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Part A

GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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WEBSITE ADDRESS:	www.westerncape.gov.za/dept/departement-premier

2. ABBREVIATIONS/ACRONYMS

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
BRICS	Brazil, Russia, India, China and South Africa
BSC	Bid Specification Committee
CAPEX	Capital Expenditure
CD	Chief Director
CDW	Community development workers
CEI	Centre for e-Innovation
CFO	Chief Financial Officer
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
COE	Compensation of Employees
COMAF	Communication of Audit Findings
CPUT	Cape Peninsula University of Technology
CSC	Corporate Services Centre
DCAS	Department of Cultural Affairs and Sports
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DGS	Digital Government Strategy
DOH&W	Department of Health and Wellness
DOI	Department of Infrastructure
DOM	Department of Mobility
DOTP	Department of the Premier
DORA	Division of Revenue Act
DPOCS	Department of Police Oversight and Community Safety
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DQM	Data Quality Management
DSD	Department of Social Development
DTP	Digital Transformation Plan
ECM	Electronic Content Management
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
ESRI	Environmental Systems Research Institute, Inc
EXCO	Executive Committee
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
GWME	Government-wide Monitoring and Evaluation
HCT	HIV & Aids Counselling and Testing
HIV/Aids	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HOD	Head of Department
ICT	Information and Communication Technology
IFMS	Integrated Financial Management System
ILSF	Individually Linked Savings Facility
IR	International Relations
IRF	International Relations Forum
IRS	International Relations Strategy
IT	Information Technology
JE	Job Evaluation
KPI	Key performance indicator
LAN	Local Area Network
LBC	Library Business Corners
LDW	Logical Data Warehouse
LGMTEC	Local Government Medium-term Expenditure Committee
MAY	Mayors Advancement of Youth
MDM	Master Data Management
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MISS	Minimum Information Security Standards
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPSA	Minister of Public Service and Administration
MTEC	Medium-term Expenditure Committee
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NGO	Non-governmental Organisation
NPO	Non-Profit Organisation
NSG	National School of Government
NT	National Treasury
OAG	Office of the Accountant-General
OD	Organisation Development
ODA	Overseas Development Assistance
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
OPEX	Operational Expenditure
PAC	Provincial Assessment Centre
PAY	Premier's Advancement of Youth
PDF	Provincial Data Forum

PERM	Priority Escalation and Resolution Management
PERMIS	Performance Management Information System
PERMPS	Provincial Enterprise Risk Management Policy and Strategy
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act
PGMTEC	Provincial Government Medium-term Expenditure Committee
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSA	Public Servants Association
PSCBC	Public Service Coordinating Bargaining Council
PSP	Provincial Strategic Plan
PT	Provincial Treasury
PTE	People Training and Empowerment
PTI	Provincial Training Institute
PTM	Provincial Top Management
PTMS	Provincial Transversal Management System
PWDG	Province-wide Data Governance
QPR	Quarterly Performance Report
RBME	Results-based Monitoring and Evaluation
RFI	Request for Information
RSDP	Repurposing service delivery points
RSDS	Repurposed service delivery site
SA	South Africa
SAPS	South African Police Services
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDG	Sustainable Development Goals
SDI	Service delivery improvement
SDIP	Service Delivery Improvement Plan
SHEQ	Safety Health Environment and Quality
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMI	Strategic Management Information
SMS	Senior Management Service
SOP	Standard Operating Procedure
SP	Strategic Plan
STATS SA	Statistics South Africa
TR	Treasury Regulations
VBLD	Values-based Leadership Development
VOIP	Voice Over Internet Protocol
WCED	Western Cape Education Department
WCG	Western Cape Government
WIL	Work Integrated Learning

3. FOREWORD BY THE PREMIER



Our government and province faced significant headwinds in 2023. As load shedding worsened, devastating the economy, amid a series of natural disasters, the Western Cape Government was then forced to make unprecedented in-year cuts to budgets in our most critical service delivery areas: health, education, and social development.

As a resident-obsessed government, it was one of the most difficult decisions we have had to make. This has placed us in an impossible position, which is having a far-reaching impact on our residents.

