next financial year relate to:

- Continued cyber security attacks; in the wake of Data Governance and the pursuit of the Digital Government Strategy, WCG systems could be more susceptible to attacks, which would require enhanced prevention and detective mitigations;
- Continued and regular loadshedding contributes to the instability of the WCG network and systems. This needs to be unpacked to determine appropriate mitigations; and
- As we move to the expiry of the current Broadband contract, risks associated with the wrap-up of the current contract and procurement of the new one need to be determined and mitigated.

CONCLUSION

The Department continuously assessed its strategic and operational environment to ensure that the most pertinent risks in its environment (internal and external) are identified and managed. The renewed management focus resulted in the improved management of risks that are most relevant to the Department and that will have the greatest impact on its ability to achieve its strategic outcomes. The implementation of action plans further assisted the department to manage its risks to ensure strategic outcomes are achieved. Through its facilitation of these interventions the Directorate: Enterprise Risk Management contributed to the effective and efficient functioning of the Department.

3. FRAUD AND CORRUPTION

Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact on service delivery efficiency and the Department's reputation.

The WCG adopted an Anti-Fraud and Corruption Strategy which confirms the Province's zero-tolerance stance towards fraud, theft and corruption. In line with this strategy, the Department is committed to zero-tolerance with regard to corrupt, fraudulent or any other criminal activities, whether internal or external, and vigorously pursues and prosecutes by all legal means available, any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud and Corruption Prevention Plan and a concomitant Fraud Prevention Implementation Plan which gives effect to the Prevention Plan.

Various channels for reporting allegations of fraud, theft and corruption exist and these are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy and the Departmental Fraud and Corruption Prevention Plan. Each allegation received by the Provincial Forensic Services (PFS) Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and to generate statistics for the WCG and the Department.

Employees and workers who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e. meets statutory requirements of the Protected Disclosures Act, No 26 of 2000 e.g. if the disclosure was made in good faith). The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated in the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and, should they do so in person, their identities are kept confidential by the person to whom they are reporting.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. The WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where *prima facie* evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Services.

For the year under review, PFS issued a Case Movement Certificate for the Department noting the following:

Table 3.1: Departmental Provincial Forensic Services case movements for 2021/22

CASES	NUMBER OF CASES
Open cases as at 1 April 2021	0
New cases (2021/22)	1
Closed cases (2021/22)	(1)
Open cases as at 31 March 2022	0

NATURE AND INVESTIGATION OUTCOME OF CLOSED CASE

In 1 case the allegation was substantiated as a case of fraud, irregularity and non-compliance (the matter was reported to SAPS).

4. MINIMISING CONFLICT OF INTEREST

Various Codes of Conduct (i.e. the Code of Conduct for the Public Service, the Code of Conduct for Supply Chain Practitioners, etc.) determine norms and standards to promote integrity and guide employees as to what is required of them in their conduct. The Department promotes and maintains a high standard of professional ethics including managing conflicts of interest. The following measures ensure professional ethics and minimising conflict of interest:

- All designated employees (which includes all members of the Senior Management Service (SMS) and any other employee or category of employees determined by the Minister) are required to annually disclose to the Executive Authority particulars of all their interests in accordance with Chapter 2 of the Public Service Regulations. The objective is to identify any conflict of interest in order to promote just and fair administrative actions of officials in positions of authority.
- All the members of the different Bid Specification Committees (BSC), Bid Evaluation Committee (BEC) and the Departmental Bid Adjudication Committee (BAC) sign a Declaration of Interest before each meeting. They are required to declare potential any conflict of interest which may exist and if there is a conflict of interest, it is expected of the member to excuse him/herself from the proceedings. The officials from the Procurement unit of Supply Chain Management who render the secretariat service to the BAC also sign the Declaration of Interest Register.
- All bidders and prospective bidders need to register on the WC supplier database as well as National Treasury's Central Supplier Database. Registration on the WC supplier database includes the completion of a declaration of interest by the bidder/prospective bidder. National Treasury's Central Supplier Database systematically detects and flags conflict of interest which exists between bidders and employees of the state.
- The Provincial Treasury compares the identity numbers of all officials on the PERSAL salary system of Departments to those of service providers registered on the Western Cape supplier database on a quarterly basis.
- Employees who wish to perform remunerative work outside of the public service, must apply for relevant approval, in line with the Public Service regulations, and more specifically the Directive on Other Remunerative Work Outside the employee's employment in the relevant department issued by the Minister for Public Service and Administration on 30 September 2016. All requests to conduct remunerative work outside the public service are approved by the Accounting Officer.
- Lastly, the Department has a gift policy that indicates that all gifts must be declared in a gift register per Chief Directorate, and gifts above R350-00 must receive prior approval from the delegated authority. This is in addition to the declaration of gifts and hospitality from sources other than a family member that is part of the financial disclosure process indicated in the first bullet.

Should a conflict of interest be identified in any of the above-mentioned processes, this will be investigated, and the results of the investigation will determine the most appropriate action to be taken by the Department in line with the Disciplinary Code and Procedures for Public Service.

5. CODE OF CONDUCT

The Department fully supports the Public Sector Code of Conduct as per the Public Service Regulations issued in 2016, and all employees are expected to comply with its standards. The Public Sector Code of Conduct addresses employee behaviour in the workplace and contributes to the Department's drive to maintain the highest levels of ethics, the eradication of incidents of corruption and the promotion of good governance. During the induction, new appointees are made aware of the Code of Conduct, and they receive a copy thereof. All new employees are furthermore informed in their letters of appointment that the Code of Conduct is available on the WCG website.

The primary purpose of the Code of Conduct is to promote exemplary conduct. An employee shall be guilty of misconduct and may be subject to disciplinary action if he or she contravenes any provision of the Code of Conduct.

There are a number of "profession specific" codes of conduct, including the Code of Conduct for Supply Chain Management Practitioners and the relevant practitioners/ professionals are required to acknowledge that they will abide by these Codes.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

During the year under review the Department of the Premier put various measures in place to ensure a healthy and safe environment at the workplace. The departmental Occupational Health and Safety Committee was maintained and met once a quarter. Most of the interventions implemented during the year under review were aimed at increasing minimum levels of compliance to the provisions of Occupational Health and Safety Act, 1993 (Act 85 of 1993) and its Regulations.

The Committee also acted as the Steering Committee for COVID-19. It assisted with the implementation of the Readiness Plan, advised on the adequacy of measures to prevent transmission of the virus in the workplace based on a review of cases, and assisted with the monitoring of adherence to all protocols. The interventions contributed to the departmental strategic outcome "Improved Good Governance in the Western Cape Government".

In respect of Occupational Health and Safety Administration, the database of emergency team members and the filling of OHS Representative vacancies was continuously updated and maintained as incumbents moved in and out of the Department.

The draft departmental Occupational Health and Safety Policy was consulted with relevant structures including the Institutional Management and Labour Committee.

Departmental OHS risk assessment implementation plans were discussed at DotP and DOCS Memorandum of Understanding monitoring meetings to ensure that an OHS risk-based culture is institutionalized in DotP. The recommendations are progressively implemented.

COVID-19 protocols in the department remained in place i.e., wearing of masks, washing of hands/use of hand sanitiser, practise of social distancing and ongoing awareness. During the period

under review, 158 COVID-19 cases were reported and managed with three (3) fatalities. Case management advice (testing, quarantine, isolation) was provided to management and OHS representatives.

Offices where employees tested positive were decontaminated by the Department of Transport and Public Works.

Departmental OHS Representatives played a key role and assisted with the refilling of hand sanitisers when they ran empty, the distribution of various communication and marketing material and the management of employees who tested positive for COVID-19. The OHS team drafted a guide on the reporting of COVID-19 positive cases in the Department.

Thirty-eight (38) OHS awareness and information sharing interventions were implemented with the assistance of Corporate Communication and consisted of e-mailers and articles in the DotPulse magazine. Corporate Communication provided continuous/consistent awareness material which is easily accessible to employees.

A consolidated monthly report on employee safety in DotP was submitted to DOCS.

OHS accountability reports were kept up to date and inputs submitted quarterly for sign off by the Accounting Officer and further processed to DPSA. These included:

- a) Annual report on OHS;
- b) Legal Compliance Tool (LCT);
- c) Integrated Reporting Tool (IRT);
- d) Systems Monitoring Tool (SMT);
- e) Safety, Health, Environment, Risk and Quality Management (SHERQ) Department Specific Operational Plan (DSOP).

The Electricity BCP Plan was updated and submitted to IMLC for their input/ comments. No inputs were received from the IMLC. The BPC will be presented to EXCO and then signed off by the Director-General.

OHS incidents were managed and reported to the OHS Committee. The Department attended various liaison committees in buildings where DotP occupies space and resolutions were actioned where required. Four (4) Accommodation Committee meetings and Transversal OHS Steering Committees were attended via MS teams and feedback shared with relevant stakeholders.

Four (4) minor OHS incidents, such as paper cuts, were reported and managed.

In respect of contingency planning, desk top "dry runs" were conducted in 4 Dorp Street and 7 & 15 Wale Street Buildings. One hundred and forty (140) emergency team members in 4 Dorp Street and 7 & 15 Wale Street participated. A physical "dry run" was scheduled in March 2022. Additional "dry runs"/evacuations took place in 13 buildings (56 floors) in collaboration with the Department of Community Safety.

The development of an electronic incident reporting form commenced in collaboration with Ce-I and subsequently it was decided to roll it out transversally through the Department of Community Safety. The aim was to provide an electronic solution with the capability for OHS representatives and Managers of DotP to capture and manage employee Health, Safety and Security incidents in its lifecycle till resolution and to complete Safety Health Environmental Inspection (SHE) inspection checklists online.

The following OHS Training interventions were conducted:

- One Online Safety and Security Training intervention was successfully managed and a total of 40 officials attended.
- 15 Officials attended Fire Marshal Training.
- 13 Officials attended the Floor Marshal training.
- 20 Occupational Health and Safety representatives attended OHS Representative training interventions.
- 17 first aiders started the First aid training.

7. PORTFOLIO COMMITTEES

STANDING COMMITTEE ON PREMIER AND CONSTITUTIONAL MATTERS

Standing Committee engagements with the Department of the Premier during the period under review (1 April 2021 – 31 March 2022) reflects no outstanding or unresolved matters for the Department:

Table 7.1: Engagement with the Standing Committee on the Premier and Constitutional matters

DATE OF MEETING	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	RESOLVED (YES/NO)
11 May 2021	Standing Committee oversight visit to Cape Access centre in Mossel Bay	Oversight visit to Cape Access centre in Mossel Bay – Briefing by Centre for e-Innovation	Department responded to Committee members' questions during the site visit and detailed reply was submitted to the Committee's request for information	Yes
1 September 2021	Standing Committee briefing on operations and progress in the setting up of the Office of the Western Cape Commissioner for Children	Standing Committee briefing on operations and progress in setting up of the Office of the Western Cape Commissioner for Children	Department responded to Committee members' questions during the meeting	Yes
8 September 2021	Standing Committee briefing on DOTP's 2021/22 1st Quarter performance (financial and non-financial)	Standing Committee briefing on DOTP's 2021/22 1st Quarter performance (financial and non-financial)	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes
11 November 2021	Standing Committee briefing on Department of the Premier's Annual Report 2020/21	Standing Committee briefing on Department of the Premier's Annual Report 2020/21	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes

DATE OF MEETING	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	RESOLVED (YES/NO)
7 December 2021	Standing Committee on Vote 1, Western Cape Adjustment Appropriation Bill, 2021	Standing Committee on Vote 1, Western Cape Adjustment Appropriation Bill, 2021	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes
8-11 February 2022	Western Cape Parliament Provincial Social Cluster visit to the West Coast	Cape Access Centre site visit in Paternoster – Briefing by Centre for e-Innovation	Department responded to Committee members' questions during the site visit	Yes
16 March 2022	Standing Committee deliberations on the funds appropriated for Vote 1, WC Appropriation Bill, 2022	Standing Committee deliberations on the funds appropriated for Vote 1, WC Appropriation Bill, 2022	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes

8. PUBLIC ACCOUNTS COMMITTEE (PAC) RESOLUTIONS

Public Accounts Committee engagements with the Department of the Premier during the period under review (1 April 2021 – 31 March 2022) reflects no outstanding or unresolved matters for the Department:

Table 8.1: Engagements with the Standing Committee on Public Accounts

DATE OF MEETING	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	RESOLVED (YES/NO)
27 August 2021	Briefing on the implementation of the Economic Procurement Policy within the Western Cape Government (Joint presentation with Provincial Treasury)	Briefing on the implementation of the Economic Procurement Policy within the Western Cape Government (Joint presentation with Provincial Treasury)	Department responded to Committee members' questions during the meeting	Yes
11 November 2021	Briefing on the Department of the Premier's Annual Report 2020/21	Briefing on the Department of the Premier's Annual Report 2020/21	Department responded to Committee members' questions during the meeting.	Yes

8.1. VOTE 1: PREMIER

The Committee noted the audit opinion of the AGSA regarding the annual financial statements for the 2020/21 financial year of the Department, having obtained a clean audit outcome. This audit opinion remains unchanged from the 2019/20 financial year.

8.2. AUDIT OPINION

The AGSA raised no findings with the Department on compliance with laws and regulations, predetermined objectives nor internal control deficiencies.

8.3. FINANCIAL MANAGEMENT

The Department of the Premier spent R1,610 billion of an appropriated budget of R1,616 billion, which resulted in an under-expenditure of R6,593 million (99,6% spend). For the 2019/20 financial year, the Department spent R1,45 billion of an appropriated budget of R1,496 billion, which resulted in an under-expenditure of R46,599 million (98,6% spend). The under-expenditure of R6,593 million occurred under the following programmes:

- Programme 1: Executive Support (R831 000)
- Programme 2: Provincial Strategic Management (R2,017 million)
- Programme 3: People Management (R1,923 million)
- Programme 4: Centre for e-Innovation (R1,02 million) and
- Programme 5: Corporate Assurance (R802 000).

The underspending within the programmes were mainly due to savings on the compensation of employees, goods and services and the impact of COVID-19 on certain projects which started later than anticipated or had to be postponed to the 2021/22 financial year.

In addition, the total estimated Departmental revenue budget of R1,602 million was over-collected by R229 000, which resulted in total departmental receipts of R1,831 million. The revenue over-collection occurred under the following line items:

- Interest, dividends and rent on land (R4 000);
- Sale of capital assets (R3 000); and
- Financial transactions in assets and liabilities (R994 000)

The revenue under-collection occurred under the line-item sale of goods and services other than capital assets (R772 000).

The Committee note the contents under note 17 to the financial statements, which indicates that the Department is the defendant in property damages claim to the value of R184,8 million. The Department is defending the claim, as it believes the summons is materially defective failing to establish a causal link between the actions of the defendant and the resultant damages and, therefore, fails to disclose a legitimate cause of action on which to hold the Department liable for the damages claimed.

8.4. RESOLUTION

None.

8.5. LIST OF INFORMATION REQUESTED

None

9. PRIOR MODIFICATIONS TO AUDIT REPORT

None.

10. INTERNAL CONTROL UNIT

The Internal Control Unit is located within the Directorate: Financial Management and is responsible for ensuring good governance, rendering assurance services, and providing fraud, theft and loss management services as outlined in its annually approved risk-based Operational Plan. These tasks are underpinned by the WCG Combined Assurance Framework which requires the Internal Control Unit to i) ensure that the first level of assurance / management maintained effective internal controls, processes and the implementation of remedial action where required; and ii) ensure effective contribution to the second level of assurance given its consistent and robust approach towards assessing adherence to policies, procedures, norms and standards and the framework.

Internal Control tasks performed during the year under review are as follows:

Table 10.1 Tasks performed by the departmental Internal Control unit

BACKGROUND/ CONCERNS	RESOLUTIONS
Post audit of LOGIS payments, sundry payments, journals and travel and subsistence (T&S) claims Assessment of Irregular Expenditure and Fruitless and Wasteful Expenditure cases	• LOGIS payments (2013) • Sundry payments (3899) • Journals (645) • T&S claims (320) • Irregular Expenditure (5) • Fruitless and Wasteful Expenditure (3)
Co-ordination of the departmental Fraud Risk Assessment process in conjunction with the Chief Directorate Provincial Forensic Services as related to: • The follow-up and implementation of the action plans as per the Fraud Risk Register	• Action plans (4)
Managed and co-ordinated the acceptance and declaration of gifts within the departmental Gift Register	• Quarterly Gift Registers (4)
Co-ordination of the Internal Audit process as it related to: • The implementation of management action plans and request for information	• Management action plans followed-up (24) - o Implemented (22) - o In-progress (2) • Request for information - o Transfer Payments (1)
Managed, facilitated and co-ordinated the Auditor-General annual audit process as it related to: • Requests for Information	• Request for Information (93)
The management of losses as it related to: • Investigation and finalisation (write-off / removal / recovery) of all reported cases of theft, loss, and GG-vehicle damages	• Theft and loss cases (13)
Mandatory reporting: • IYM relating to Irregular Expenditure and Fruitless & Wasteful Expenditure; • Compilation and submission of disclosure notes for inclusion in the Interim and Annual Financial Statements	• IYM report (12) • Quarterly submission (3) • Annual submission (1) • CGRO self-assessment (7)

BACKGROUND/ CONCERNS	RESOLUTIONS
- relating to Irregular Expenditure and Fruitless and Wasteful Expenditure; - CGRO self-assessments and associated Executive Summary (includes 7 focus areas) and - Co-ordination of the departmental quarterly reporting requirements as required by the Audit Committee	- Executive Summary (4) - Quarterly Reports (4)

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It should assist the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes. The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process;
- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

Internal Audit work completed during the year under review for the Department included five assurance audits, two consulting engagements and six follow-up audits. The details of these engagements are included in the Audit Committee report.

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which include oversight and review of the following:

- Internal Audit function;
- External Audit function (Auditor General of South Africa – AGSA);
- Departmental Accounting and reporting;
- Departmental Accounting Policies;
- AGSA audit and management reports;
- Departmental In year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives;
- Ethics, Fraud and Corruption.

The table below discloses relevant information on the audit committee members:

Table 11.1: Members of the Governance and Administration Cluster Audit Committee.

NAME	QUALIFICATIONS	INTERNAL OR EXTERNAL	IF INTERNAL, POSITION IN THE DEPARTMENT	DATE APPOINTED	DATE RESIGNED	NO. OF MEETINGS ATTENDED
Mr Francois Barnard (Chairperson)	BProc; BCompt (Hons); CTA; Postgrad Diploma Auditing; MCom; CA (SA) MTP (SA)	External	N/A	01 January 2019 (1 st term) 01 January 2022 (2 nd term)	N/A	7
Ms Merle Kinnes	BA; LLB; Higher Certificate in Forensics Examination; Attorney of the High Court	External	N/A	01 January 2016 (1 st term) 01 January 2019 (2 nd term)	31 December 2021 (end of contract)	5
Mr Andrew Davids	BCom; Professional Post-Graduate Qualification: Company Secretarial and Governance Practice, ACG(CS)	External	N/A	01 January 2020 (1 st term)	N/A	7
Ms Crystal Abdoll	BCom; BCompt (Hons); Certificate in the Theory of Accounting; CA (SA); Post-graduate Diploma: Certified Internal Auditing	External	N/A	01 March 2021 (1 st term)	N/A	7
Mr Comfort Bunting	ND: Internal Auditing MBA	External	N/A	01 January 2022 (1 st term)	N/A	2

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2022.