In my opening address on the occasion of the first sitting of the Western Cape Provincial Parliament in July 2024, I said, "A critical focus of this government over the next five years will be financial sustainability. We cannot build more hospitals and roads, employ more teachers and doctors, and serve our communities if we do not get the funding our residents deserve. Our residents were forced to endure

unprecedented in-year cuts, compromising budgets. These budget cuts are hitting frontline government services such as education, health care, and social development the hardest. It is the most vulnerable in society who are feeling the impact most acutely."

It was a stark warning which has unfortunately come to fruition. The Western Cape and its residents are not alone. This fiscal crisis will affect all provincial governments.

We, however, are not taking this lying down. We declared an intergovernmental dispute with national government – pioneering a vital process to ensure our residents get the fair share of funding they deserve.

By taking this step, we have demonstrated that we can raise challenging issues with national government constructively. Even after the May 29 elections, which produced the Government of National Unity, we are still willing to confront the state on pressing issues, when we believe that it is in the interests of our residents.

As much as I value cooperative governance and respect the Government of National Unity, we must still be able to have difficult conversations to ventilate our issues and find solutions for our residents.

Our government and province also face another threat in the climate change crisis, which is also putting immense pressure on us. For almost every month of 2024, we have had to endure one form of disaster or another, all the while facing a significant funding shortfall to adequately and effectively respond to the many disasters that have impacted our residents since last year.

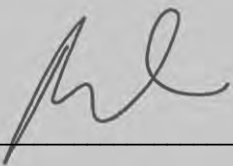
We are as exercised over addressing climate change as we are about resolving the energy crisis, crime, and all the other challenges we face. I have agreed to co-chair the Under2 Coalition, an international non-profit organisation that is working on finding solutions to mitigate climate change.

We have also established the Integrated Energy and Water Council to coordinate our overall response to building a future-fit province that is energy and water-resilient. By doing this we are laying the foundation for economic growth and job creation.

We will do everything in our power to fight for our fair share of the national budget for you our residents.

Our priorities in ensuring economic growth, job creation, energy resilience, and creating safer communities demand us to make exceptionally difficult choices. I am determined to push ahead, though, with renewed vigour for our residents.

We are always ready to do more!



MR ALAN R WINDE

PREMIER OF THE WESTERN CAPE

DATE: 31 JULY 2024

4. REPORT OF THE ACCOUNTING OFFICER

4.1. OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT



The Department's achievements recorded in this Annual Report are a testament to our employees' ingenuity and hard work over the past five years.

The WCG's plans and strategies have been developed with the long term in mind and have also been responsive to major events. In the wake of COVID-19, the Provincial Strategic Plan 2019-2024 was refined and became the Western Cape Recovery Plan, with priorities of Jobs, Safety and Wellbeing supported by the crosscutting priority of Innovation, Culture and Governance. The development of these high-level strategic and implementation plans under the strategic guidance of the Premier and the Executive was facilitated and supported by the Department of the Premier's policy and strategy unit as well as the Provincial Data Office who ensured that strategic decision-making was evidence-informed and data-driven. The Department also provided implementation support and assisted the Executive with monitoring and evaluation interventions which ensured

that we stayed on course, and when necessary, also adjusted the Western Cape Government's strategic course in response to strategic challenges and changing circumstances in the Province. The Department also provided the implementation and logistical support to the Executive in executing its Constitutional mandates.

In 2023, the Growth for Jobs Strategy 2035 was adopted, setting ambitious targets of a R1 trillion inclusive economy in real terms and growth at between 4% and 6% per annum. Given severe load-shedding, it was necessary to develop an Energy Resilience Plan to reduce the impact of load-shedding and reliance on Eskom in the Western Cape. The WCG's target is to reduce off-take by between 1 800 and 5 700 Megawatts by 2035. Once again, the Department of the Premier strategically supported the development of these plans and continues to support its implementation.

The Safety Plan aimed to strengthen law enforcement and violence prevention in the Western Cape. The Law Enforcement Advancement Programme was launched in 2020. Its development and implementation were also guided and supported by the Department of the Premier.

The Wellbeing priority draws on the interconnected mandates of Health and Wellness, Education, Social Development and Cultural Affairs and Sport. These teams have made huge differences in the lives of our residents.