12.1. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and National Treasury Regulation 3.1. The Audit Committee also reports that it has adopted appropriate formal Terms of Reference, has regulated its affairs in compliance with these Terms of Reference and has discharged all its responsibilities as contained therein.

12.2. THE EFFECTIVENESS OF INTERNAL CONTROL

The Department is required to develop and maintain systems of internal control that would improve the likelihood of achieving its objectives, to adapt to changes in the environment it operates in and to promote efficiency and effectiveness of operations, supports reliable reporting and compliance with laws and regulations. The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers and provides broader assurance coverage of risks. The first level of assurance is management assurance, requiring of line management to maintain effective internal controls and execute those procedures on a day-to-day basis by means of supervisory controls and taking remedial action where required. The second level of assurance is internal assurance provided by functions separate from direct line management, entrusted with assessing adherence to policies, procedures, norms, standards and frameworks. The third level of assurance is independent assurance providers that are guided by professional standards requiring the highest levels of independence.

A risk-based Combined Assurance Plan was developed for the Department, facilitated by Internal Audit, who is also an independent assurance provider. Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy and effectiveness of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The following internal audit engagements were approved by the audit committee and completed by Internal Audit during the year under review:

ASSURANCE ENGAGEMENTS:

- Cyber Incident Response and Recovery;
- Service Excellence Awards 2020/21;
- DPSA Delegations Framework;
- Ce-I Vendor Performance Management; and
- Transfer Payments

CONSULTING ENGAGEMENTS:

- Reconfiguring the PFI and Future Fit Skills Strategy; and
- Broadband Service Delivery Benefits Realisation (WCG Transversal IA Plan)

The above assignments were completed during the year.

The areas for improvement, as noted by Internal Audit during the performance of their work, were agreed to by management. The Audit Committee monitors the implementation of the agreed actions on a quarterly basis.

12.3. IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORT

The Audit Committee is satisfied with the content and quality of the quarterly in-year management and performance reports issued during the year under review by the Accounting Officer of the Department in terms of the National Treasury Regulations and the Division of Revenue Act.

12.4. EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has:

- reviewed and discussed the Audited Annual Financial Statements to be included in the Annual Report with the Auditor-General South Africa (AGSA) and the Accounting Officer;
- reviewed the AGSA's Management Report and Management's responses thereto; and
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements.

12.5. COMPLIANCE

The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions. Feedback on new provisions that has an impact on the Department are provided quarterly by the Department to the Audit Committee.

12.6. PROVINCIAL FORENSIC SERVICES

The Audit Committee has reviewed the reports presented by Provincial Forensic Services (PFS) on a quarterly basis. There were no matters brought to our attention that required further reporting by the Audit Committee.

12.7. PERFORMANCE INFORMATION

The Audit Committee has reviewed the information on predetermined objectives as reported in the Annual Report.

12.8. REPORT OF THE AUDITOR-GENERAL SOUTH AFRICA

We have on a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit.

Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements and proposes that these Audited Annual Financial Statements be accepted and read together with their report.

The Audit Committee commends the department for maintaining an unqualified audit opinion with no findings.

The Audit Committee wishes to express their appreciation to the management of the department, the AGSA and the WCG Corporate Assurance Branch for the information and co-operation that they provided to enable us to compile this report.



MR FRANCOIS BARNARD

CHAIRPERSON OF THE GOVERNANCE AND ADMINISTRATION CLUSTER AUDIT COMMITTEE

Western Cape Department of the Premier

DATE: 12 AUGUST 2022

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBEE requirements of the BBEE Act of 2013 and as determined by the Department of Trade and Industry.

Table 13.1: B-BBEE compliance performance information

HAS THE DEPARTMENT / PUBLIC ENTITY APPLIED ANY RELEVANT CODE OF GOOD PRACTICE (B-BBEE CERTIFICATE LEVELS 1 – 8) WITH REGARDS TO THE FOLLOWING:		
CRITERIA	RESPONSE Yes / No	DISCUSSION (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	The Department does not issue licenses, concessions or other authorisations in respect of economic activity in terms of any law.
Developing and implementing a preferential procurement policy?	Yes	The Department has issued an Accounting Officer System in 2018. To this end, this AOS is being applied to the supply chain management process when procuring goods and services. This policy document has been developed based on the Preferential Procurement Framework Act, 2000 and its related Preferential Procurement Regulations. The Department therefore applies the prescribed preference point system as follows: 80/20 for bids up to R50m, of which 80 points are allocated for price and a maximum of 20 points are allocated for B-BBEE status level; and 90/10 for bids above R50m, of which 90 points are allocated for price and a maximum of 10 points are allocated for B-BBEE status level.
Determining qualification criteria for the sale of state-owned enterprises?	No	The Department does not engage in the sale of state-owned enterprises.
Developing criteria for entering into partnerships with the private sector?	No	The Department does not participate in partnerships with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	The Department was not involved in the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment.







Part D

PEOPLE MANAGEMENT OVERSIGHT

1. INTRODUCTION

Our contribution to the work of the WCG is as a result of the persistent, and often selfless, efforts of the people within the Department of the Premier.

To consistently deliver improved services to the citizens of our province is not without its own challenges. The modern people management landscape has shifted significantly in recent years and requires complex navigation between a range of competing variables.

Apart from the fact that these variables are inter-dependent and inter-related, they are also governed by stringent rules and regulations, which prove difficult when retention and attraction initiatives are explored.

These include balancing service delivery imperatives, the attraction and retention of critical and scarce skills, workforce empowerment, career management, succession planning, employment equity and creating an enabling environment where employees are able to thrive. Further to this, the Department is required to function within an austere environment, which demands that managers consider the impact of "doing more with less".

Despite the changing patterns and demands impacting on the modern workplace, the consistent hard work of our people, has resulted in remarkable achievements and service delivery improvement during the year under review.

2. STATUS OF PEOPLE MANAGEMENT AT THE DEPARTMENT

2.1. DEPARTMENTAL WORKFORCE PLANNING PRIORITIES

The role of Workforce Planning is important to ensure that the Department has the required number of people with the requisite skills, knowledge and attitudes to perform the work. Through this process the Department annually assesses its workforce profile against current and future organisational needs.

The aim of this assessment is to identify to what extent the current workforce profile addresses the key people management outcomes that would guarantee service continuity and value.

The Workforce Plan 2020 – 2025, is therefore aligned to the vision and mission of the Department's Strategic Plan, as well as the People Management Strategy.

The assumptions on which this Workforce Plan was developed are still valid and the Action Plan was reviewed to ensure that strategies (as per the listed priorities) would achieve its outcomes:

- ✓ Leaders that are exemplars of the behaviours associated with the organisational values;
- ✓ Highly engaged people;
- ✓ A citizen-centric performance culture;
- ✓ Competent people in the right numbers at the right place at the right time with the right attitude;
- ✓ Youth who were exposed to first work experience and who are enabled to compete in the job market;

- ✓ An optimised and aligned WCG design;
- ✓ To innovate people practices;
- ✓ Evidence-based people management strategizing, planning and policy development;
- ✓ Decision-making based on readily available and integrated information; and
- ✓ A healthy and engaged workforce.

The Workforce Plan has been reviewed in consultation with internal People Management stakeholders, as well as the Department of the Premier's Executive Committee (EXCO). There were no adjustments made to the Workforce Plan during the period under review.

2.2. EMPLOYEE PERFORMANCE MANAGEMENT

The purpose of Performance Management is to increase performance by encouraging individual commitment, accountability and motivation.

All employees are required to complete a performance agreement before 31 May each year. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery. In order to facilitate a standardised administration process, the Western Cape Government has devised an electronic system, namely PERMIS (Performance Management Information System), that allows for the entire performance management process to be captured, monitored and managed.

The performance management process requires that a mid-year review and an annual assessment is conducted, but that the operational targets and achievements linked to the performance agreement be monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance. In this context, a performance consulting unit has been established within the Chief Directorate: People Management Practices to assist line managers (people managers) in dealing with poor performance. The process is developmental, however, in instances where individuals have been identified as poor performers in terms of the legislative framework, they are required to subject themselves to a developmental plan or alternatively to disciplinary action.

2.3. EMPLOYEE WELLNESS

The WCG's transversal Employee Health and Wellness Programme (EHW) follows a holistic approach to employee well-being and is largely preventative in nature, offering both primary and secondary services.

The EHW Programme is monitored in the Department through monthly utilisation reports for primary services (24/7/365 telephonic counselling service, online e-Care service and reporting) and secondary services (face-to-face counselling, trauma and critical incidents, training and targeted intervention, executive coaching, advocacy).

A quarterly report is prepared by the Directorate: Organisational Behaviour within the Branch: People Management that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, on-going reporting to the Department of Public Service and Administration (DPSA) is a requirement and such reporting focuses on four areas namely, HIV/ AIDS, Health and Productivity, Wellness Management and SHERQ (Safety Health Environment Risk and Quality).

2.4. PEOPLE MANAGEMENT MONITORING

The Department, in collaboration with the Branch: People Management, monitors the implementation of a range of people management compliance indicators. The monthly Barometer Fact File, that is developed by the Chief-Directorate: People Management Practices within the Branch: People Management, provides the Department with regular updates on the workforce profile and other relevant people management data to enable decision-making. The indicators include, inter alia, staff establishment information, headcount, people expenditure projections, sick leave patterns, the monetary value of annual leave credits, discipline cases, vacancy rates, staff movement and employment equity, etc.

3. PEOPLE MANAGEMENT OVERSIGHT STATISTICS

3.1. PERSONNEL-RELATED EXPENDITURE

The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2).

The figures in Table 3.1.1 are drawn from the Basic Accounting System and the figures in Table 3.1.2 are drawn from the PERSAL (Personnel Salary) system. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the total expenditure reflected on these systems.

The key in the table below is a description of the Programmes within the Department. Programmes will be referred to by their number from this point forward.

PROGRAMME	PROGRAMME DESIGNATION
Programme 1	Executive Governance and Integration
Programme 2	Provincial Strategic Management*
Programme 3	People Management
Programme 4	Centre for e-Innovation
Programme 5	Corporate Assurance
Programme 6	Legal Services

***NOTE:** The employee statistics in Part D include that of the Western Cape Children's Commissioner who is a statutory contractual appointment on salary level 15.

Table 3.1.1: Personnel expenditure by programme, 2021/22

PROGRAMME	TOTAL EXPENDITURE (R'000)	PERSONNEL EXPENDITURE (R'000)	TRAINING EXPENDITURE (R'000)	GOODS AND SERVICES (R'000)	PERSONNEL EXPENDITURE AS A % OF TOTAL EXPENDITURE	AVERAGE PERSONNEL EXPENDITURE PER EMPLOYEE (R'000)	NUMBER OF EMPLOYEES REMUNERATED
Programme 1	97 803	76 401	87	17 812	78,1	509	150
Programme 2	70 082	39 179	842	29 737	55,9	603	65
Programme 3	190 882	167 469	1 798	20 765	87,7	425	394
Programme 4	1 186 976	196 727	-	955 860	16,6	589	334
Programme 5	107 241	67 059	258	39 681	62,5	583	115
Programme 6	49 520	44 502	23	4 998	89,9	927	48
Total	1 702 504	591 337	3 008	1 068 853	34,7	535	1 106

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns (i.e. Premier's Advancement of Youth [PAY], matric, graduate and student], but excluding the Premier. The number of employees is cumulative and not a snapshot as at a specific date.

Table 3.1.2: Personnel expenditure by salary band, 2021/22

SALARY BANDS	PERSONNEL EXPENDITURE (R'000)	% OF TOTAL PERSONNEL EXPENDITURE	AVERAGE PERSONNEL EXPENDITURE PER EMPLOYEE (R'000)	NUMBER OF EMPLOYEES
Interns	4 902	0,8	34	145
Lower skilled (Levels 1–2)	2 302	0,4	177	13
Skilled (Levels 3–5)	30 325	5,1	271	112
Highly skilled production (Levels 6–8)	85 841	14,5	421	204
Highly skilled supervision (Levels 9–12)	382 312	64,6	679	563
Senior management (Levels 13–16)	86 572	14,6	1 255	69
Total	592 255	100,0	536	1 106

NOTE: The number of employees refers to all individuals remunerated during the reporting period, including interns (i.e. Premier's Advancement of Youth [PAY], matric, graduate and student], but excluding the Premier. The number of employees is cumulative and not a snapshot as at a specific date.

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, housing allowance and medical assistance. These tables do not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. In each case, the table provides an indication of the percentage of the personnel expenditure that was used for these items.

Table 3.1.3: Salaries, Overtime, Housing Allowance and Medical Assistance by programme, 2021/22

PROGRAMME	SALARIES		OVERTIME		HOUSING ALLOWANCE		MEDICAL ASSISTANCE	
	AMOUNT (R'000)	SALARIES AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	OVERTIME AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	HOUSING ALLOWANCE AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	MEDICAL ASSISTANCE AS A % OF PERSONNEL EXPENDITURE
Programme 1	49 480	8,4	17	0,0	1 268	0,2	2 599	0,4
Programme 2	27 945	4,7	-	-	369	0,1	1 021	0,2
Programme 3	117 392	19,8	-	-	4 156	0,7	9 155	1,5
Programme 4	141 326	23,9	1 017	0,2	2 851	0,5	7 626	1,3
Programme 5	47 237	8,0	-	-	951	0,2	1 853	0,3
Programme 6	30 441	5,1	-	-	137	0,0	416	0,1
Total	413 821	69,9	1 033	0,2	9 732	1,6	22 669	3,8

NOTE: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL [Personnel Salary] system and not the Basic Accounting System. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. Further to this, the table above does not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Premier.

Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2021/22

SALARY BANDS	SALARIES		OVERTIME		HOUSING ALLOWANCE		MEDICAL ASSISTANCE	
	AMOUNT (R'000)	SALARIES AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	OVERTIME AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	HOUSING ALLOWANCE AS A % OF PERSONNEL EXPENDITURE	AMOUNT (R'000)	MEDICAL ASSISTANCE AS A % OF PERSONNEL EXPENDITURE
Interns	4 900	0,8	-	-	-	-	-	-
Lower skilled (Levels 1–2)	1 347	0,2	12	0,0	177	0,0	244	0,0
Skilled (Levels 3–5)	19 593	3,3	91	0,0	1 545	0,3	3 048	0,5
Highly skilled production (Levels 6–8)	59 684	10,1	12	0,0	2 740	0,5	6 732	1,1
Highly skilled supervision (Levels 9–12)	272 607	46,0	918	0,2	4 872	0,8	12 101	2,0
Senior management (Levels 13–16)	55 690	9,4	-	-	398	0,1	544	0,1
Total	413 821	69,9	1 033	0,2	9 732	1,6	22 669	3,8

NOTE: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL [Personnel Salary] system and not the Basic Accounting System. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. Further to this, the table above does not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Premier.

3.2. EMPLOYMENT AND VACANCIES

The following tables summarise the number of active posts on the establishment, the number of employees (excluding interns and the Premier), and the percentage active vacant posts as at the end of the financial year. This information is presented in terms of three key variables, namely: Programme (Table 3.2.1), Salary Band (Table 3.2.2) and Critical Occupations (Table 3.2.3). All information in this section is provided as a snapshot as at the end of the financial year under review.

Table 3.2.1: Employment and vacancies by programme, as at 31 March 2022

PROGRAMME	NUMBER OF ACTIVE POSTS	NUMBER OF POSTS FILLED	VACANCY RATE %
Programme 1	120	118	1,7
Programme 2	51	51	-
Programme 3	312	310	0,6
Programme 4	279	276	1,1
Programme 5	98	97	1,0
Programme 6	47	47	-
Total	907	899	0,9

Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2022

SALARY BAND	NUMBER OF ACTIVE POSTS	NUMBER OF POSTS FILLED	VACANCY RATE %
Lower skilled (Levels 1–2)	17	17	-
Skilled (Levels 3–5)	108	108	-
Highly skilled production (Levels 6–8)	193	190	1,6
Highly skilled supervision (Levels 9–12)	528	523	0,9
Senior management (Levels 13–16)	61	61	-
Total	907	899	0,9

Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2022

CRITICAL OCCUPATIONS	NUMBER OF ACTIVE POSTS	NUMBER OF POSTS FILLED	VACANCY RATE %
Network Technologist	114	113	0,9

NOTE: Critical occupations – refer to occupations that are critical for service delivery. If these occupations are not present in the department, the function/services will collapse.

3.3. JOB EVALUATION

Job evaluation was introduced as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities are required to evaluate each new post in his or her organisation or re-evaluate any post where the post mandate or content has significantly changed. This job evaluation process determines the grading and salary level of a post. It should be understood that Job Evaluation and Staff Performance Management differ in the sense that Job Evaluation refers to the value/weighting of the activities that are associated with the post and Staff Performance Management refers to the review of an individual's performance.

Table 3.3.1 summarises the number of posts that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.3.1: Job evaluation, 1 April 2021 to 31 March 2022

SALARY BAND	NUMBER OF ACTIVE POSTS AS AT 31 MARCH 2022	NUMBER OF POSTS EVALUATED	% OF POSTS EVALUATED	POSTS UPGRADED		POSTS DOWNGRADED	
				NUMBER	POSTS UPGRADED AS A % OF TOTAL POSTS	NUMBER	POSTS DOWNGRADED AS A % OF TOTAL POSTS
Lower skilled (Levels 1-2)	17	-	-	-	-	-	-
Skilled (Levels 3-5)	108	1	0,1	-	-	-	-
Highly skilled production (Levels 6-8)	193	5	0,6	-	-	-	-
Highly skilled supervision (Levels 9-12)	528	2	0,2	1	0,1	-	-
Senior Management Service Band A (Level 13)	43	-	-	-	-	-	-
Senior Management Service Band B (Level 14)	12	-	-	-	-	-	-
Senior Management Service Band C (Level 15)	4	-	-	-	-	-	-
Senior Management Service Band D (Level 16)	2	-	-	-	-	-	-
Total	907	8	0,9	1	0,1	-	-

NOTE: The "Number of posts evaluated" per Salary Band reflects the Final Approved Post Level after Job Evaluation.

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2021 to 31 March 2022

BENEFICIARIES	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
None					

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation or where higher notches were awarded to employees within a particular salary level. Each salary level consists of 12 notches. Reasons for the deviation are provided in each case.

Table 3.3.3: Employees who have been granted higher salaries than those determined by job evaluation per major occupation, 1 April 2021 to 31 March 2022

MAJOR OCCUPATION	NUMBER OF EMPLOYEES	JOB EVALUATION LEVEL	REMUNERATION ON A HIGHER SALARY LEVEL	REMUNERATION ON A HIGHER NOTCH OF THE SAME SALARY LEVEL	REASON FOR DEVIATION
None					

Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2021 to 31 March 2022

BENEFICIARIES	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
None					

3.4. EMPLOYMENT CHANGES

Turnover rates provide an indication of trends in the employment profile of the Department during the year under review. The following tables provide a summary of turnover rates by salary band (Table 3.4.1) and by critical occupation (Table 3.4.2). This section does not include information related to interns.

Table 3.4.1: Annual turnover rates by salary band, 1 April 2021 to 31 March 2022

SALARY BAND	NUMBER OF EMPLOYEES AS AT 31 MARCH 2021	TURNOVER RATE 2020/21	APPOINTMENTS INTO THE DEPARTMENT	TRANSFERS INTO THE DEPARTMENT	TERMINATIONS OUT OF THE DEPARTMENT	TRANSFERS OUT OF THE DEPARTMENT	TURNOVER RATE % 2021/22
Lower skilled (Levels 1–2)	16	5,6	1	-	-	-	-
Skilled (Levels 3–5)	110	5,1	4	1	4	-	3,6
Highly skilled production (Levels 6–8)	191	8,7	8	-	8	3	5,8
Highly skilled supervision (Levels 9–12)	534	6,9	30	2	42	3	8,4
Senior Management Service Band A (Level 13)	45	-	1	-	2	1	6,7
Senior Management Service Band B (Level 14)	12	8,3	-	-	-	-	-
Senior Management Service Band C (Level 15)	5	33,3	-	-	1	-	20,0
Senior Management Service Band D (Level 16)	2	33,3	-	-	-	-	-
Total	915	7,0	44	3	57	7	7,0
			47		64		

NOTE: "Transfers" refer to the lateral movement of employees from one Public Service Department to another (Both Provincially & Nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as at 31 March 2021).

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2021 to 31 March 2022

CRITICAL OCCUPATION	NUMBER OF EMPLOYEES AS AT 31 MARCH 2021	TURNOVER RATE % 2020/21	APPOINTMENTS INTO THE DEPARTMENT	TRANSFERS INTO THE DEPARTMENT	TERMINATIONS OUT OF THE DEPARTMENT	TRANSFERS OUT OF THE DEPARTMENT	TURNOVER RATE % 2021/22
Network Technologist	119	4,1	2	-	6	-	5,0

NOTE: "Transfers" refer to the lateral movement of employees from one Public Service Department to another (Both Provincially & Nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as at 31 March 2021).

Table 3.4.3: Staff leaving the employ of the Department, 1 April 2021 to 31 March 2022

EXIT CATEGORY	NUMBER	% OF TOTAL EXITS	NUMBER OF EXITS AS A % OF TOTAL NUMBER OF EMPLOYEES AS AT 31 MARCH 2021
Death	4	6,3	0,4
Resignation *	32	50,0	3,5
Expiry of contract	7	10,9	0,8
Dismissal – operational changes	-	-	-
Dismissal – misconduct	1	1,6	0,1
Dismissal – inefficiency	-	-	-
Discharged due to ill-health	2	3,1	0,2
Retirement	11	17,2	1,2
Employee initiated severance package	-	-	-
Transfers to Statutory Body	-	-	-
Transfers to other Public Service departments	5	7,8	0,5
Promotion to another WCG Department	2	3,1	0,2
Total	64	100,0	7,0

NOTE: Table 3.4.3 identifies the various exit categories for those staff members who have left the employ of the Department.

* Resignations are further discussed in tables 3.4.4 and 3.4.5.

Table 3.4.4: Reasons why staff resigned, 1 April 2021 to 31 March 2022

RESIGNATION REASONS	NUMBER	% OF TOTAL RESIGNATIONS
Balance between work and life	1	3,1
Current Remuneration	3	9,4
Further Studies	1	3,1
Lack of promotional opportunities	2	6,3
Need for a career change	2	6,3
No reason provided	15	46,9
Other Occupation	6	18,8
Personal Health	2	6,3
Total	32	100,0

Table 3.4.5: Different age groups of staff who resigned, 1 April 2021 to 31 March 2022

AGE GROUP	NUMBER	% OF TOTAL RESIGNATIONS
Ages <19	-	-
Ages 20 to 24	-	-
Ages 25 to 29	5	15,6
Ages 30 to 34	4	12,5
Ages 35 to 39	7	21,9
Ages 40 to 44	7	21,9
Ages 45 to 49	3	9,4
Ages 50 to 54	2	6,3
Ages 55 to 59	2	6,3
Ages 60 to 64	2	6,3
Ages 65 >	-	-
Total	32	100,0

Table 3.4.6: Employee initiated severance packages

TOTAL NUMBER OF EMPLOYEE INITIATED SEVERANCE PACKAGES OFFERED IN 2021/22	None
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Table 3.4.7: Promotions by salary band, 1 April 2021 to 31 March 2022

SALARY BAND	NUMBER OF EMPLOYEES AS AT 31 MARCH 2021	PROMOTIONS TO ANOTHER SALARY LEVEL	PROMOTIONS AS A % OF TOTAL EMPLOYEES	PROGRESSIONS TO ANOTHER NOTCH WITHIN A SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF TOTAL EMPLOYEES
Lower skilled (Levels 1–2)	16	-	-	-	-
Skilled (Levels 3–5)	110	-	-	-	-
Highly skilled production (Levels 6–8)	191	2	1,0	1	0,5
Highly skilled supervision (Levels 9–12)	534	3	0,6	-	-
Senior management (Levels 13–16)	64	-	-	-	-
Total	915	5	0,5	1	0,1

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department by applying and being successful for an advertised post through the recruitment and selection process. The information reflects the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions are not included.

Table 3.4.8: Promotions by critical occupation, 1 April 2021 to 31 March 2022

CRITICAL OCCUPATION	NUMBER OF EMPLOYEES AS AT 31 MARCH 2021	PROMOTIONS TO ANOTHER SALARY LEVEL	PROMOTIONS AS A % OF TOTAL EMPLOYEES IN CRITICAL OCCUPATIONS	PROGRESSIONS TO ANOTHER NOTCH WITHIN A CRITICAL OCCUPATION	NOTCH PROGRESSIONS AS A % OF TOTAL EMPLOYEES IN CRITICAL OCCUPATIONS
Network Technologist	123	-	-	-	-

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department by applying and being successful for an advertised post through the recruitment and selection process. The information reflects the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions are not included.

3.5. EMPLOYMENT EQUITY

Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15–16)	-	3	-	1	-	1	-	1	-	-	6
Senior management (Levels 13–14)	2	15	1	14	-	14	2	7	-	-	55
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	31	164	11	59	63	127	4	59	2	2	522
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	20	29	-	8	26	90	2	19	-	-	194
Semi-skilled and discretionary decision making (Levels 3–5)	18	32	-	-	20	35	1	3	-	-	109
Unskilled and defined decision making (Levels 1–2)	2	4	-	-	1	6	-	-	-	-	13
Total	73	247	12	82	110	273	9	89	2	2	899
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	73	247	12	82	110	273	9	89	2	2	899

A = African; C = Coloured; I = Indian; W = White.

NOTE: The figures reflected per occupational levels include all permanent, part-time and contract employees, but exclude interns. Furthermore, the information is presented by salary level and not post level.

For the number of employees with disabilities, refer to Table 3.5.2.

Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15-16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Levels 13-14)	-	-	-	1	-	-	-	-	-	-	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	-	3	-	7	1	2	-	5	-	-	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	-	-	2	-	-	-	2	-	-	5
Semi-skilled and discretionary decision making (Levels 3-5)	-	-	-	-	-	1	-	-	-	-	1
Unskilled and defined decision making (Levels 1-2)	-	-	-	-	-	-	-	-	-	-	-
Total	1	3	-	10	1	3	-	7	-	-	25
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	1	3	-	10	1	3	-	7	-	-	25

A = African; C = Coloured; I = Indian; W = White.

NOTE: The figures reflected per occupational level include all permanent, part-time and contract employees, but exclude interns. Furthermore, the information is presented by salary level and not post level.

Table 3.5.3: Recruitment, 1 April 2021 to 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15–16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Levels 13–14)	-	1	-	-	-	-	-	-	-	-	1
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	3	11	3	3	1	7	-	3	-	1	32
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	1	-	-	-	2	5	-	-	-	-	8
Semi-skilled and discretionary decision making (Levels 3–5)	2	1	-	-	1	1	-	-	-	-	5
Unskilled and defined decision making (Levels 1–2)	1	-	-	-	-	-	-	-	-	-	1
Total	7	13	3	3	4	13	-	3	-	1	47
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	7	13	3	3	4	13	-	3	-	1	47

A = African; C = Coloured; I = Indian; W = White.

NOTE: Recruitment refers to the appointment of new employees to the staff establishment of the Department, but exclude interns. The totals include transfers from other government departments and / or institutions, as per Table 3.4.1.

Table 3.5.4: Promotions, 1 April 2021 to 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15–16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Levels 13–14)	-	-	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	1	2	-	-	-	-	-	-	-	-	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	-	-	-	-	-	2	-	-	-	-	2
Semi-skilled and discretionary decision making (Levels 3–5)	-	-	-	-	-	-	-	-	-	-	-
Unskilled and defined decision making (Levels 1–2)	-	-	-	-	-	-	-	-	-	-	-
Total	1	2	-	-	-	2	-	-	-	-	5
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	1	2	-	-	-	2	-	-	-	-	5

A = African; C = Coloured; I = Indian; W = White.

NOTE: Promotions refer to the total number of employees who have advanced to a higher post level within the Department, by applying and being successful for an advertised post, through the recruitment and selection process as per Table 3.4.7.

Table 3.5.5: Terminations, 1 April 2021 to 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15–16)	-	-	-	-	-	1	-	-	-	-	1
Senior management (Levels 13–14)	-	1	-	-	1	-	1	-	-	-	3
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	4	9	2	9	2	11	-	8	-	-	45
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	-	5	1	-	3	2	-	-	-	-	11
Semi-skilled and discretionary decision making (Levels 3–5)	-	3	-	-	-	-	-	1	-	-	4
Unskilled and defined decision making (Levels 1–2)	-	-	-	-	-	-	-	-	-	-	-
Total	4	18	3	9	6	14	1	9	-	-	64
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	4	18	3	9	6	14	1	9	-	-	64

A = African; C = Coloured; I = Indian; W = White.

NOTE: Terminations refer to those employees (excluding interns) who have left the employ of the Department, including transfers to other departments, as per Table 3.4.1.

Table 3.5.6: Disciplinary actions, 1 April 2021 to 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Dismissal	-	-	-	-	1	-	-	-	-	-	1
Suspension without pay coupled with a Final Written Warning	1	1	-	-	-	1	-	-	-	-	3
Total	1	1	-	-	1	1	-	-	-	-	4
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	1	1	-	-	1	1	-	-	-	-	4

A = African; C = Coloured; I = Indian; W = White.

NOTE: The disciplinary actions total refers to formal outcomes only and not headcount. For further information on the outcomes of the disciplinary hearings and the types of misconduct addressed at disciplinary hearings, refer to Table 3.12.2 and Table 3.12.3.

Table 3.5.7: Skills development, 1 April 2021 to 31 March 2022

OCCUPATIONAL LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top management (Levels 15–16)	-	1	-	1	-	1	-	-	3
Senior management (Levels 13–14)	1	11	-	8	1	7	2	8	38
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	17	86	5	32	36	97	3	46	322
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	15	28	1	4	16	66	2	12	144
Semi-skilled and discretionary decision making (Levels 3–5)	13	24	-	-	15	20	1	1	74
Unskilled and defined decision making (Levels 1–2)	1	3	-	-	-	3	-	-	7
Total	47	153	6	45	68	194	8	67	588
Temporary employees	-	-	-	-	-	-	-	-	-
Grand total	47	153	6	45	68	194	8	67	588

A = African; C = Coloured; I = Indian; W = White.

NOTE: The above table refers to the total number of employees who have received training during the period under review, and not the number of training interventions attended by individuals. For further information on the actual training provided, refer to Table 3.13.2.

3.6. SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

Table 3.6.1: Signing of Performance Agreements by SMS Members, as at 31 May 2021

SMS POST LEVEL	NUMBER OF ACTIVE SMS POSTS PER LEVEL	NUMBER OF SMS MEMBERS PER LEVEL	NUMBER OF SIGNED PERFORMANCE AGREEMENTS PER LEVEL	SIGNED PERFORMANCE AGREEMENTS AS % OF SMS MEMBERS PER LEVEL
Director-General	1	1	1	100
Salary Level 16, but not DG	1	1	1	100
Salary Level 15	4	4	4	100
Salary Level 14	12	12	12	100
Salary Level 13	45	45	44	97,8
Total	63	63	62	98,4

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded as well as the Western Cape Commissioner for Children who is a contractual statutory appointment. Furthermore, the table reflects post salary details and not the individual salary level of employees. The allocation of performance-related rewards (cash bonus) for SMS members is dealt with later in the report. Refer to Table 3.8.5 in this regard.

Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS Members on 31 May 2021

REASONS FOR NOT CONCLUDING PERFORMANCE AGREEMENTS WITH ALL SMS
The SMS member who did not complete a Performance Agreement resigned with effect 31 May 2021.

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2021

DISCIPLINARY STEPS TAKEN AGAINST SMS MEMBERS FOR NOT HAVING CONCLUDED PERFORMANCE AGREEMENTS
None required

3.7. FILLING OF SMS POSTS

The tables in this section provide information on employment and vacancies as it relates to members of the SMS by salary level. It also provides information of advertising and the filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken in cases of non-compliance.

Table 3.7.1: SMS posts information, as at 30 September 2021

SMS LEVEL	NUMBER OF ACTIVE SMS POSTS PER LEVEL	NUMBER OF SMS POSTS FILLED PER LEVEL	% OF SMS POSTS FILLED PER LEVEL	NUMBER OF SMS POSTS VACANT PER LEVEL	% OF SMS POSTS VACANT PER LEVEL
Director-General	1	1	100,0	-	-
Salary Level 16, but not DG	1	1	100,0	-	-
Salary Level 15	4	4	100,0	-	-
Salary Level 14	12	12	100,0	-	-
Salary Level 13	45	44	97,8	1	2,2
Total	63	62	98,4	1	1,6

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded.

Table 3.7.2: SMS posts information, as at 31 March 2022

SMS LEVEL	NUMBER OF ACTIVE SMS POSTS PER LEVEL	NUMBER OF SMS POSTS FILLED PER LEVEL	% OF SMS POSTS FILLED PER LEVEL	NUMBER OF SMS POSTS VACANT PER LEVEL	% OF SMS POSTS VACANT PER LEVEL
Director-General	1	1	100,0	-	-
Salary Level 16, but not DG	1	1	100,0	-	-
Salary Level 15	4	4	100,0	-	-
Salary Level 14	12	12	100,0	-	-
Salary Level 13	43	43	100,0	-	-
Total	61	61	100,0	-	-

NOTE: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded.

Table 3.7.3: Advertising and Filling of SMS posts, as at 31 March 2022

SMS LEVEL	ADVERTISING	FILLING OF POSTS	
	NUMBER OF VACANCIES PER LEVEL ADVERTISED IN 6 MONTHS OF BECOMING VACANT	NUMBER OF VACANCIES PER LEVEL FILLED IN 6 MONTHS AFTER BECOMING VACANT	NUMBER OF VACANCIES PER LEVEL NOT FILLED IN 6 MONTHS BUT FILLED IN 12 MONTHS
Director-General	-	-	-
Salary Level 16, but not DG	-	-	-
Salary Level 15	-	-	-
Salary Level 14	1	-	-
Salary Level 13	5	1	-
Total	6	1	-

Table 3.7.4: Reasons for not having complied with the filling of active vacant SMS posts – Advertised within 6 months and filled within 12 months after becoming vacant

SMS LEVEL	REASONS FOR NON-COMPLIANCE
Director-General	N/A
Salary Level 16, but not DG	N/A
Salary Level 15	N/A
Salary Level 14	N/A
Salary Level 13	N/A

Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months

DISCIPLINARY STEPS TAKEN FOR NOT COMPLYING WITH THE PRESCRIBED TIMEFRAMES FOR FILLING SMS POSTS
None

3.8. EMPLOYEE PERFORMANCE

The following tables note the number of staff by salary band (table 3.8.1) and staff within critical occupations (3.8.2) who received a notch progression as a result of performance management. (i.e. qualifying employees who scored between 3 – 4 in their performance ratings).

Table 3.8.1: Notch progressions by salary band, 1 April 2021 to 31 March 2022

SALARY BAND	EMPLOYEES AS AT 31 MARCH 2021	PROGRESSIONS TO ANOTHER NOTCH WITHIN A SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYEES BY SALARY BAND
Lower skilled (Levels 1–2)	16	-	-
Skilled (Levels 3–5)	110	-	-
Highly skilled production (Levels 6–8)	191	1	0,5
Highly skilled supervision (Levels 9–12)	534	-	-
Senior management (Levels 13–16)	64	-	-
Total	915	1	0,1

Table 3.8.2: Notch progressions by critical occupation, 1 April 2021 to 31 March 2022

CRITICAL OCCUPATIONS	EMPLOYEES AS AT 31 MARCH 2021	PROGRESSIONS TO ANOTHER NOTCH WITHIN A SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYEES BY SALARY BAND
Network Technologist	119	-	-

To encourage good performance, the Department has granted the following performance rewards to employees for the performance period 2020/21 but paid in the financial year 2021/22. The information is presented in terms of race, gender, and disability (Table 3.8.3), salary bands (Table 3.8.4 and Table 3.8.5) and critical occupations (Table 3.8.6).

Due to the current fiscal challenges, exacerbated within the public service by, inter alia, the COVID-19 pandemic, Cabinet approved the decision taken on 5 July 2021 by the Western Cape Government Provincial Top Management that no performance bonuses for the 2020/21 performance cycle will be paid to employees within the Western Cape Government.

Table 3.8.3: Performance rewards by race, gender, and disability, 1 April 2021 to 31 March 2022

RACE AND GENDER	BENEFICIARY PROFILE			COST	
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2021	% OF TOTAL WITHIN GROUP	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
African	-	181	-	-	-
Male	-	71	-	-	-
Female	-	110	-	-	-
Coloured	-	519	-	-	-
Male	-	249	-	-	-
Female	-	270	-	-	-
Indian	-	22	-	-	-
Male	-	12	-	-	-
Female	-	10	-	-	-
White	-	166	-	-	-
Male	-	78	-	-	-
Female	-	88	-	-	-
Employees with a disability	-	27	-	-	-
Total	-	915	-	-	-

Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2021 to 31 March 2022

SALARY BANDS	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2021	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF THE TOTAL PERSONNEL EXPENDITURE
Lower skilled (Levels 1–2)	-	16	-	-	-	-
Skilled (Levels 3–5)	-	110	-	-	-	-
Highly skilled production (Levels 6–8)	-	191	-	-	-	-
Highly skilled supervision (Levels 9–12)	-	534	-	-	-	-
Total	-	851	-	-	-	-

NOTE: cost is calculated as a percentage of the total personnel expenditure for salary levels 1-12 employees, reflected in Table 3.1.2.

Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 01 April 2021 to 31 March 2022

SALARY BANDS	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2021	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF THE TOTAL PERSONNEL EXPENDITURE
Senior Management Service Band A (Level 13)	-	45	-	-	-	-
Senior Management Service Band B (Level 14)	-	12	-	-	-	-
Senior Management Service Band C (Level 15)	-	5	-	-	-	-
Senior Management Service Band D (Level 16)	-	2	-	-	-	-
Total	-	64	-	-	-	-

NOTE: The cost is calculated as a percentage of the total personnel expenditure for those employees at salary levels 13-16, reflected in Table 3.1.2.

Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2021 to 31 March 2022

CRITICAL OCCUPATION	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2021	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF TOTAL PERSONNEL EXPENDITURE
Network Technologist	0	119	0.0	0	0	0.0

3.9. FOREIGN WORKERS

The tables below summarise the employment of foreign nationals in the Department in terms of salary bands (Table 3.9.1) and major occupation (Table 3.9.2). The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

Table 3.9.1: Foreign Workers by salary band, 1 April 2021 to 31 March 2022

SALARY BAND	1 APRIL 2021		31 MARCH 2022		CHANGE	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL	NUMBER	% CHANGE
Lower skilled (Levels 1–2)	-	-	-	-	-	-
Skilled (Levels 3–5)	-	-	-	-	-	-
Highly skilled production (Levels 6–8)	-	-	-	-	-	-
Highly skilled supervision (Levels 9–12)	3	100,0	4	100,0	1	33,3
Senior management (Levels 13–16)	-	-	-	-	-	-
Total	3	100,0	4	100,0	1	33,3

NOTE: The table above includes non- citizens with permanent residence in the Republic of South Africa.

Table 3.9.2: Foreign Workers by major occupation, 1 April 2021 to 31 March 2022

MAJOR OCCUPATION	1 APRIL 2021		31 MARCH 2022		CHANGE	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL	NUMBER	% CHANGE
Deputy Director: ICT Audit	1	33,3	1	25,0	-	-
State Law Advisor	1	33,3	1	25,0	-	-
Senior M&E Officer	1	33,3	-	-	-1	-100,0
Deputy Director: Provincial Wide M&E	-	-	1	25,0	1	100,0
Policy & Strategy Analyst	-	-	1	25,0	1	100,0
Total	3	100,0	4	100,0	1	33,3

NOTE: The table above includes non- citizens with permanent residence in the Republic of South Africa.

3.10. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2021 TO 31 DECEMBER 2021

The following tables provide an indication of the use of sick leave (Table 3.10.1) and incapacity leave (Table 3.10.2). In both instances, the estimated cost of the leave is also provided.

Table 3.10.1: Sick leave, 1 January 2021 to 31 December 2021

SALARY BAND	TOTAL DAYS	% DAYS WITH MEDICAL CERTIFICATION	NUMBER OF EMPLOYEES USING SICK LEAVE	TOTAL NUMBER OF EMPLOYEES	% OF TOTAL EMPLOYEES USING SICK LEAVE	AVERAGE DAYS PER EMPLOYEE	ESTIMATED COST (R'000)
Interns	112	65,2	31	124	25,0	4	23
Lower skilled (Levels 1–2)	42	83,3	7	13	53,8	6	17
Skilled (Levels 3–5)	667	80,7	82	113	72,6	8	475
Highly skilled production (Levels 6–8)	1 181	90,5	131	210	62,4	9	1 386
Highly skilled supervision (Levels 9–12)	1 920	83,0	296	555	53,3	6	3 887
Senior management (Levels 13–16)	202	84,7	31	69	44,9	7	606
Total	4 124	84,4	578	1 084	53,3	7	6 394

NOTE: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. The three-year sick leave cycle started in January 2019 and ended in December 2021. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, refer to Table 3.10.2.

Table 3.10.2: Incapacity leave, 1 January 2021 to 31 December 2021

SALARY BAND	TOTAL DAYS	% DAYS WITH MEDICAL CERTIFICATION	NUMBER OF EMPLOYEES USING INCAPACITY LEAVE	TOTAL NUMBER OF EMPLOYEES	% OF TOTAL EMPLOYEES USING INCAPACITY LEAVE	AVERAGE DAYS PER EMPLOYEE	ESTIMATED COST (R'000)
Interns	-	-	-	124	-	-	-
Lower skilled (Levels 1–2)	-	-	-	13	-	-	-
Skilled (Levels 3–5)	202	100,0	9	113	8,0	22	149
Highly skilled production (Levels 6–8)	245	100,0	7	210	3,3	35	282
Highly skilled supervision (Levels 9–12)	571	100,0	16	555	2,9	36	1 156
Senior management (Levels 13–16)	15	100,0	1	69	1,4	15	41
Total	1 033	100,0	33	1 084	3,0	31	1 628

NOTE: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. If an employee has exhausted his or her normal sick leave, the employer must conduct an investigation into the nature and extent of the employee's incapacity. Such investigations must be carried out in accordance with item 10(1) of Schedule 8 of the Labour Relations Act (LRA).

Incapacity leave is not an unlimited amount of additional sick leave days at an employee's disposal. Incapacity leave is additional sick leave granted conditionally at the employer's discretion, as provided for in the Leave Determination and Policy on Incapacity Leave and Ill-Health Retirement (PILIR).

Table 3.10.3: Annual Leave, 1 January 2021 to 31 December 2021

SALARY BAND	TOTAL DAYS TAKEN	TOTAL NUMBER EMPLOYEES USING ANNUAL LEAVE	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE
Interns	572	78	7
Lower skilled (Levels 1–2)	226	12	19
Skilled (Levels 3–5)	2 609	111	24
Highly skilled production (Levels 6–8)	4 736	200	24
Highly skilled supervision (Levels 9–12)	11 468	537	21
Senior management (Levels 13–16)	1 700	67	25
Total	21 311	1 005	21

Table 3.10.4: Capped leave, 1 January 2021 to 31 December 2021

SALARY BAND	TOTAL CAPPED LEAVE AVAILABLE AS AT 31 DEC 2021	TOTAL DAYS OF CAPPED LEAVE TAKEN	NUMBER OF EMPLOYEES USING CAPPED LEAVE	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE	NUMBER OF EMPLOYEES WITH CAPPED LEAVE AS AT 31 DEC 2021	TOTAL CAPPED LEAVE AVAILABLE AS AT 31 DEC 2021
Lower skilled (Levels 1–2)	-	-	-	-	-	-
Skilled (Levels 3–5)	17	-	-	-	2	17
Highly skilled production (Levels 6–8)	721	-	-	-	28	721
Highly skilled supervision (Levels 9–12)	2 115	247	6	41	60	1 868
Senior management (Levels 13–16)	660	3	1	3	18	657
Total	3 512	250	7	36	108	3 262

NOTE: It is possible for the total number of capped leave days to increase as employees who were promoted or transferred into the Department, retain their capped leave credits, which form part of that specific salary band and ultimately the departmental total.

Table 3.10.5: Leave pay-outs, 1 April 2021 to 31 March 2022

REASON	TOTAL AMOUNT (R'000)	NUMBER OF EMPLOYEES	AVERAGE PAYMENT PER EMPLOYEE
Leave pay-outs during 2021/22 due to non-utilisation of leave for the previous cycle	-	-	-
Capped leave pay-outs on termination of service	701	8	87 619
Current leave pay-outs on termination of service	2 262	57	39 691

3.11. HEALTH PROMOTION PROGRAMMES, INCLUDING HIV AND AIDS

Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2021 to 31 March 2022

UNITS/CATEGORIES OF EMPLOYEES IDENTIFIED TO BE AT HIGH RISK OF CONTRACTING HIV AND RELATED DISEASES (IF ANY)	KEY STEPS TAKEN TO REDUCE THE RISK
The nature of the Department's work does not expose employees to increased risk of contracting HIV & AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.	Due to the COVID -19 pandemic restrictions, the HIV & AIDS Counselling, Testing (HCT) and Wellness screenings were not scheduled as usual. However, employees had the opportunity to participate in the commemoration of World AIDS Day. Employee Health and Wellness Services are rendered to all employees in need and include the following: • 24/7/365 Telephone counselling; • Face to face counselling (4 session model); • Trauma and critical incident counselling; • Advocacy on HIV&AIDS awareness, including online services and • Training, coaching and targeted Interventions where these were required.

Table 3.11.2: Details of Health Promotion including HIV & AIDS Programmes, 1 April 2021 to 31 March 2022

QUESTION	YES	NO	DETAILS, IF YES
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2016? If so, provide her/his name and position.	✓		Ms Letitia Isaacs, Acting Director: Organisational Behaviour (Department of the Premier)
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	✓		The Directorate: Organisational Behaviour within the Branch: People Management provides a transversal service to eleven (11) provincial departments, including the Department of the Premier. A designated Employee Health and Wellness unit within the Directorate Organisational Behaviour and the Chief Directorate Organisation Development serves to promote the health and well-being of employees in the eleven (11) client departments. The unit consists of a Deputy Director, three (3) Assistant Directors, and two (2) EHW Practitioners. Budget: R3,5 m

QUESTION	YES	NO	DETAILS, IF YES
3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.	✓		The Department of the Premier has entered into a service level agreement with Metropolitan Health (external service provider) to render an Employee Health and Wellness Service to eleven (11) provincial departments. The following interventions were conducted: GRIT Session, The Responsive Leader – Supporting My Team Through Crisis, Developing Personal Resilience, Understanding and Adapting to Change, Celebrating Multitasking Women, Leading from a Place of Personal Wellbeing Creates a Stronger Sense of Connectedness During Times of Crisis and Confusion, Self-Management & Resilience, Self-Care During Crises, Positivity and Resilience, Identifying the Vulnerable Employee, Psychological Impact of COVID-19, COVID-19: Health Issues and Healing Process, Youth Stress Self-care and Resilience, Mindfulness and Celebration, Managing Difficult Customers, GRIT for Managers, Flourishing Teams in the Workplace, Developing and Managing My Own Personal Brand and Social Media and Your Wellbeing. These interventions are based on the outbreak of the COVID-19 pandemic as well as trends reflected in the quarterly reports and implemented to address employee or departmental needs. The targeted interventions for both employees and managers were aimed at personal development; promotion of healthy lifestyles; and improving coping skills. This involved presentations, workshops, group discussions to create awareness and encourage employees to have a pro-active approach to limit the impact of these problems in the workplace. Targeted Interventions were also implemented to equip managers with tools to engage employees in the workplace. Employee Information on EHW Services was conducted and how to access the Employee Health and Wellness (EHW) Programme was distributed online. Workshops on EHW E-Portal Training and How to request a Workplace Functional Assessment Workshop were conducted.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	✓		The Provincial Employee Health and Wellness Steering Committee has been established with members nominated by each department. The Department of the Premier is represented by Ms Letitia Isaacs and Ms Fatima Gallie.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	✓		The Transversal Management Framework for Employee Health and Wellness Programmes in the Western Cape Government is in effect and was adopted by the Co-ordinating Chamber of the PSCBC for the Western Cape Province in December 2016. In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants. Workplace practices are constantly monitored to ensure policy compliance and fairness. Under the EHW banner, four EHW Policies were approved which includes HIV & AIDS and TB Management that responds to the prevention of discrimination against employees affected and infected by HIV & AIDS and TB in the workplace. Further to this, the Department of Health, that is the lead department for HIV & AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the Western Cape Government. The document is in line with the four pillars of the National EHW Strategic Framework 2018 as amended.

QUESTION	YES	NO	DETAILS, IF YES
			During the reporting period, the transversal EHW policies including the HIV, AIDS and TB Management Policy have been reviewed against the DPSA policies as well as the National Strategic Plan for HIV, TB and STIs (2017-2022) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	✓		The Provincial Strategic Plan on HIV & AIDS, STIs and TB 2017-2022 has been implemented to mainstream HIV and TB and its gender and rights-based dimensions into the core mandates to reduce HIV-related stigma. The aim is to: • Reduce HIV and TB discrimination in the workplace. This included campaigns against unfair discrimination and empowerment of employees. • Reduce unfair discrimination in access to services. This included ensuring that the Directorate Employee Relations addresses complaints or grievances relating to unfair discrimination and provides training to employees. Due to the COVID-19 pandemic, the Department could not implement the planned measures to address the stigma and discrimination against those infected or perceived to be infective with HIV, which include the following: • Wellness Screenings (Blood pressure, Glucose, Cholesterol, TB, BMI) • HCT Screenings • TB Talks and Screenings • Distributing posters and pamphlets; • Condom distribution and spot talks; and • Commemoration of World AIDS Day and Wellness events.
7. Does the department encourage its employees to undergo HIV counselling and testing (HCT)? If so, list the results that you have you achieved.	✓		HCT SESSIONS: The following Wellness and HCT screening session were conducted: The Department participated in One (1) HCT and Wellness screening session. 27 Employees were tested and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STI's). There were no clinical referrals for TB, HIV or STIs for further management.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	✓		The EHWP is monitored through Quarterly and Annual reporting and trend analysis can be derived through comparison of departmental utilisation and demographics i.e. age, gender, problem profiling, employee vs. manager utilisation, number of cases. Themes and trends also provide a picture of the risks and impact the EHW issues have on individuals and the workplace.

3.12. LABOUR RELATIONS

The following provincial collective agreements were entered into with trade unions for the period under review.

Table 3.12.1: Collective agreements, 1 April 2021 to 31 March 2022

TOTAL COLLECTIVE AGREEMENTS	None
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Table 3.12.2 summarises the outcome of disciplinary hearings conducted within the Department for the period.

Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2021 to 31 March 2022

OUTCOMES OF DISCIPLINARY HEARINGS	NUMBER OF CASES FINALISED	% OF TOTAL
Dismissal	1	25,0
Suspension without pay coupled with a Final Written Warning	3	75,0
Total	4	100,0
Percentage of total employment		0.4

NOTE: Outcomes of disciplinary hearings refer to formal cases only.

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2021 to 31 March 2022

TYPE OF MISCONDUCT	NUMBER	% OF TOTAL
Steals Bribes or Commits Fraud	1	25,0
Conduct self in improper/unacceptable manner	1	25,0
Assault/Attempts or Threatens to Assault a Person	1	25,0
Possesses or Wrongfully Uses Property of State	1	25,0
Total	4	100,0

Table 3.12.4: Grievances lodged, 1 April 2021 to 31 March 2022

GRIEVANCES LODGED	NUMBER	% OF TOTAL
Number of grievances resolved	4	40,0
Number of grievances not resolved	6	60,0
Total number of grievances lodged	10	100,0

NOTE: Grievances lodged refers to cases that were finalised within the reporting period. Grievances **not resolved** refers to cases where the outcome was **not in favour of the aggrieved**. All cases, resolved and not resolved have been finalised.

Table 3.12.5: Disputes lodged with Councils, 1 April 2021 to 31 March 2022

DISPUTES LODGED WITH COUNCILS	NUMBER	% OF TOTAL
Number of disputes upheld	-	-
Number of disputes dismissed	1	100,0
Total number of disputes lodged	1	100,0

NOTE: Councils refer to the Public Service Co-ordinating Bargaining Council (PSCBC) and General Public Service Sector Bargaining Council (GPSSBC). When a dispute is "upheld", it means that the Council endorses the appeal as legitimate and credible in favour of the aggrieved. When a dispute is "dismissed", it means that the Council is not ruling in favour of the aggrieved.

Table 3.12.6: Strike actions, 1 April 2021 to 31 March 2022

STRIKE ACTIONS	NUMBER
Total number of person working days lost	-
Total cost (R'000) of working days lost	-
Amount (R'000) recovered as a result of no work no pay	-

Table 3.12.7: Precautionary suspensions, 1 April 2021 to 31 March 2022

PRECAUTIONARY SUSPENSIONS	NUMBER
Number of people suspended	2
Number of people whose suspension exceeded 30 days	-
Average number of days suspended	8 days
Cost (R'000) of suspensions	12

NOTE: Precautionary suspensions refer to staff who were suspended with full pay, whilst the case was being investigated.

3.13. SKILLS DEVELOPMENT

This section highlights the efforts of the Department with regard to skills development. Table 3.13.1 reflects the training needs as at the beginning of the period under review, and Table 3.13.2 the actual training provided.

Table 3.13.1: Training needs identified, 1 April 2021 to 31 March 2022

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 1 APRIL 2021	TRAINING NEEDS IDENTIFIED AT START OF REPORTING PERIOD			
			LEARNERSHIPS	SKILLS PROGRAMMES AND OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers (Salary Band 13–16)	Female	28	-	44	-	44
	Male	36	-	45	-	45
Professionals (Salary Band 9–12)	Female	263	-	390	-	390
	Male	269	-	442	-	442
Technicians and associate professionals (Salary Band 6–8)	Female	132	-	125	-	125
	Male	63	-	79	-	79
Clerks (Salary Band 3–5)	Female	60	-	71	-	71
	Male	50	-	58	-	58
Elementary occupations (Salary Band 1–2)	Female	7	-	5	-	5
	Male	5	-	11	-	11
Sub Total	Female	490	-	635	-	635
	Male	423	-	635	-	635
Total		913	-	1 270	-	1 270
Employees with disabilities	Female	13	-	23	-	23
	Male	14	-	12	-	12

NOTE: The above table identifies the training needs at the start of the reporting period as per the Department's Workplace Skills Plan.

Table 3.13.2: Training provided, 1 April 2021 to 31 March 2022

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 31 MARCH 2022	TRAINING PROVIDED DURING THE REPORTING PERIOD			
			LEARNERSHIPS	SKILLS PROGRAMMES & OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers (Salary Band 13–16)	Female	25	-	54	-	54
	Male	36	-	47	-	47
Professionals (Salary Band 9–12)	Female	255	-	604	-	604
	Male	267	-	350	-	350
Technicians and associate professionals (Salary Band 6–8)	Female	137	-	320	-	320
	Male	57	-	189	-	189
Clerks (Salary Band 3–5)	Female	59	-	102	-	102
	Male	50	-	111	-	111
Elementary occupations (Salary Band 1–2)	Female	7	-	8	-	8
	Male	6	-	7	-	7
Sub Total	Female	483	-	1 088	-	1 088
	Male	416	-	704	-	704
Total		899	-	1 792	-	1 792
Employees with disabilities	Female	11	-	26	-	26
	Male	14	-	3	-	3

NOTE: The above table identifies the number of training courses attended by individuals during the period under review.

3.14. INJURY ON DUTY

This section provides basic information on injuries sustained whilst being on official duty.