The Innovation, Culture and Governance priority includes the Innovation for Impact Programme and our Culture Journey. As part of the Culture Journey, the Western Cape Government applied for and received certification as a Top Employer in 2023 and 2024. Top Employer is a global People Management authority on certifying excellence in People Strategies, Practices and Conditions. Recognition helps organisations elevate their status as a credible Employer of Choice.

We have responded to many challenges in the past five years, which have been eventful ones, including the COVID-19 pandemic, floods, fires and an economic downturn, leading to unprecedented in-year budget reductions. Especially concerning the bigger departments, we have had to face the reality of a curtailment of services to remain within budget. This has led to many difficult decisions being made regarding what to keep and what to sacrifice.

The WCG has always been resilient, adaptive and innovative in responding to emerging challenges and risks. While changing and growing, we have managed to retain and foster the unique character of the WCG that helps make our province a beacon of hope for many. I do not doubt that we will continue to display these qualities going forward, especially when engaging with our residents.

We have made a concerted effort to be more resident-centric, including listening carefully to residents to understand their particular circumstances and needs. We have come far already towards becoming a government that people trust. We can still improve in our efforts to build optimism and a sense of self-worth among our residents.

In our Culture Journey over the last two years, we have had conversations about our WCG Values – Caring, Competence, Accountability, Integrity, Innovation and Responsiveness – and we will continue to have these conversations in our teams and components. Values are not merely lofty ideas, they guide our concrete actions in real situations. Through our actions, we live our values.

Experience in government has demonstrated that everything is enabled by good governance and that there is adherence to a set of core values that include competence, integrity and accountability. Through living these values, we have maintained and enhanced our excellent record of good governance.

The provision of the provincial ICT infrastructure and architecture took up the bulk of our budget allocations over the term. This enabled the Department to provide increased access to ICTs to both employees and residents. Residents benefitted from increased access to ICTs in the form of additional digital channels of engagement, increased ICT skills training opportunities and more services having been made available through mobile applications. The number of WCG eCentres increased to a total of 80 centres across the province. We were particularly pleased with the commissioning of a mobile eCentre which allows us to bring our services even closer to residents, particularly those in far-flung areas where there are fewer brick-and-mortar facilities available from where we could make services available to residents.

The Department further provided enterprise-wide risk management and internal audit services to the Province as part of providing accounting officers with reasonable assurance that the necessary controls are in place in the operating environment.

A zero tolerance for fraud and corruption is now firmly embedded in the WCG. The focus on raising awareness amongst employees about the conditions under which fraud and corruption are most likely to occur contributed significantly to improved awareness.

The Department further supported the WCG with the provision of comprehensive legal services enabling the WCG to take decisions and actions that are sound in law and thus contribute to good governance as a cornerstone of a capable state. The use of Artificial Intelligence in this space will be further explored in the 2024-2025 period.

4.2. OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

4.2.1. Departmental receipts

Table 4.2.1: Departmental receipts

DEPARTMENTAL RECEIPTS	2023/24			2022/23		
	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 licenses						
Motor vehicle licenses						
Sale of goods and services other than capital assets	1 773	1 129	644	1 696	1 033	663
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	16	14	2	16	5	11
Sale of capital assets					1	(1)
Financial transactions in assets and liabilities		1 746	(1 746)		1 547	(1 547)
Total	1 789	2 889	(1 100)	1 712	2 586	(874)

The Department revises its tariffs annually. The Department over-collected revenue by R1.100 million. The over-collection is due to amounts recovered concerning the previous year's expenditure.

4.2.2. Programme expenditure

Table 4.2.2: Expenditure per programme

PROGRAMME	2023/24			2022/23		
	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)	104 833	104 621	212	104 605	104 315	290
Provincial Strategic Management	90 140	83 192	6 948	74 804	71 614	3 190
People Management	203 064	200 679	2 385	208 092	205 004	3 088
Centre for e-Innovation	1 464 776	1 452 562	12 214	1 246 710	1 233 318	13 392
Corporate Assurance	111 734	109 769	1 965	119 030	117 977	1 053
Legal Services	56 164	55 240	924	52 041	51 874	167
Total	2 030 711	2 006 063	24 648	1 805 282	1 784 102	21 180