Table 3.14.1: Injury on duty, 1 April 2021 to 31 March 2022

NATURE OF INJURY ON DUTY	NUMBER	% OF TOTAL
Required basic medical attention only	-	-
Temporary disablement	1	100,0
Permanent disablement	-	-
Fatal	-	-
Total	1	100,0
Percentage of total employment		0.1

3.15. UTILISATION OF CONSULTANTS

Table 3.15.1: Consultant appointments using appropriated funds

PROGRAMME	CONSULTING FIRM	PROJECT TITLE	NATURE OF THE PROJECT	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS/ HOURS	CONTRACT VALUE IN RAND	TOTAL NUMBER OF PROJECTS	BBBEE LEVEL
Programme 1	Douglas Knowledge Partners	Appointment of a service provider to render specialist support in the review, design and alignment of the WCG Macro Organisation Design	To render specialist support in the review, design and alignment of the WCG Macro Organisation Design	5	3 months	R 448 500.00	1	N/C
Programme 2	Ideas 42	Procurement of a service provider to conduct a study to understand the behaviours affecting early childhood development outcomes in the Western Cape using behavioural science	To conduct a study to understand the behaviours affecting early childhood development outcomes in the Western Cape using behavioural science.	2	3 months	R 424 230.40	1	N/C
	Ideas 42	Procurement of a service provider to conduct a diagnosis study and preliminary ideas for the design of a pilot intervention to understand the behaviours affecting early childhood development outcomes in the Western Cape using behavioural science.	To conduct a diagnosis study and preliminary ideas for the design of a pilot intervention to understand the behaviours affecting early childhood development outcomes in the Western Cape using behavioural science.	2	3 months	R 424 973.83	1	N/C
	Praxis Partners Consulting (PTY) LTD	Procurement of the strategic consulting & facilitation of the Western Cape PDIA initiative	Provision of strategic consulting & facilitation to the Western Cape PDIA initiative	1	8 months	R 851 000.00	1	N/C

PROGRAMME	CONSULTING FIRM	PROJECT TITLE	NATURE OF THE PROJECT	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS/ HOURS	CONTRACT VALUE IN RAND	TOTAL NUMBER OF PROJECTS	BBBEE LEVEL
Programme 3	Ernst and Young (E&Y)	Procurement for onboarding of specialist research and advisory services towards a reconfigured provincial training institute model for the Department of Premier for a period of 12 months	Provision of specialist research and advisory services for the reconfiguration of the provincial training institute model	1	12 months	R2 286 405.00	1	1
Programme 5	Arc Sakhile Chartered Accountants and Auditors Incorporated	Comprehensive corporate secretariat service to 6 audit committees in the Province	Provision of corporate secretariat services for audit committees.	1	11 months	R 484 035.00	1	2
Total						R 4 919 144.23		

Table 3.15.2: Consultant appointments using Donor funds

PROGRAMME	CONSULTING FIRM	PROJECT TITLE	NATURE OF THE PROJECT	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS/ HOURS	CONTRACT VALUE IN RAND	TOTAL NUMBER OF PROJECTS	TOTAL INDIVIDUAL CONSULTANTS	BBBEE LEVEL
	N/A								







Part E

FINANCIAL INFORMATION

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1. REPORT OF THE AUDITOR-GENERAL TO WESTERN CAPE PROVINCIAL PARLIAMENT ON VOTE NO. 1: WESTERN CAPE DEPARTMENT OF THE PREMIER

1.1. REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

1. I have audited the financial statements of the Western Cape Department of the Premier set out on pages 164 to 216, which comprise the appropriation statement, statement of financial position as at 31 March 2022, statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Western Cape Department of the Premier as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standards (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

BASIS FOR OPINION

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

EMPHASIS OF MATTERS

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Uncertainty relating to future outcome of claim against the department

7. With reference to note 16.1 to the financial statements, the department is the defendant in a property damages claim to the value of R184.8 million. The department is defending the claim, as it believes the summons is materially defective. The ultimate outcome of the matter could not be determined and no provision for any liability that may result was made in the financial statements.

OTHER MATTER

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

9. The supplementary information set out on pages 217 to 228 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

RESPONSIBILITIES OF THE ACCOUNTING OFFICER FOR THE FINANCIAL STATEMENTS

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

1.2. REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT**INTRODUCTION AND SCOPE**

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
15. My procedures address the usefulness and reliability of the reported performance information, which must be based on the department's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as

part of the reported performance information. Accordingly, my findings do not extend to these matters.

16. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the department's annual performance report for the year ended 31 March 2022:

PROGRAMME	PAGES IN THE ANNUAL PERFORMANCE REPORT
Programme 4 – centre for e-innovation	67 – 71

17. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
18. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
 - Programme 4 – Centre for e-Innovation

1.3. REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

INTRODUCTION AND SCOPE

19. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
20. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

1.4. OTHER INFORMATION

21. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported in this auditor's report.
22. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
23. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
24. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I

am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

1.5. INTERNAL CONTROL DEFICIENCIES

25. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

Auditor-General

Cape Town

31 July 2022



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

2. ANNEXURE – AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected programme and on the department's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
 - o identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - o obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control
 - o evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - o conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Western Cape Department of the Premier to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
 - o evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

APPROPRIATION PER PROGRAMME									
2021/22								2020/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
PROGRAMME	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Executive Governance and Integration (Administration)	100 282	-	(634)	99 648	97 803	1 845	98.1	95 479	94 648
2. Provincial Strategic Management	77 607	-	(200)	77 407	70 082	7 325	90.5	68 504	66 487
3. People Management	203 957	-	(5 197)	198 760	190 882	7 878	96.0	192 578	190 655
4. Centre for e-Innovation	1 197 014	-	8 143	1 205 157	1 186 975	18 182	98.5	1 102 467	1 101 447
5. Corporate Assurance ¹	116 367	-	(2 511)	113 856	107 241	6 615	94.2	111 205	110 734
6. Legal Services ¹	49 785	-	399	50 184	49 520	664	98.7	46 488	46 157
Subtotal	1 745 012	-	-	1 745 012	1 702 503	42 509	97.6	1 616 721	1 610 128
Statutory Appropriation	-	-	-	-	-	-	-	-	-
TOTAL	1 745 012	-	-	1 745 012	1 702 503	42 509	97.6	1 616 721	1 610 128
TOTAL (brought forward)				1 745 012	1 702 503			1 616 721	
Reconciliation with statement of financial performance									
ADD									
Departmental receipts				2 857				229	
Actual amounts per statement of financial performance (total revenue)				1 747 869				1 616 950	
Actual amounts per statement of financial performance (total expenditure)					1 702 503				1 610 128

¹Legal Services, previously a sub-programme under Programme 5: Corporate Assurance, became a fully-fledged programme during the year under review.

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

APPROPRIATION PER ECONOMIC CLASSIFICATION									
2021/22								2020/21	
ECONOMIC CLASSIFICATION	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	1 691 571	(2 673)	-	1 688 898	1 660 189	28 709	98.3	1 557 779	1 551 268
Compensation of employees	602 652	(1 394)	-	601 258	591 336	9 922	98.3	585 912	585 619
Goods and services	1 088 919	(1 279)	-	1 087 640	1 068 853	18 787	98.3	971 867	965 649
Transfers and subsidies	23 324	1 409	-	24 733	24 434	299	98.8	30 163	30 119
Departmental agencies and accounts	66	15	-	81	63	18	77.8	5 077	5 057
Non-profit institutions	21 400	(15)	-	21 385	21 120	265	98.8	20 429	20 429
Households	1 858	1 409	-	3 267	3 251	16	99.5	4 657	4 633
Payments for capital assets	30 117	817	-	30 934	17 441	13 493	56.4	28 521	28 493
Buildings and other fixed structures	-	-	-	-	-	-	-	64	64
Machinery and equipment	30 117	(33)	-	30 084	16 592	13 492	55.2	24 788	24 761
Intangible assets	-	850	-	850	849	1	99.9	3 669	3 668
Payments for financial assets	-	447	-	447	439	8	98.2	258	248
TOTAL	1 745 012	-	-	1 745 012	1 702 503	42 509	97.6	1 616 721	1 610 128

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION)									
SUB PROGRAMME	2021/22							2020/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	584	(75)	-	509	451	58	88.6	2 205	2 200
2. Office of the Premier	17 089	323	-	17 412	17 377	35	99.8	16 837	16 747
3. Executive Council Support	12 038	(379)	-	11 659	11 329	330	97.2	10 321	10 304
4. Departmental Strategy	5 957	(380)	(500)	5 077	5 007	70	98.6	5 402	5 387
5. Office of the Director- General	16 098	272	(134)	16 236	15 491	745	95.4	14 537	14 474
6. Financial Management	43 846	37	-	43 883	43 296	587	98.7	42 677	42 039
7. Strategic Communications	4 670	202	-	4 872	4 852	20	99.6	3 500	3 497
Total for sub programmes	100 282	-	(634)	99 648	97 803	1 845	98.1	95 479	94 648
Economic classification									
Current payments	97 856	(1 447)	(634)	95 775	94 213	1 562	98.4	92 629	91 815
Compensation of employees	77 864	(681)	-	77 183	76 401	782	99.0	77 993	77 914
Goods and services	19 992	(766)	(634)	18 592	17 812	780	95.8	14 636	13 901
Transfers and subsidies	813	684	-	1 497	1 222	275	81.6	887	880
Departmental agencies and accounts	9	3	-	12	8	4	66.7	12	7
Non-profit institutions	300	(15)	-	285	20	265	7.0	429	429
Households	504	696	-	1 200	1 194	6	99.5	446	444
Payments for capital assets	1 613	699	-	2 312	2 305	7	99.7	1 950	1 942
Machinery and equipment	1 613	699	-	2 312	2 305	7	99.7	1 950	1 942
Payments for financial assets	-	64	-	64	63	1	98.4	13	11
TOTAL	100 282	-	(634)	99 648	97 803	1 845	98.1	95 479	94 648

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT									
2021/22								2020/21	
SUB PROGRAMME	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	1 932	-	-	1 932	1 688	244	87.4	2 715	2 673
2. Policy and Strategy	15 076	(511)	(200)	14 365	11 712	2 653	81.5	16 648	15 308
3. Strategic Management Information	41 655	1 295	-	42 950	42 105	845	98.0	38 202	38 175
4. Strategic Programmes	18 944	(784)	-	18 160	14 577	3 583	80.3	10 939	10 331
Total for sub programmes	77 607	-	(200)	77 407	70 082	7 325	90.5	68 504	66 487
Economic classification									
Current payments	76 640	(253)	(160)	76 227	68 916	7 311	90.4	62 743	60 734
Compensation of employees	42 571	(194)	-	42 377	39 179	3 198	92.5	39 189	39 128
Goods and services	34 069	(59)	(160)	33 850	29 737	4 113	87.8	23 554	21 606
Transfers and subsidies	917	197	-	1 114	1 108	6	99.5	5 750	5 743
Departmental agencies and accounts	2	3	-	5	3	2	60.0	5 004	5 000
Non-profit institutions	500	-	-	500	500	-	100.0	500	500
Households	415	194	-	609	605	4	99.3	246	243
Payments for capital assets	50	31	(40)	41	34	7	82.9	9	9
Machinery and equipment	50	31	(40)	41	34	7	82.9	9	9
Payments for financial assets	-	25	-	25	24	1	96.0	2	1
TOTAL	77 607	-	(200)	77 407	70 082	7 325	90.5	68 504	66 487

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 3: PEOPLE MANAGEMENT									
2021/22								2020/21	
SUB PROGRAMME	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	1 593	-	-	1 593	1 253	340	78.7	2 849	2 723
2. Organisation Development	59 683	-	(2 000)	57 683	53 540	4 143	92.8	59 605	58 935
3. People Training and Empowerment	37 766	-	(1 142)	36 624	34 159	2 465	93.3	31 864	31 580
4. People Management Practices	104 915	-	(2 055)	102 860	101 930	930	99.1	98 260	97 417
Total for sub programmes	203 957	-	(5 197)	198 760	190 882	7 878	96.0	192 578	190 655
Economic classification									
Current payments	201 415	(463)	(4 860)	196 092	188 234	7 858	96.0	188 633	186 737
Compensation of employees	170 519	(166)	-	170 353	167 469	2 884	98.3	164 381	164 323
Goods and services	30 896	(297)	(4 860)	25 739	20 765	4 974	80.7	24 252	22 414
Transfers and subsidies	626	167	-	793	787	6	99.2	2 850	2 837
Departmental agencies and accounts	21	1	-	22	20	2	90.9	22	19
Households	605	166	-	771	767	4	99.5	2 828	2 818
Payments for capital assets	1 916	-	(337)	1 579	1 568	11	99.3	1 026	1 016
Buildings and other fixed structures	-	-	-	-	-	-	-	64	64
Machinery and equipment	1 916	-	(337)	1 579	1 568	11	99.3	962	952
Payments for financial assets	-	296	-	296	293	3	99.0	69	65
TOTAL	203 957	-	(5 197)	198 760	190 882	7 878	96.0	192 578	190 655

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**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 4: CENTRE FOR E-INNOVATION									
2021/22								2020/21	
SUB PROGRAMME	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	9 000	3 360	-	12 360	12 290	70	99.4	8 552	8 536
2. Strategic ICT Services	75 299	(2 339)	-	72 960	68 535	4 425	93.9	79 067	79 026
3. GITO Management Services	540 675	4 987	8 143	553 805	553 712	93	100.0	490 415	490 340
4. Connected Government and Infrastructure Services	464 588	(6 945)	-	457 643	444 163	13 480	97.1	432 563	431 689
5. Transversal Application Services	107 452	937	-	108 389	108 275	114	99.9	91 870	91 856
Total for sub programmes	1 197 014	-	8 143	1 205 157	1 186 975	18 182	98.5	1 102 467	1 101 447
Economic classification									
Current payments	1 150 066	(264)	7 494	1 157 296	1 152 586	4 710	99.6	1 056 734	1 055 737
Compensation of employees	197 317	(234)	-	197 083	196 726	357	99.8	194 738	194 680
Goods and services	952 749	(30)	7 494	960 213	955 860	4 353	99.5	861 996	861 057
Transfers and subsidies	20 835	242	-	21 077	21 069	8	100.0	20 523	20 510
Departmental agencies and accounts	25	8	-	33	25	8	75.8	30	25
Non-profit institutions	20 600	-	-	20 600	20 600	-	100.0	19 500	19 500
Households	210	234	-	444	444	-	100.0	993	985
Payments for capital assets	26 113	-	649	26 762	13 299	13 463	49.7	25 132	25 124
Machinery and equipment	26 113	(850)	649	25 912	12 450	13 462	48.0	21 463	21 456
Intangible assets	-	850	-	850	849	1	99.9	3 669	3 668
Payments for financial assets	-	22	-	22	21	1	95.5	78	76
TOTAL	1 197 014	-	8 143	1 205 157	1 186 975	18 182	98.5	1 102 467	1 101 447

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**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 5: CORPORATE ASSURANCE									
2021/22								2020/21	
SUB PROGRAMME	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	2 439	-	-	2 439	2 221	218	91.1	2 177	2 166
2. Enterprise Risk Management	8 222	-	-	8 222	7 413	809	90.2	8 324	8 211
3. Internal Audit	40 090	-	(475)	39 615	38 473	1 142	97.1	37 897	37 869
4. Provincial Forensic Services	15 999	(24)	(1 169)	14 806	13 651	1 155	92.2	14 172	14 126
5. Corporate Communication	49 617	24	(867)	48 774	45 483	3 291	93.3	48 635	48 362
Total for sub programmes	116 367	-	(2 511)	113 856	107 241	6 615	94.2	111 205	110 734
Economic classification									
Current payments	115 830	(226)	(2 259)	113 345	106 740	6 605	94.2	110 682	110 217
Compensation of employees	69 242	(119)	-	69 123	67 059	2 064	97.0	66 860	66 844
Goods and services	46 588	(107)	(2 259)	44 222	39 681	4 541	89.7	43 822	43 373
Transfers and subsidies	132	119	-	251	247	4	98.4	119	115
Departmental agencies and accounts	8	-	-	8	6	2	75.0	8	5
Households	124	119	-	243	241	2	99.2	111	110
Payments for capital assets	405	87	(252)	240	235	5	97.9	403	401
Machinery and equipment	405	87	(252)	240	235	5	97.9	403	401
Payments for financial assets	-	20	-	20	19	1	95.0	1	1
TOTAL	116 367	-	(2 511)	113 856	107 241	6 615	94.2	111 205	110 734

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**APPROPRIATION STATEMENT
for the year ended 31 March 2022**

PROGRAMME 6: LEGAL SERVICES									
2021/22								2020/21	
SUB PROGRAMME	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	7 175	46	399	7 620	7 607	13	99.8	5 770	5 692
2. Legal Advisory and Governance Services	25 715	(250)	-	25 465	25 038	427	98.3	24 198	24 043
3. Legislation	8 752	30	-	8 782	8 681	101	98.8	8 446	8 354
4. Litigation	8 143	174	-	8 317	8 194	123	98.5	8 074	8 068
Total for sub programmes	49 785	-	399	50 184	49 520	664	98.7	46 488	46 157
Economic classification									
Current payments	49 764	(20)	419	50 163	49 500	663	98.7	46 358	46 028
Compensation of employees	45 139	-	-	45 139	44 502	637	98.6	42 751	42 730
Goods and services	4 625	(20)	419	5 024	4 998	26	99.5	3 607	3 298
Transfers and subsidies	1	-	-	1	1	-	100.0	34	34
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Households	-	-	-	-	-	-	-	33	33
Payments for capital assets	20	-	(20)	-	-	-	-	1	1
Machinery and equipment	20	-	(20)	-	-	-	-	1	1
Payments for financial assets	-	20	-	20	19	1	95.0	95	94
TOTAL	49 785	-	399	50 184	49 520	664	98.7	46 488	46 157

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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2022**

1. **Detail of transfers and subsidies as per Appropriation Act (after Virement):**
Detail of these transactions can be viewed in note 6 (Transfers and subsidies) and Annexures 1-3 to the Annual Financial Statements.
2. **Detail of specifically and exclusively appropriated amounts voted (after Virement):**
Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.
3. **Detail on payments for financial assets**
Detail of these transactions per programme can be viewed in note 5 (Payments for financial assets) to the Annual Financial Statements.
4. **Explanations of material variances from Amounts Voted (after Virement):**

4.1 Per programme	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Executive Governance and Integration (Administration)	99 648	97 803	1 845	1.85
Provincial Strategic Management	77 407	70 082	7 325	9.46
People Management	198 760	190 882	7 878	3.96
Centre for e-Innovation	1 205 157	1 186 975	18 182	1.51
Corporate Assurance	113 856	107 241	6 615	5.81
Legal Services	50 184	49 520	664	1.32
Total	1 745 012	1 702 503	42 509	2.44

Underspending under Provincial Strategic Management is due to staff exits, the postponement of the VPI@Schools project to the second term of the 2022 school year as well as the impact of the pandemic on the roll out of the projects related to the Commissioner for Children.

Underspending under People Management is due to staff exits, efficiency savings on recruitment contracts and a delay in finding a suitable service provider for the Employment Engagement Tool.

Underspending under Centre for e-Innovation is due to problems with SITA's procurement processes which resulted in procurement delays impacting negatively on Capital Expenditure.

Underspending under Corporate Assurance is due to staff exits; delays in the procurement of the TeamMate licence renewal due to problems with SITA's procurement processes; the fourth wave of COVID-19 not being as severe as initially anticipated and general Vaccine campaign roll-out direction from National / Provincial Health in terms of youth focus received late in Quarter 4.

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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2022**

4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Current payments				
Compensation of employees	601 258	591 336	9 922	1.65
Goods and services	1 087 640	1 068 853	18 787	1.73
Transfers and subsidies				
Departmental agencies and accounts	81	63	18	22.22
Non-profit institutions	21 385	21 120	265	1.24
Households	3 267	3 251	16	0.49
Payments for capital assets				
Machinery and equipment	30 084	16 592	13 492	44.85
Intangible assets	850	849	1	0.12
Payments for financial assets	447	439	8	1.79
Total	1 745 012	1 702 503	42 509	2.44

Underspending under Compensation of Employees is due to staff exits.