The Department's total expenditure for the period ending 31 March 2024 was R2.006 billion, representing 98.78% of the budget. The underspending of R24.648 million equates to 1.22% and had little impact on the achievement of departmental targets. Due to staff exits, staff costs were R2.263 million less than budgeted. Goods and Services were underspent by R12.533 million, largely due to underspending within the Office of the Western Cape Commissioner for Children. The Office is still in its formative stages therefore, it is difficult to predict the delivery date of projects accurately. Two research projects are currently in the process of roll-out during the next financial year. The Futures Planning project is in its initiation phase with considerable work dedicated to developing the approach with the relevant departments. Machinery and equipment were underspent by R9.276 million which relates to the payment of capital assets and is due to several delays experienced by suppliers negatively affecting the delivery of capital goods. The capital goods will be delivered during the new financial year.



The Commissioner for Children and representatives from the child protection sector attended a Community Child Rights Workshop in the Witzenberg Municipality

4.2.3. Virements/roll-overs

Virements were applied between programmes chiefly for the following reasons:

- R3.497 million was vired to Programme 1: Executive Governance and Integration from the rest of the department to assist with budget pressures experienced post budget cuts applied during the Adjustments Budget.
- R6 million was vired from Programme 2: Provincial Strategic Management to Programme 4: Centre for e-Innovation to assist with overspending due to the effects of the R/\$ exchange rate on the purchase of software licences.
- R5.040 million was vired from Programme 3: People Management to Programme 4: Centre for e-Innovation to assist with overspending due to the effects of the R/\$ exchange rate on the purchase of software licences, as well as to the rest of the department to assist with overspend on Compensation of Employees, and Capex.
- R3.627 million was vired from Programme 5: Corporate Assurance to Programme 4: Centre for e-Innovation to assist with overspending due to the effects of the R/\$ exchange rate on the purchase of software licences.

Roll-overs were requested with regard to the following:

- Commissioner for Children – R4.310 million for Compensation of Employees and operational costs;
- Infrastructure Refresh project – R9 million;
- Wi-Fi shortfall – R1.982 million; and
- Microsoft Licence shortfall – R9.361 million.

4.3. IRREGULAR, AND FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure:

- Two cases of fruitless and wasteful expenditure amounting to R24,362.24 were identified during the year. Of the two cases:
 - o One case amounting to R4,839.66 was not recoverable and written off; and
 - o One case amounting to R19,522.58 was deemed recoverable.

Irregular expenditure:

- One case of irregular expenditure amounting to R319 301.31 was identified during the year. Pursuant to making application to Provincial Treasury for condonation, the case was removed by the Accounting Officer.

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

The Department of the Premier will continue to perform its leading, directing, and guiding role in the WCG.



The Department started with the preparation of a new draft 2025-2030 Provincial Strategic Plan during the period under review. This was done to enable a smooth transition from the 6th to the 7th administration of government following the elections in May 2024. Much work has gone into the conceptualisation of the theories of change for each of the key strategic priorities focusing on Growth for Jobs, Safety, Wellbeing, Innovation and Culture, and Governance. The Department will continue to support the incoming government with policy and strategy development and implementation support as well as evidence and data provisioning that will enable realistic strategic decision-making. This work will form the basis for the new five-year Strategic Plans that Heads of Department will start preparing from July 2024 onward.



The Department is responsible for the key priority relating to Innovation, Culture and Governance together with the Provincial Treasury and the Department of Local Government. This key priority seeks to ensure that our services are delivered in an integrated and innovative way and have a lasting positive impact on the lives of people across the Western Cape. It will focus on innovation for impact; integrated service delivery; different futures for government; resident-centric delivery; and assurance, compliance and oversight. The key priority is underpinned by a focus on youth, the use of Artificial Intelligence in government, mainstreamed climate change response, futures thinking capability, and building resilience to ensure a capable state.