Underspending under Goods and Services is due to:

the postponement of the VPI@Schools project to the second term of the 2022 school year; the impact of the pandemic on the roll out of the projects related to the Commissioner for Children; efficiency savings on recruitment contracts; a delay in finding a suitable service provider for the Employment Engagement Tool; delays in the procurement of the TeamMate license renewal due to problems with SITA's procurement processes; the fourth wave of COVID-19 not being as severe as initially anticipated and general Vaccine campaign roll-out direction from National / Provincial Health in terms of youth focus received late in Quarter 4.

Underspending under Departmental agencies and accounts is due to the cumulative effect of budgetary shifts.

Underspending under Machinery and equipment is due to problems with SITA's procurement processes which resulted in procurement delays.

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**STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2022**

	<i>Note</i>	2021/22 R'000	2020/21 R'000
REVENUE			
Annual appropriation	1.1	1 745 012	1 616 721
Departmental revenue	2	2 857	229
TOTAL REVENUE		1 747 869	1 616 950
EXPENDITURE			
Current expenditure			
Compensation of employees	3	591 336	585 619
Goods and services	4	1 068 853	965 649
Total current expenditure		1 660 189	1 551 268
Transfers and subsidies	6	24 434	30 119
Expenditure for capital assets			
Tangible assets	7	16 592	24 825
Intangible assets	7	849	3 668
Total expenditure for capital assets		17 441	28 493
Payments for financial assets	5	439	248
TOTAL EXPENDITURE		1 702 503	1 610 128
SURPLUS FOR THE YEAR		45 366	6 822
Reconciliation of Net Surplus for the year			
Voted funds	11	42 509	6 593
Departmental revenue	12	2 857	229
SURPLUS FOR THE YEAR		45 366	6 822

**DEPARTMENT OF THE PREMIER
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**STATEMENT OF FINANCIAL POSITION
as at 31 March 2022**

	<i>Note</i>	2021/22 R'000	2020/21 R'000
ASSETS			
Current assets		41 858	5 879
Cash and cash equivalents	8	37 317	3 127
Prepayments and advances	9	-	-
Receivables	10	4 541	2 752
Non-current assets		902	1 196
Receivables	10	902	1 196
TOTAL ASSETS		42 760	7 075
LIABILITIES			
Current liabilities		42 644	6 881
Voted funds to be surrendered to the Revenue Fund	11	42 509	6 593
Departmental revenue to be surrendered to the Revenue Fund	12	120	9
Payables	13	15	279
TOTAL LIABILITIES		42 644	6 881
NET ASSETS		116	194
Represented by:			
Recoverable revenue		116	194
TOTAL		116	194

**DEPARTMENT OF THE PREMIER
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**STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2022**

	<i>Note</i>	2021/22 R'000	2020/21 R'000
Recoverable revenue			
Opening balance		194	218
Transfers:		(78)	(24)
Debts revised		(115)	33
Debts recovered (included in departmental receipts)		-	(24)
Debts raised		37	(33)
Closing balance		116	194
TOTAL		116	194

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**CASH FLOW STATEMENT
for the year ended 31 March 2022**

	Note	2021/22 R'000	2020/21 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		1 749 466	1 618 549
Annual appropriated funds received	1.1	1 745 012	1 616 721
Departmental revenue received	2.1;2.4	4 425	1 810
Interest received	2	29	18
Net (increase)/decrease in working capital		(2 053)	136
Surrendered to Revenue Fund		(10 941)	(23 631)
Current payments		(1 660 189)	(1 551 268)
Payments for financial assets	5	(439)	(248)
Transfers and subsidies paid	6	(24 434)	(30 119)
Net cash flow available from operating activities	14	51 410	13 419
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(17 441)	(28 493)
Proceeds from sale of capital assets	2.3	5	3
Increase in non-current receivables		294	77
Net cash flows from investing activities		(17 142)	(28 413)
CASH FLOWS FROM FINANCING ACTIVITIES			
Decrease in net assets		(78)	(24)
Net cash flows from financing activities		(78)	(24)
Net increase/(decrease) in cash and cash equivalents		34 190	(15 018)
Cash and cash equivalents at beginning of period		3 127	18 145
Cash and cash equivalents at end of period	8,15	37 317	3 127

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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1	Basis of preparation The financial statements have been prepared in accordance with the Modified Cash Standard.
2	Going concern The financial statements have been prepared on a going concern basis.
3	Presentation currency Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.
4	Rounding Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).
5	Foreign currency translation Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.
6	Comparative information
6.1	Prior period comparative information Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.
6.2	Current year comparison with budget A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.
7	Revenue
7.1	Appropriated funds Appropriated funds comprise of departmental allocations as well as direct charges against the revenue fund (i.e., statutory appropriation).

**DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

	Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.
7.2	Departmental revenue Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
8	Expenditure
8.1	Compensation of employees
8.1.1	Salaries and wages Salaries and wages are recognised in the statement of financial performance on the date of payment.
8.1.2	Social contributions Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.
8.2	Other expenditure Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.
8.3	Accruals and payables not recognised Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.
8.4	Leases
8.4.1	Operating leases Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue. The operating lease commitments are recorded in the notes to the financial statements.

**DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

8.4.2	Finance leases Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of: • cost, being the fair value of the asset; or • the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.
9	Cash and cash equivalents Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.
10	Prepayments and advances Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost.
11	Loans and receivables Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.
12	Financial assets
12.1	Financial assets (not covered elsewhere) A financial asset is recognised initially at its cost, plus transaction costs that are directly attributable to the acquisition or issue of the financial asset. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.
12.2	Impairment of financial assets Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.
13	Payables Payables recognised in the statement of financial position are recognised at cost.

**DEPARTMENT OF THE PREMIER
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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

14	Capital Assets
14.1	Immovable capital assets Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use. Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.
14.2	Movable capital assets Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.
14.3	Intangible assets Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition. Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.
15	Provisions and Contingents
15.1	Provisions Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.
15.2	Contingent liabilities Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

15.3	Contingent assets Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.
15.4	Capital commitments Capital commitments are recorded at cost in the notes to the financial statements.
16	Unauthorised expenditure Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either: • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.
17	Fruitless and wasteful expenditure Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written off. Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.
18	Irregular expenditure Irregular expenditure is recorded in the notes to the financial statements when confirmed after its assessment. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note. Irregular expenditure is reduced from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off. Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.
19	Changes in accounting estimates and errors Changes in accounting estimates are applied prospectively in accordance with MCS requirements. Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

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**ACCOUNTING POLICIES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

20	Events after the reporting date Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
21	Recoverable revenue Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.
22	Related party transactions Related party transactions within the Premier's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.
23	Inventories At the date of acquisition, inventories are recognised at cost in the statement of financial performance. Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition. Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value. The cost of inventories is assigned by using the weighted average cost basis.
24	Employee benefits The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.
25	Aid assistance received Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

**DEPARTMENT OF THE PREMIER
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022**

1. ANNUAL APPROPRIATION

1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for Provincial Departments (Voted funds):

Programme	2021/22			2020/21		
	Final Appropriation	Actual Funds Received	Funds not requested /not received	Final Appropriation	Appropriation received	Funds not requested /not received
	R'000	R'000	R'000	R'000	R'000	R'000
Executive Governance and Integration (Administration)	99 648	99 648	-	95 479	95 479	-
Provincial Strategic Information	77 407	77 407	-	68 504	68 504	-
People Management	198 760	198 760	-	192 578	192 578	-
Centre for e-Innovation	1 205 157	1 205 157	-	1 102 467	1 102 467	-
Corporate Assurance ¹	113 856	113 856	-	111 205	111 205	-
Legal Services ¹	50 184	50 184	-	46 488	46 488	-
Total	1 745 012	1 745 012	-	1 616 721	1 616 721	-

¹ Legal Services, previously a sub-programme under Programme 5: Corporate Assurance, became a fully-fledged programme during the year under review.

2. DEPARTMENTAL REVENUE

	Note	2021/22 R'000	2020/21 R'000
Tax revenue			
Sales of goods and services other than capital assets	2.1	1 001	816
Interest, dividends and rent on land	2.2	29	18
Sales of capital assets	2.3	5	3
Transactions in financial assets and liabilities	2.4	3 424	994
Total revenue collected		4 459	1 831
Less: Own revenue included in appropriation	12	1 602	1 602
Departmental revenue collected		2 857	229

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	<i>Note</i>	2021/22 R'000	2020/21 R'000
2.1 Sales of goods and services other than capital assets			
Sales of goods and services produced by the department		1 001	816
Sales by market establishment	2	12	11
Other sales ¹	2	989	805
Total		1 001	816
 <i>¹ Includes income relating to commission on insurance received (R0,10m) and the publications of the Provincial Government Gazette (R0,88m).</i>			
2.2 Interest, dividends and rent on land			
Interest	2	29	18
Total		29	18
2.3 Sale of capital assets			
Tangible assets		5	3
Machinery and equipment	2	5	3
Total		5	3
2.4 Transactions in financial assets and liabilities			
Receivables	2	71	41
Other Receipts including Recoverable Revenue ¹	2	3 353	953
Total		3 424	994

¹ Includes an amount of R2,76m received from WESGRO as repayment of unspent funds from the 2020/21 financial year. The funds were initially transferred to WESGRO towards the hosting and running of a coordination and support hub for the Problem Driven Iterative Adaptation (PDIA) approach in the Western Cape Government.

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	Note	2021/22 R'000	2020/21 R'000
2.5 Donations received in-kind			
Creation of an interactive virtual reality tour of the CTICC COVID-19 vaccination facility	<i>Annex 4</i>	35	-
Repair of two treasured antique clocks	<i>Annex 4</i>	17	-
Training conducted to Provincial Forensic Services staff on open-source intelligence	<i>Annex 4</i>	5	-
Funding for the preparation of a feasibility study to assess the technical and commercial viability and recommend a model to deploy broadband infrastructure to expand network connectivity in the Western Cape Province ¹	<i>Annex 4</i>	1 807	-
One staff member attended an online course presented by Harvard University	<i>Annex 4</i>	72	-
Flighting of SMS for COVID-19 messaging	<i>Annex 4</i>	-	4 368
COVID-19 messaging on outside billboards	<i>Annex 4</i>	-	3 750
Radio advertising of COVID-19 messaging	<i>Annex 4</i>	-	1 340
COVID-19 message placed in The Financial Mail	<i>Annex 4</i>	-	15
COVID-19 spread prevention messaging	<i>Annex 4</i>	-	1 200
COVID-19 prevention messaging	<i>Annex 4</i>	-	1 700
Total		1 936	12 373

¹ The current implementation of the WCG's Broadband initiative will end on 30 September 2024. To support preparation for future broadband requirements, the United States Trade and Development Agency (USTDA) resolved to fund in-kind professional services valued at \$1,196,900 to be delivered to the WCG through the USTDA's partnership with Global Resources Inc. The USTDA funded services aim to conduct a comprehensive feasibility study which will be used to inform the scoping of the Broadband 2.0 requirements.

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	Note	2021/22 R'000	2020/21 R'000
3. COMPENSATION OF EMPLOYEES			
3.1 Salaries and Wages			
Basic salary	3	414 227	421 282
Performance award	3	68	32
Service Based	3	621	614
Compensative/circumstantial	3	2 398	2 746
Periodic payments	3	872	183
Other non-pensionable allowances ¹	3	98 636	85 549
Total		516 822	510 406
¹ The increase is due to the implementation of the wage agreement in line with the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 1 of 2021 (non-pensionable cash allowance for salary levels 1 – 16).			
3.2 Social contributions			
Employer contributions			
Pension	3	51 960	53 513
Medical	3	22 455	21 602
Bargaining council	3	99	98
Total		74 514	75 213
Total compensation of employees		591 336	585 619
Average number of employees		977	963

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	<i>Note</i>	2021/22 R'000	2020/21 R'000
4			
GOODS AND SERVICES			
Administrative fees		50	24
Advertising ¹		26 990	16 897
Minor assets	4.1	463	734
Bursaries (employees)		347	457
Catering		569	188
Communication		8 914	14 457
Computer services	4.2	967 833	874 699
Consultants: Business and advisory services		21 061	24 402
Legal services		3 314	2 350
Contractors		7 202	7 039
Entertainment		9	2
Audit cost – external	4.3	6 315	5 030
Fleet services		2 064	1 830
Inventory	4.4	7 359	1 198
Consumables	4.5	2 457	2 901
Operating leases		1 497	1 408
Property payments	4.6	742	1 131
Rental and hiring		26	128
Travel and subsistence	4.7	2 063	1 563
Venues and facilities		1 993	1 041
Training and development		3 008	5 639
Other operating expenditure	4.8	4 577	2 531
Total		<u>1 068 853</u>	<u>965 649</u>

¹ Included herein is COVID-19 and vaccine response related expenditure amounting to R16,02m.

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	Note	2021/22 R'000	2020/21 R'000
4.1 Minor assets			
Tangible assets	4 &	463	734
Machinery and equipment	26.2	463	734
Total		463	734
4.2 Computer services			
SITA computer services	4	458 501	404 492
External computer service providers ¹	4	509 332	470 207
Total		967 833	874 699
 ¹ Cyber security was strengthened to combat the growing threat of cyber attacks globally.			
4.3 Audit cost – External			
Regularity audits	4	6 315	5 030
Total		6 315	5 030
4.4 Inventory			
Other supplies ¹	4.4.1 &	7 359	1 198
Total	Annex 8	7 359	1 198
 ¹ Telephones relating to the Broadband roll-out telecommunication function and for distribution to other departments.			

4.4.1 Other supplies			
Assets for distribution		7 359	1 198
Machinery and equipment	4.4 &	7 359	1 198
Total	Annex 8	7 359	1 198

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	Note	2021/22 R'000	2020/21 R'000
4.5 Consumables			
Consumable supplies		867	1 422
Uniform and clothing	4	14	159
Household supplies	4	685	940
Communication accessories	4	1	-
IT consumables	4	47	263
Other ¹	4	120	60
Stationery, printing and office supplies	4	1 590	1 479
Total		2 457	2 901
¹ Expenditure relates to gifts and awards (R0,12m).			
4.6 Property payments			
Municipal services	4	10	4
Property maintenance and repairs	4	1	2
Other ¹	4	731	1 125
Total		742	1 131
¹ Includes expenditure relating to gardening services (R0,11m), security services (R0,07m), cleaning services at various offices (R0,14m) and management fees – cafeteria at the Provincial Training Institute (R0,41m).			
4.7 Travel and subsistence			
Local	4	2 063	1 522
Foreign	4	-	41
Total		2 063	1 563
4.8 Other operating expenditure			
Professional bodies, membership and subscription fees	4	1 748	1 219
Resettlement costs	4	69	-
Printing and publication costs	4	2 748	1 307
Other ¹	4	12	5
Total		4 577	2 531
¹ Includes expenditure for courier services.			

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	<i>Note</i>	2021/22 R'000	2020/21 R'000
5 PAYMENTS FOR FINANCIAL ASSETS			
Other material losses written off	5.1	439	248
Total		439	248
5.1 Other material losses written off			
Nature of losses			
Damages to Government Garage vehicles (two cases)	5	4	3
Fruitless and wasteful expenditure, not condoned and not recoverable	5	231	44
Debt written off (thirty cases)	5	204	201
Total		439	248
6 TRANSFERS AND SUBSIDIES			
Departmental agencies and accounts	<i>Annex 1</i>	63	5 062
Non-profit institutions	<i>Annex 2</i>	21 100	20 000
Households	<i>Annex 3</i>	3 271	5 057
Total		24 434	30 119
7 EXPENDITURE FOR CAPITAL ASSETS			
Tangible assets		16 592	24 825
Buildings and other fixed structures	7.1	-	64
Machinery and equipment	7.2&7.3	16 592	24 761
Intangible assets		849	3 668
Software	27; 27.1	849	3 668
Total		17 441	28 493

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7.1 Analysis of funds utilised to acquire capital assets – 2021/22

	Note	Voted funds	Aid assistance	Total
		R'000	R'000	R'000
Tangible assets		16 592	-	16 592
Machinery and equipment	7	16 592	-	16 592
Intangible assets		849	-	849
Software	7; 27	849	-	849
Total		17 441	-	17 441

7.2 Analysis of funds utilised to acquire capital assets – 2020/21

	Note	Voted funds	Aid assistance	Total
		R'000	R'000	R'000
Tangible assets	7	24 825	-	24 825
Buildings and other fixed structures		64	-	64
Machinery and equipment		24 761	-	24 761
Intangible assets		3 668	-	3 668
Software		3 668	-	3 668
Total		28 493	-	28 493

	Note	2021/22 R'000	2020/21 R'000
7.3 Finance lease expenditure included in			
Expenditure for capital assets			
Tangible assets			
Machinery and equipment	7	8 501	8 378
Total		8 501	8 378
8 CASH AND CASH EQUIVALENTS			
Consolidated Paymaster General Account ¹	15	37 286	3 096
Cash on hand	15	31	31
Total		37 317	3 127

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¹ The cash surplus is mainly due to:

- Underspending under Compensation of Employees due to staff exits.
- Underspending under Goods and Services due to the postponement of the VPI@Schools project to the second term of the 2022 school year; the impact of the pandemic on the roll out of the projects related to the Commissioner for Children; efficiency savings on recruitment contracts; a delay in finding a suitable service provider for the Employment Engagement Tool; delays in the procurement of the TeamMate license renewal due to problems with SITA's procurement processes; the fourth wave of COVID-19 not being as severe as initially anticipated and general Vaccine campaign roll-out direction from National / Provincial Health in terms of youth focus received late in Quarter 4.
- Underspending under Machinery and equipment due to problems with SITA's procurement processes which resulted in procurement delays.

	Note	2021/22 R'000	2020/21 R'000
9 PREPAYMENTS AND ADVANCES			
Prepayments (Not expensed)	9.1	-	-
Total		-	-

9.1 Prepayments (Not expensed)

	Note	Balance as at 1 April 2021 R'000	Less: Amount expensed in current year R'000	Add or Less: Other R'000	Add: Current Year prepay- ments R'000	Balance as at 31 March 2022 R'000
Goods and services	9	-	-	-	-	-
Total		-	-	-	-	-

		Balance as at 1 April 2020 R'000	Less: Amount expensed in current year R'000	Add or Less: Other R'000	Add: Current Year prepay- ments R'000	Balance as at 31 March 2021 R'000
Goods and services	9	14	(14)	-	-	-
Total		14	(14)	-	-	-

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9.2 Prepayments (Expensed)

	<i>Note</i>	Amount as at 1 April 2021 R'000	Less: Received in the current year R'000	Add or Less: Other R'000	Add: Current Year prepayments R'000	Amount as at 31 March 2022 R'000
Transfers and subsidies ¹	<i>Annex 2</i>	7 064	(7 064)	-	4 165	4 165
Total		7 064	(7 064)	-	4 165	4 165

¹ The above amount relates to the unspent funds by Library Business Corners (R3,67m) and Cape Higher Education Consortium (R0,50m) in respect of the 2021/22 transfer payments.

	Amount as at 1 April 2020 R'000	Less: Received in the current year R'000	Add or Less: Other R'000	Add: Current Year prepayments R'000	Amount as at 31 March 2021 R'000
Transfers and subsidies	330	(330)	-	7 064	7 064
Total	330	(330)	-	7 064	7 064

10 RECEIVABLES

	<i>Note</i>	Current R'000	2021/22 Non- current R'000	Total R'000	Current R'000	2020/21 Non- current R'000	Total R'000
Claims recoverable	<i>10.1</i>	4 128	122	4 250	2 513	175	2 688
Recoverable expenditure	<i>10.2</i>	52	145	197	9	140	149
Staff debt	<i>10.3</i>	352	635	987	230	881	1 111
Fruitless and wasteful expenditure	<i>10.4</i>	9	-	9	-	-	-
Total		4 541	902	5 443	2 752	1 196	3 948

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	Note	2021/22 R'000	2020/21 R'000
10.1 Claims recoverable			
Provincial departments	10 & Annex 6	3 908	2 330
Public entities	Annex 6	-	15
Private enterprises	Annex 6	52	64
Local governments	Annex 6	290	279
Total		4 250	2 688
10.2 Recoverable expenditure (disallowance accounts)			
Damages to Government Motor Transport vehicles	10	151	149
Disallowance Miscellaneous account	10	46	-
Total		197	149
10.3 Staff debt			
Departmental debt account	10	987	1 111
Total		987	1 111
10.4 Fruitless and wasteful expenditure			
Opening balance		-	-
Less amounts recovered		(3)	(2)
Transfers from note 22.1 Fruitless and Wasteful Expenditure	10	12	2
Total		9	-
10.5 Impairment of receivables			
Estimate of impairment of receivables	10	219	435
Total		219	435
11 VOTED FUNDS TO BE SURRENDERED TO THE REVENUE FUND			
Opening balance		6 593	21 757
Prior period error		-	-
As restated		6 593	21 757
Transfer from statement of financial performance (as restated)		42 509	6 593
Paid during the year		(6 593)	(21 757)
Closing balance		42 509	6 593

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	<i>Note</i>	2021/22 R'000	2020/21 R'000
12 DEPARTMENTAL REVENUE TO BE SURRENDERED TO THE REVENUE FUND			
Opening balance		9	52
Prior period error		-	-
As restated		9	52
Transfer from Statement of Financial Performance (as restated)		2 857	229
Own revenue included in appropriation		1 602	1 602
Paid during the year		(4 348)	(1 874)
Closing balance		120	9
13 PAYABLES – CURRENT			
Clearing accounts	13.1	15	279
Total		15	279
13.1 Clearing accounts			
Salary disallowance account	13	15	279
Total		15	279
14 NET CASH FLOW AVAILABLE FROM OPERATING ACTIVITIES			
Net surplus as per Statement of Financial Performance		45 366	6 822
Add back cash movements not deemed operating activities		6 044	6 597
(Increase)/decrease in receivables		(1 789)	479
(Increase)/decrease in prepayments and advances		-	73
(Decrease) in payables – current		(264)	(416)
Proceeds from sale of capital assets		(5)	(3)
Expenditure on capital assets		17 441	28 493
Surrenders to Revenue Fund		(10 941)	(23 631)
Own revenue included in appropriation		1 602	1 602
Net cash flow generated by operating activities		51 410	13 419

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	Note	2021/22 R'000	2020/21 R'000
15 RECONCILIATION OF CASH AND CASH EQUIVALENTS FOR CASH FLOW PURPOSES			
Consolidated Paymaster General account	8	37 286	3 096
Cash on hand	8	31	31
Total		37 317	3 127
16 CONTINGENT LIABILITIES AND CONTINGENT ASSETS			
16.1 Contingent liabilities			
Liable to Nature			
Claims against the department ¹	16 & Annex 5	185 127	184 827
Intergovernmental payables (unconfirmed balances)	Annex 7	358	1 426
Total		185 485	186 253

¹ The department is defending the claim of R184,83m in the Seemeeu Park matter, as it believes the summons is materially defective. It fails to disclose a legitimate cause of action on which to hold the department liable for the damages claimed. Exceptions have been raised and the plaintiff responded with an amendment of their particulars of claim. The amended particulars were subsequently excepted to by all the defendants. The exception raised by the Third Defendant has been argued and upheld by the court resulting in the case against the National Homebuilders association being withdrawn with costs.

The matter remains active against the Premier and as a consequence of the aforesaid interlocutory judgment, attempts have been made in the form of correspondence motivating for the withdrawal of the action against the Premier in order to avoid further incurring of unnecessary legal costs. The Plaintiffs have failed to respond to the motivated request but have amended the particulars of claim in an attempt to remedy the issues raised in our second notice of exception. A third exception has been filed and plaintiffs have failed to address that, accordingly the state attorney has arranged to set down the argument of the exception on 31 October 2022.

16.2 Contingent assets

For the year under review 91 Procedures for Incapacity Leave and Ill-Health Retirement (PILIR) cases were reviewed. A total of 68 cases were approved, 23 cases were declined with zero cases pending. The Corporate Services Centre continuously monitors these cases with Alexander Forbes. The amount cannot be reliably estimated.

At this stage the Department is not able to reliably measure the contingent asset in terms of the Government Employees Housing Scheme (GEHS) of the Individually Linked Savings Facility (ILSF), relating to resignations and termination of service.

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	Note	2021/22 R'000	2020/21 R'000
17 CAPITAL COMMITMENTS			
Machinery and equipment		16 292	20 851
Total		16 292	20 851
18 ACCRUALS AND PAYABLES NOT RECOGNISED			
18.1 Accruals			
Listed by economic classification			
	R'000 30 Days	R'000 30+ Days	R'000 Total
Goods and services	19 154	-	19 154
Transfers and subsidies	39	-	39
Capital assets	716	-	716
Total	19 909	-	19 909
Listed by programme level			
Executive Governance and Integration (Administration)			906
Provincial Strategic Management			166
People Management			800
Centre for e-Innovation			17 306
Corporate Assurance			437
Legal Services			294
Total			19 909

Accruals include amongst other:

- External computer services for the month of March 2022 – R 11,82m
- SITA computer services for the month of March 2022 – R4,77m
- Audit fees in respect of March 2022 – R 0,50m
- Fleetman services for the month of March 2022 – R 0,93m
- Consultant & Business advisory services for March 2022 – R0,60m

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18.2 Payables not recognised

Listed by economic classification

	R'000 30 Days	R'000 30+ Days	R'000 Total	R'000 Total
Goods and services	63	22	85	42 606
Capital assets	-	-	-	48
Total	63	22	85	42 654

	Note	2021/22 R'000	2020/21 R'000
Listed by programme level			
Executive Governance and Integration (Administration)		16	921
Provincial Strategic Management		5	143
People Management		25	401
Centre for e-Innovation		34	40 948
Corporate Assurance		5	177
Legal Services		-	64
Total		85	42 654

Included in the above totals are the following:

Confirmed balances with other departments	<i>Annex 7</i>	625	-
Confirmed balances with other government entities	<i>Annex 7</i>	782	877
Total		1 407	877

19 EMPLOYEE BENEFITS

Leave entitlement ¹		33 507	32 804
Service bonus		13 408	13 908
Capped leave		6 773	7 708
Long service awards ²		454	632
Other ³	<i>19.1</i>	2 170	2 040
Total		56 312	57 092

¹ A credit amount of R0,21m was included in the leave entitlement amount.

Annual leave cycles run from January to December of each year. Leave cycles do not run concurrently with a financial year end cycle. Annual leave credits are accrued in January of each year, for the entire 12-month period. As a result, when reports are drawn at the end of March for the financial reporting, leave credits in some instances reflect a negative balance since it calculates the pro-rata leave due to an individual as at 31 March of the respective year.

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² At this stage the department is not able to reliably measure the long-term portion of the long service awards.

³ Included in "other" is the following amounts in respect of exit gratuities owing to Premier Alan Winde:

- an amount of R2,06m (2020/21 – R1,97m) in terms of Proclamation 50 of 2008 issued in Government Gazette 31597 dated 12 November 2008) and
- an amount of R0,08m (2020/21 – R0,07m) in terms of Proclamation 48 of 2016 issued in Government Gazette 40182 dated 2 August 2016).

Also included in 'Other' is an amount of R0,04m paid out to other employees

19.1 Prior period error

	Note	Amount before error correction 2020/21 R'000	Prior period error 2020/21 R'000	Restated Amount 2020/21 R'000
Employee Benefits				
Other	19	73	1 967	2 040
Total		73	1 967	2 040

In the year under review a provision is made for an exit gratuity owing to Premier Alan Winde in respect of previous years – the 2020/21 comparatives are hence restated.

20 LEASE COMMITMENTS

20.1 Operating leases

2021/22	Machinery and equipment R'000	Total R'000
Not later than 1 year	1 547	1 547
Later than 1 year and not later than 5 years	1 504	1 504
Total lease commitments	3 051	3 051

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	Machinery and equipment R'000	Total R'000
2020/21		
Not later than 1 year	1 037	1 037
Later than 1 year and not later than 5 years	722	722
Total lease commitments	1 759	1 759

Includes operating leases for the rental of photocopiers for a period of 36 months as well as one vehicle with a remaining lease term of twenty-four months.

20.2 Finance leases (Machinery and equipment)

	Machinery and equipment R'000	Total R'000
2021/22		
Not later than 1 year	24	24
Later than 1 year and not later than 5 years	2	2
Total lease commitments	26	26

	Machinery and equipment R'000	Total R'000
2020/21		
Not later than 1 year	38	38
Later than 1 year and not later than 5 years	11	11
Total lease commitments	49	49

20.3 Finance leases (Government Motor Transport)

	Machinery and equipment R'000	Total R'000
2021/22		
Not later than 1 year	8 066	8 066
Later than 1 year and not later than 5 years	10 221	10 221
Total lease commitments	18 287	18 287

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2020/21	Machinery and equipment R'000	Total R'000
Not later than 1 year	8 313	8 313
Later than 1 year and not later than 5 years	11 154	11 154
Total lease commitments	19 467	19 467

As determined by the National Accountant General, the arrangement between the Department of the Premier and Government Motor Transport (GMT) constitutes finance leases. The obligation in respect of the finance leases is presented above:

The Department of the Premier leased 111 vehicles from GMT as at 31 March 2022 (March 2021: 119). Daily tariffs are payable on a monthly basis, covering the operational costs, capital costs of replacement of vehicles, and the implicit finance costs in this type of arrangement.

The implicit interest is based on Provincial Treasury's approved tariffs for GMT. The department uses the vehicle for most of the useful life of the vehicle. The agreement does not provide for contingent lease payments, and at the end of the useful life as determined by the lessor, the vehicles are returned where it is sold on auction for the benefit of the lessor.

	Note	2021/22 R'000	2020/21 R'000
21 IRREGULAR EXPENDITURE			
21.1 Reconciliation of irregular expenditure			
Opening balance		8 457	2 073
Prior period error		-	7 072
As restated		8 457	9 145
Add: Irregular expenditure – relating to prior year		-	-
Add: Irregular expenditure – relating to current year	21.2	653	537
Less: Prior year amounts condoned	21.3	(961)	(936)
Less: Current year amounts condoned		-	(137)
Less: Prior year amounts not condoned and removed	21.4	(25)	(152)
Closing balance		8 124	8 457

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	<i>Note</i>	2021/22 R'000	2020/21 R'000
Analysis of closing balance			
Current year		653	400
Prior years		7 471	8 057
Total		8 124	8 457

	<i>Note</i>	2021/22 R'000
21.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)		
Incident	Disciplinary steps taken/ criminal proceedings	
Non-compliance to procurement prescripts – Services rendered to the Department by the Service Provider and paid for in respect of a period that preceded the contract start date.	Under investigation	70
Non-compliance to procurement prescripts – Quotation not accepted in terms of the relevant delegation and no prior approval obtained for VAT charged by SARS.	Under investigation	575
Non-compliance to procurement prescripts – Approver of the award is also the approver of the specifications.	Under investigation	8
Total	<i>21.1</i>	653

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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**Note 2021/22
R'000**

21.3 Details of irregular expenditure condoned

Incident	Condoned by (relevant authority)	
Non-compliance to procurement prescripts – no prior approval from the delegated authority and no CFO certification for course attendance.	Provincial Treasury	8
Non-compliance with procurement prescripts – services rendered and paid for by the Department for services that preceded the contract start date	Provincial Treasury	951
Non-compliance to procurement prescripts – specifications referred to specific brands without indicating similar or equivalent	Provincial Treasury	2
Total		21.1 961

21.4 Details of irregular expenditure removed – (not condoned)

Incident	Not condoned by (relevant authority)	
Procurement of gifts & stationery	Accounting Officer	20
Accommodation & air travel	Accounting Officer	5
Total		21.1 25

21.5 Details of irregular expenditure under assessment – (not included in main note)

Incident	Not condoned by (relevant authority)	
Appointment of a salary level 8 official in a salary level 11 post during 2010 and subsequent increase to salary level 12 during 2013 did not comply with the legislative framework that governed these people management actions.	Accounting Officer	4 800
Total		4 800

The case is still under investigation and the values are based on estimates only.

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	<i>Note</i>	2021/22 R'000
21.6 Prior period error		
Nature of prior period error		
Relating to 2010/11 to 2012/13 <i>[affecting the opening balance]</i>		7 072
Non-compliance with procurement prescripts – the appointment, re-appointment and subsequent extensions of the services of a Project Manager contracted out to Ce-I		2 226
Non-compliance with procurement prescripts – the appointment and subsequent extensions of the sourcing and deployment of Desktop Support Technicians		4 846
Relating to 2020/21		-
Total	21.1	7 072

	<i>Note</i>	2021/22 R'000	2020/21 R'000
22 FRUITLESS AND WASTEFUL EXPENDITURE			
22.1 Reconciliation of fruitless and wasteful expenditure			
Opening balance		242	45
Prior period error		-	-
As restated		242	45
Fruitless and wasteful expenditure – relating to prior year		-	242
Fruitless and wasteful expenditure – relating to current year	22.2	14	-
Less: Amounts recoverable	22.3	(12)	(2)
Less: Amounts written off	22.4	(230)	(43)
Closing balance		14	242

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		Note	2021/22 R'000
22.2	Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)		
	Incident		
	Disciplinary steps taken/ criminal proceedings		
	SARS Penalty imposed for failure to pay Value Added Tax (VAT) within 30 days of receiving invoice for imported services	22.1	9
	Air travel tickets were not utilised by the interview candidate and the supplier was not notified regarding the cancellation thereof timeously	22.1	5
	Total		14
22.3	Details of fruitless and wasteful expenditure recoverable		
	Incident		
	Arbitration Award – candidate erroneously appointed	22.1	12
	Total		12
22.4	Details of fruitless and wasteful expenditure written off		
	Incident		
	Arbitration Award – candidate erroneously appointed	22.1	230
	Total		230
22.5	Details of fruitless and wasteful expenditure under investigation (not in the main note)		
	Incident		
	Increase from salary level 11 to salary level 12 during 2013 did not comply with the relevant legislative framework that governed such increase. (Estimate)		999
	Total		999

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		2021/22 R'000	2020/21 R'000
	No. of Individuals		
23	KEY MANAGEMENT PERSONNEL		
	Political office bearers	2 260	2 260
	Officials:		
	Management ¹	32 089	37 180
	Total	34 349	39 440

Responsible Political office bearer – Premier Alan Winde.

¹ Includes level 14 and above, who have significant influence over the financial and operational policy decisions of the department.

24 RELATED PARTY TRANSACTIONS

1. The Department of the Premier occupies buildings managed by the Department of Transport and Public Works free of charge. Parking space is also provided for government officials at an approved fee that is not market related.
2. The Department of the Premier makes use of government motor vehicles managed by Government Motor Transport (GMT) based on tariffs approved by Provincial Treasury.
3. The Department of the Premier rendered corporate services to all provincial departments in the Western Cape via the Corporate Services Centre with effect from 1 November 2010 in respect of the following service areas:
 - a) Information and Communication Technology related infrastructure services
 - b) Human Resource Management services
 - c) Organisational Development services
 - d) Transversal Provincial Training
 - e) Enterprise Risk Management support
 - f) Internal Audit services
 - g) Provincial Forensic services
 - h) Audit Committees performing oversight functions
 - i) Legal services
 - j) Corporate Communication services

With regard to the Departments of Health and Education all the above services were rendered excluding Human Resource Management Services.

The Department of the Premier received Security Advisory Services and Security Operations from the Department of Community Safety in the Western Cape Province excluding the

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Provincial Training Institute at Kromme Rhee where the services were outsourced and the Legislature Building where the South African Police Services renders the service.

25 NON-ADJUSTING EVENTS AFTER REPORTING DATE

Nature of event

The Premier in his State of the Province address on 15 February 2022 indicated the creation of two new departments including the Department of Mobility. While this Department is being established, the Ministry of Mobility will temporarily reside within the Department of the Premier until 31 March 2023.

At this stage the Department is not able to make a reliable estimate of the financial effect of the subsequent non -adjusting event.

26 MOVABLE TANGIBLE CAPITAL ASSETS

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
HERITAGE ASSETS	4 472	-	-	4 472
Heritage assets	4 472	-	-	4 472
MACHINERY AND EQUIPMENT	534 283	8 006	1 732	540 557
Transport assets	-	-	-	-
Computer equipment	515 245	6 624	1 264	520 605
Furniture and office equipment	7 190	144	261	7 073
Other machinery and equipment	11 848	1 238	207	12 879
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	538 755	8 006	1 732	545 029

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	343	6 031

Included in the above:

- 71 assets that are 5 years old and less (original purchase value of R1,38m) were not verified during the 2021/22 stock take.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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- 236 assets that are older than 5 years but less than 10 years (original purchase value of R3,94m) were not verified during the 2021/22 stock take.
- 36 assets that are 10 years and older (original purchase value of R0,71m) were not verified during the 2021/22 stock take.

Note: 28 assets included above (original purchase value of R0,57m) were reported to the Loss Control Unit.

26.1 Movement for 2020/21

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	<i>Note</i>	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	<i>7.1 & 26.1.1</i>	R'000	R'000	R'000	R'000	R'000
HERITAGE ASSETS		4 472	-	-	-	4 472
Heritage assets		4 472	-	-	-	4 472
MACHINERY AND EQUIPMENT		517 955	125	16 676	473	534 283
Transport assets		-	-	-	-	-
Computer equipment		499 331	120	16 262	468	515 245
Furniture and office equipment		6 854	5	336	5	7 190
Other machinery and equipment		11 770	-	78	-	11 848
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS		522 427	125	16 676	473	538 755

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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26.1.1 Prior period error

	Note	2020/21 R'000
Nature of prior period error	26.1	125
Relating to 2020/21 <i>[affecting the opening balance]</i>		
Computer equipment: relates to assets not recognised in previous years.		162
Computer equipment: – reclassified to Other fixed equipment and to Furniture and office equipment, a category change in major assets and sales and write-offs not recognised in prior years.		(42)
Furniture and office equipment: reclassified from Computer equipment		5
Total		125

26.2 Minor assets

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2022**

	Note	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening balance		364	29 676	30 040
Additions ¹	4.1	-	522	522
Disposals		-	1 580	1 580
TOTAL MINOR ASSETS		364	28 618	28 982

¹Includes cash additions of R 0,046m as per Note 4.1

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	<i>Note</i>	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets		-	1	1
Number of minor assets at cost		178	14 483	14 661
TOTAL NUMBER OF MINOR ASSETS		178	14 484	14 662

Minor Capital Assets under Investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	933	1 752

Included in the above:

- 239 assets that are 5 years old and less (original purchase value of R0,56m) were not verified with the 2021/22 stock take.
- 581 assets that are older than 5 years but less than 10 years (original purchase value of R1,00m) were not verified with the 2021/22 stock take.
- 113 assets that are 10 years and older (original purchase value of R0,19m) were not verified with the 2021/22 stock take.

Note: 19 assets included above (original purchase value of R0,03m) were reported to the Loss Control Unit.

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT
31 MARCH 2021**

	<i>Note</i>	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening Balance		364	29 181	29 545
Prior period error		-	147	147
Additions		-	415	415
Disposals		-	67	67
TOTAL MINOR ASSETS		364	29 676	30 040
Number of R1 minor assets		-	1	1
Number of minor assets at cost		178	15 454	15 632
TOTAL NUMBER OF MINOR ASSETS		178	15 455	15 633

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	<i>Note</i>	2020/21 R'000
26.2.1 Prior period error		
Nature of prior period error	26.2	
Relating to 2019/20 <i>[affecting the opening balance]</i>		147
Assets not recognised in previous years		149
Disposal not recognised in previous years		(2)
Relating to 2020/21		-
Total		147

26.3 Movable assets written off		
MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2022		
	Machinery and equipment R'000	Total R'000
Assets written off	155	155
TOTAL MOVABLE ASSETS WRITTEN OFF	155	155

27 INTANGIBLE CAPITAL ASSETS					
MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022					
	<i>Note</i>	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	7; 27.1	39 202	849	1 752	38 299
TOTAL INTANGIBLE CAPITAL ASSETS		39 202	849	1 752	38 299

27.1 Movement for 2020/21					
MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	<i>Note</i>	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Software	27	35 534	3 668	-	39 202
TOTAL INTANGIBLE CAPITAL ASSETS		35 534	3 668	-	39 202

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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28 IMMOVABLE TANGIBLE CAPITAL ASSETS

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 699	-	-	2 699
Other fixed structures	2 699	-	-	2 699
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	2 699	-	-	2 699

Immovable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the immovable tangible capital assets per the asset register are assets that are under investigation:		
Other fixed structures	1	40

Included in the above:

- 1 asset that is older than 5 years but less than 10 years (original purchase value of R0,04m) was not verified during the 2021/22 stock take.

28.1 Movement for 2020/21

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 696	3	-	-	2 699
Other fixed structures	2 696	3	-	-	2 699
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	2 696	3	-	-	2 699

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	Note	2020/21 R'000
28.1.1 Prior period error		
Nature of prior period error	28.1	-
Relating to 2019/20 <i>[affecting the opening balance]</i>		-
Relating to 2020/21		3
Movement from Capital Computer Equipment due to reclassification of asset		3
Total		3

29 PRIOR PERIOD ERRORS

29.1 Correction of prior period errors

	Note	Amount before error correction 2020/21 R'000	Prior period error 2020/21 R'000	Restated Amount 2020/21 R'000
Movable tangible capital assets				
Computer equipment	26.1.1	515 125	120	515 245
Furniture and office equipment	26.1.1	7 185	5	7 190
Minor assets				
Machinery and equipment	26.2.1	29 529	147	29 676
Immovable tangible Capital Assets				
Other fixed structures	28.1.1	2 696	3	2 699
Net effect		554 535	275	554 810

During the period under review we reclassified assets from major assets to minor assets, moved assets from one category to another, made value adjustments to certain assets, derecognized assets disposed of in previous years as well as recognized assets acquired in previous years, and hence restated the 2020/21 comparatives.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	Note	Amount before error correction 2020/21 R'000	Prior period error 2020/21 R'000	Restated Amount 2020/21 R'000
Employee benefits – Other				
Included in the Note: Employee Benefits – Other is an amount in respect of a provision made for an exit gratuity owing to Premier Alan Winde.	19.1	73	1 967	2 040
Net effect		73	1 967	2 040
Irregular expenditure				
Opening balance	21.1	2 073	-	2 073
Irregular Expenditure – included in the note relating to 2010/11 to 2012/13				
Non-compliance with procurement prescripts – The appointment, re-appointment and subsequent extensions of the services of a Project Manager contracted out to Ce-I	21.6	-	2 226	2 226
Non-compliance with procurement prescripts – The appointment and subsequent extensions of the sourcing and deployment of Desktop Support Technicians	21.6	-	4 846	4 846
Net effect		2 073	7 072	9 145

During the period under review we recorded Irregular expenditure relating to previous years which was only finalised during the current year, hence the restatement of the 2020/21 comparatives.

30 BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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31 COVID-19 RESPONSE EXPENDITURE

	Note	2021/22 R'000	2020/21 R'000
Goods and services	<i>Annex 9</i>	22 889	45 502
Expenditure for capital assets		-	1 585
Total		22 889	47 087

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***ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2022***

ANNEXURE 1

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

AGENCY	TRANSFER ALLOCATION				TRANSFER		2020/21
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
South African Broadcasting Corporation Ltd (license fees)	66	-	15	81	63	78	77
WESGRO	-	-	-	-	-	-	5 000
TOTAL (Note 6)	66	-	15	81	63		5 077

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 2

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

	TRANSFER ALLOCATION				EXPENDITURE		2020/21
	Adjusted Appropriation Act	Roll overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
NON-PROFIT INSTITUTIONS							
Transfers							
Library Business Corners ¹	20 600	-	-	20 600	20 600	100	19 500
Cape Higher Education Consortium ²	500	-	-	500	500	100	500
TOTAL (Note 6 & 9.2)	21 100	-	-	21 100	21 100		20 000

¹ Library Business Corners – at the end of the financial year there was an unspent amount of R3,67m.

² Cape Higher Education Consortium – at the end of the financial year there was an unspent amount of R0,50m.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3

STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				EXPENDITURE		2020/21
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
Employee leave gratuities	1 609	-	1 366	2 975	2 963	100	3 281
Injury on duty	-	-	22	22	22	100	32
Claims against the State	-	-	6	6	5	83	33
Non-profit institutions – Donations	450	-	-	450	182	40	517
Employee post-retirement benefits	-	-	-	-	-	-	1 223
Act of Grace	99	-	-	99	99	100	-
TOTAL (Note 6)	2 158	-	1 394	3 552	3 271		5 086

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 4

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2021/22	2020/21
		R'000	R'000
Received in kind			
Platypus Digital	Creation of an interactive virtual reality tour of the CTICC Covid-19 vaccination facility	35	-
Mr. Erasmus	Repair of two treasured antique clocks	17	-
Mr. Pedersen	Training conducted to PFS staff on open-source intelligence	5	-
United States Trade and Development Agency ¹	Funding for the preparation of a feasibility study to assess the technical and commercial viability and recommend a model to deploy broadband infrastructure to expand network connectivity in the Western Cape Province	1 807	-
Kistefos	One staff member attended an online course presented by Harvard University	72	-
Vodacom	Donation for the flighting of SMS for COVID-19 messaging during the lock-down period	-	4 368
Independent Outdoor Media	Donation for placing and advertising of COVID-19 messaging on outside billboards during the lock-down period	-	3 750
FCB	Donation to utilise radio stations for placing and advertising of COVID-19 messaging on radio during the duration of the COVID-19 pandemic	-	1 340
The Financial Mail e-Edition	Donation for the placing and advertising of COVID-19 messaging during the lock-down period in The Financial Mail	-	15
FCB	Donation for COVID-19 spread prevention messaging	-	1 200
Vodacom	Donation for COVID-19 prevention messaging	-	1 700
TOTAL		1 936	12 373

Note 2.5

¹ The current implementation of the WCG's Broadband initiative will end on 30 September 2024. To support preparation for future broadband requirements, the United States Trade and Development Agency (USTDA) resolved to fund in-kind professional services valued at \$1,196,900 to be delivered to the WCG through the USTDA's partnership with Global Resources Inc. The USTDA funded services aim to conduct a comprehensive feasibility study which will be used to inform the scoping of the Broadband 2.0 requirements.

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 5

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2022

NATURE OF LIABILITY	Opening Balance	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance
	1 April 2021				31 March 2022
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
JF Van Niekerk and others (Seemeeu Park) – property damages claim ¹	184 827	-	-	-	184 827
Cancellation of IT services contracts – claim for legal costs	-	300	-	-	300
TOTAL	Note 16.1	184 827	300	-	185 127

Note 16.1

¹ The department is defending the claim of R184,83m in the Seemeeu Park matter described more properly as Van Niekerk and others / The Premier, WC, Mossel Bay Municipality. The summons is materially defective as it fails to establish a causal link between actions of the defendant and the resultant damages claimed. The plaintiff makes allegations that the department of Environmental Affairs and Development Planning authorized planning and environmental approvals relied on by the developers who then proceeded to build in accordance. It fails to disclose a legitimate cause of action against the Premier on which to hold the department liable for the damages claimed. Exceptions have been raised and the plaintiff responded with an amendment of their particulars of claim. The amended particulars were subsequently excepted to by all the defendants. The exception raised by the Third Defendant has been argued and upheld by the court resulting in the case against the National Homebuilders association being withdrawn with costs.

The matter remains active against the Premier and as a consequence of the aforesaid interlocutory judgment, attempts have been made in the form of correspondence motivating for the withdrawal of the action against the Premier in order to avoid further incurring of unnecessary legal costs. The Plaintiffs have failed to respond to the motivated request but have amended the particulars of claim in an attempt to remedy the issues raised in our second notice of exception. A third exception has been filed and plaintiffs have failed to address that, accordingly the state attorney has arranged to set down the argument of the exception on 31 October 2022.

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 6

CLAIMS RECOVERABLE

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2021/22	
							Receipt date up to six (6) working days after year end	
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021		Amount
GOVERNMENT ENTITY	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
WC Local Government	-	-	-	115	-	115	-	-
WC Provincial Treasury	1 070	124	-	103	1 070	227	05/04/2022	1 070
WC Social Development	8	1	-	-	8	1	05/04/2022	8
WC Transport and Public Works	80	29	1 970	-	2 050	29	05/04/2022	89
WC Economic Development and Tourism	13	10	-	-	13	10	-	-
WC Human Settlements	138	1 292	-	-	138	1 292	05/04/2022	138
WC Agriculture	57	-	-	-	57	-	-	-
WC Health	547	605	-	-	547	605	05/04/2022	361
WC Community Safety	-	14	-	5	-	19	-	-
WC Environmental Affairs and Development Planning	-	-	25	32	25	32	05/04/2022	25
Subtotal	1 913	2 075	1 995	255	3 908	2 330		1 691
Other Government Entities								
Western Cape Nature Board	-	-	-	9	-	9	-	-
Western Cape Liquor Authority	-	-	-	6	-	6	-	-
Subtotal	-	-	-	15	-	15	-	-
Other Entities	-	-	52	64	52	64	-	-

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 6
(CONTINUED)**

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2021/22	
							Receipt date up to six (6) working days after year end	Amount
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021		
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Beaufort West Municipality	-	-	1	-	1	-	-	-
Bitou Municipality	-	-	47	39	47	39	-	-
Berg River Municipality	-	-	6	-	6	-	-	-
Breede Valley Municipality	-	-	16	12	16	12	-	-
Cape Agulhas Municipality	-	-	-	1	-	1	-	-
Cederberg Municipality	-	-	6	17	6	17	-	-
City of Cape Town Municipality	-	-	60	89	60	89	-	-
Drakenstein Municipality	-	-	2	3	2	3	-	-
George Municipality	-	-	3	-	3	-	-	-
Hessequa Municipality	-	-	-	1	-	1	-	-
Kannaland Municipality	-	-	59	57	59	57	-	-
Knysna Municipality	-	-	-	2	-	2	-	-
Langeberg Municipality	-	-	2	1	2	1	-	-
Mossel Bay Municipality	-	-	1	14	1	14	-	-
Oudtshoorn Municipality	-	-	1	-	1	-	-	-
Overstrand Municipality	-	-	2	1	2	1	-	-
Prince Albert Municipality	-	-	-	1	-	1	-	-
Saldanha Bay Municipality	-	-	5	4	5	4	-	-
Stellenbosch Municipality	-	-	20	11	20	11	-	-
Swartland Municipality	-	-	5	7	5	7	-	-
Swellendam Municipality	-	-	-	1	-	1	-	-
Theewaterskloof Municipality	-	-	14	1	14	1	-	-
Witzenberg Municipality	-	-	40	17	40	17	-	-
Subtotal	-	-	342	358	342	358	-	-
Total (Note 10& 10.1)	1 913	2 075	2 337	613	4 250	2 688	-	-

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ANNEXURE 7

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2021/22	
							Payment date up to six (6) working days before year end	Amount
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	31/03/2022	31/03/2021		
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
WC Transport and Public Works	617	-	101	219	718	219	05/04/2022	101
WC Health	8	-	8	-	16	-	05/04/2022	8
Department of Justice and Constitutional Development	-	-	-	270	-	270		-
Subtotal	625	-	109	489	734	489		109
Non-current								
Department of Justice and Constitutional Development	-	-	249	937	249	937		-
Subtotal	-	-	249	937	249	937		-
TOTAL DEPARTMENTS <i>(Note 16.1)</i>	625	-	358	1 426	983	1 426		109
OTHER GOVERNMENT ENTITY								
Current								
Government Motor Transport	782	877	-	-	782	877		-
Special Investigations Unit (SIU)	-	-	72	-	72	-		-
Subtotal	782	877	72	-	854	877		-
Non-current								
	-	-	-	-	-	-		-
Subtotal	-	-	-	-	-	-		-
TOTAL INTERGOVERNMENT PAYABLES <i>(Note 18.2)</i>	1 407	877	430	1 426	1 837	2 303		109

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ANNEXURE 8

INVENTORIES

Inventories for the year ended 31 March 2022	Note	Telephones R'000	Total R'000
Opening balance		4 713	4 713
Add: Additions/Purchases – Cash	4.4 & 4.4.1	7 359	7 359
(Less): Issues		(5 623)	(5 623)
Add/(Less): Received current, not paid (Paid current year, received prior year)		(3 163)	(3 163)
Closing balance		3 286	3 286

Inventories for the year ended 31 March 2021		Telephones R'000	Total R'000
Opening balance		2 450	2 450
Add/(Less): Adjustments to prior year balances		-	-
Add: Additions/Purchases – Cash	4.4 & 4.4.1	1 198	1 198
(Less): Disposals		(4)	(4)
(Less): Issues		(2 094)	(2 094)
Add/(Less): Received current, not paid (Paid current year, received prior year)		3 163	3 163
Closing balance		4 713	4 713

The above inventories relate to telephones for distribution.

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ANNEXURE 9

COVID-19 RESPONSE EXPENDITURE

EXPENDITURE PER ECONOMIC CLASSIFICATION	2021/22					2020/21
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services	1 341	10 190	3 771	7 587	22 889	45 502
Advertising	374	5 401	3 676	6 573	16 024	9 073
Communication	225	2 080	1	-	2 306	6 894
Computer Services	48	13	-	-	61	13 152
Consumable Supplies	-	-	-	-	-	929
Consulting: Business and advisory services	685	1 296	-	942	2 923	12 800
Contractors	-	535	86	72	693	2 001
Minor Assets	-	-	-	-	-	541
Operating Payments	9	865	-	-	874	112
Catering	-	-	8	-	8	-
Expenditure for capital assets				-	-	1 585
Other Machinery & Equipment	-	-	-	-	-	1 585
TOTAL COVID-19 RESPONSE EXPENDITURE	1 341	10 190	3 771	7 587	22 889	47 087

(Note 31)

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ANNEXURE 10

TRANSPORT ASSETS AS PER FINANCE LEASE REGISTER FOR THE YEAR ENDED 31 MARCH 2022

	Opening Balance	Current year adjustments to prior year balances	Additions	Disposals	Closing Balance
MOVABLE TANGIBLE CAPITAL ASSETS	R'000	R'000	R'000	R'000	R'000
Transport assets as per finance lease register for the year ended 31 March 2022					
Government Garage Motor vehicles	22 787	-	2 993	(3 521)	22 259
Transport assets as per finance lease register for the year ended 31 March 2021					
Government Garage Motor vehicles	22 558	-	1 137	(908)	22 787

The Department of the Premier utilised 111(March 2021: 119) Government motor vehicles during the period ended 31 March 2022. The motor vehicles are leased under a finance agreement unique to the Western Cape Government and the annexure aims to improve the minimum reporting requirements as per the Modified Cash Standard.

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ANNEXURE 11

IRREGULAR EXPENDITURE

IRREGULAR EXPENDITURE ANNEXURE TO THE AFS			
Description	Stage of completion	No. of cases	Total R'000
Alleged irregular expenditure – identified by Institution (A)	Stage 1	-	-
Current year occurrences	-	4	653
Prior year occurrences	-	11	8 457
Alleged irregular expenditure – identified by Auditors (B)	Stage 1	-	-
Current year occurrences	-	-	-
Prior year occurrences	-	-	-
Total Alleged irregular expenditure		15	9 110
Total confirmed irregular expenditure	Stage 2	-	-
IE – no losses incurred	Stage 3	-	-
IE – resulted in losses	Stage 3	-	-
IE – determination in-progress	Stage 3	5	7 933
IE – recovered/referred for recovery	Stage 5	-	-
IE – irrecoverable and written-off	Stage 5	-	-
IE – referred to PFS for further investigation	Stage 4	-	-
IE – referred to HRF for disciplinary process	Stage 6	-	-
IE – referred for condonation	Stage 7	2	191
IE – condoned	Stage 7	3	961
IE – not condoned and removed by AO/AA	Stage 7	5	26
<i>The bulk of the irregular expenditure is as a result of supply chain procedures not being followed. At the end of the financial year, there were 7 cases outstanding, totalling R8,12m. These cases are in various stages of investigation and reporting. The average case takes 207* days from identification to final resolution.</i> <i>For the year under review, on average a case took 207* days from identification to final resolution considering developments in terms of the latest Irregular Expenditure Framework with specific emphasis on National Treasury Instruction No. 2 of 2019/20 which requires Provincial Treasury to condone cases of irregular expenditure.</i> <i>[*Park Avenue Stationers (Cape) CC – discovery date was 30 October 2020, condoned by PT on 25 May 2021]</i>			
Notes			
"irregular expenditure" means expenditure, other than unauthorised expenditure, incurred in contravention of or that that is not in accordance with a requirement of any applicable legislation, including- (a) this Act; or (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of that Act; or (c) any provincial legislation providing for procurement procedures in that provincial government Stage 1 – Discovery Stage 2 – Assessment Stage 3 – Determination Stage 4 – Investigation Stage 5 – Recovery of Losses Stage 6 – Disciplinary Stage 7 – Condonement/ Removal			

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