Mayor Gordon Hill-Lewis and Premier Alan Winde engaging with citizens during a First Thursday

WCG Broadband Services, including public Wi-Fi, enables all other WCG departments to execute their mandates and function in the most appropriate, efficient, and effective manner. The process of entering into Broadband 2.0 will gain momentum to onboard a new service provider and open up new opportunities for fresh thinking about how to harness broadband for better socio-economic outcomes. Cyber security remains a priority in managing the daily onslaught of cyber-crime. The cyber security strategy aims to address vulnerabilities in the information security posture of the WCG.

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 across the Department.

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

The following in-kind gifts, donations and sponsorships were received from non-related parties during the year:

Table 4.9: Gifts, donations and sponsorships received in-kind

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2023/24
		R'000
RECEIVED IN KIND		
DONATIONS		
FCB Africa	Watercooler, bookshelf and glass boards in Culture Room	90
Federal Republic of Germany	Official travel to Germany for a fact - finding tour on energy transition	180
South Africa Centre for Evidence (SACE)	Two officials attended the Evidence 2023 Biennial event in Uganda	42
Apolitical	Officials to participate in climate change courses	1 181
HISENSE South Africa	Donation of a refrigeration unit	15
DP World Logistics	Donation to cover the cost for attendance at the Passport Global Summit 2023 held in the UAE	106
Environmental Systems Research Institute, Inc (ESRI)	Two officials attended the ESRI User Conference in KwaZulu - Natal	27
Symphonia	An official to attend the Flawless consulting workshop	9
Coca Cola Peninsula Beverages	Donation of two Top Employer banners	2
SAEP/United States Agency for International Development (USAID)	Project support to the Western Cape Energy Resilience Programme	1 875
United States Trade and Development Agency (USTDA)	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	9 273
TOTAL DONATIONS		R12 800
RECEIVED IN KIND		
SPONSORSHIPS		
The Centre for Child Law	The Commissioner for Children and a Child Advisor attended a meeting in Pretoria	34

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2023/24
		R'000
RECEIVED IN KIND		
Government of Flanders	An official attended the Flanders Inspires Visitors Programme in Belgium	61
HUAWEI	Sponsorship to cover the travel and accommodation costs of two officials who attended the Mobile World Congress held in Barcelona for the period 26 to 29 February 2024	265
TOTAL SPONSORSHIPS		360
TOTAL DONATIONS AND SPONSORSHIPS RECEIVED		R13 160

4.10. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

Table 4.10: 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

None.

4.12. OTHER

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

I am always aware that it is our people, our staff, who make a difference in our residents' lives. I would like to thank everyone for the contribution you have made towards the success of the WCG this term, and especially the realisation of our vision to become a government that people trust. It does not matter whether you serve our residents directly or indirectly. Your impact is felt all over the Province.

I hereby approve the 2023/24 Annual Report of the Department of the Premier.



DR/HC MALILA

DIRECTOR-GENERAL AND ACCOUNTING OFFICER

DEPARTMENT OF THE PREMIER

DATE: 31 JULY 2024

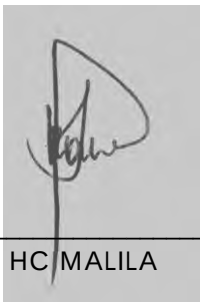
5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE 2023/2024 ANNUAL REPORT

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

- All information and amounts disclosed throughout the annual report are consistent.
- The annual report is complete, accurate and free from any omissions.
- The annual report has been prepared following the guidelines on the annual report as issued by the National Treasury.
- The Annual Financial Statements (Part F) have been prepared following the modified cash standard and the relevant frameworks and guidelines issued by the 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 (Auditor-General South Africa) 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 for the financial year ended 31 March 2024.

Yours sincerely



DR HC MALILA

DIRECTOR-GENERAL AND ACCOUNTING OFFICER
DEPARTMENT OF THE PREMIER

DATE: 31 JULY 2024

6. STRATEGIC OVERVIEW

6.1. VISION

The vision of the Department of the Premier is: "To build a government that people trust".

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:

"My name is C²lai²r.
I am the Culture
ambassador. My
name was created
from the WCG core
values and a key
focus on listening:
C – Care
C – Competence
L – Listening
A – Accountability
I – Integrity
I – Innovation
R – Responsiveness"



Accountability



Innovation



Competence



Responsiveness



Integrity



Caring

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

- We can 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 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 residents and those we work with)

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

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

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

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

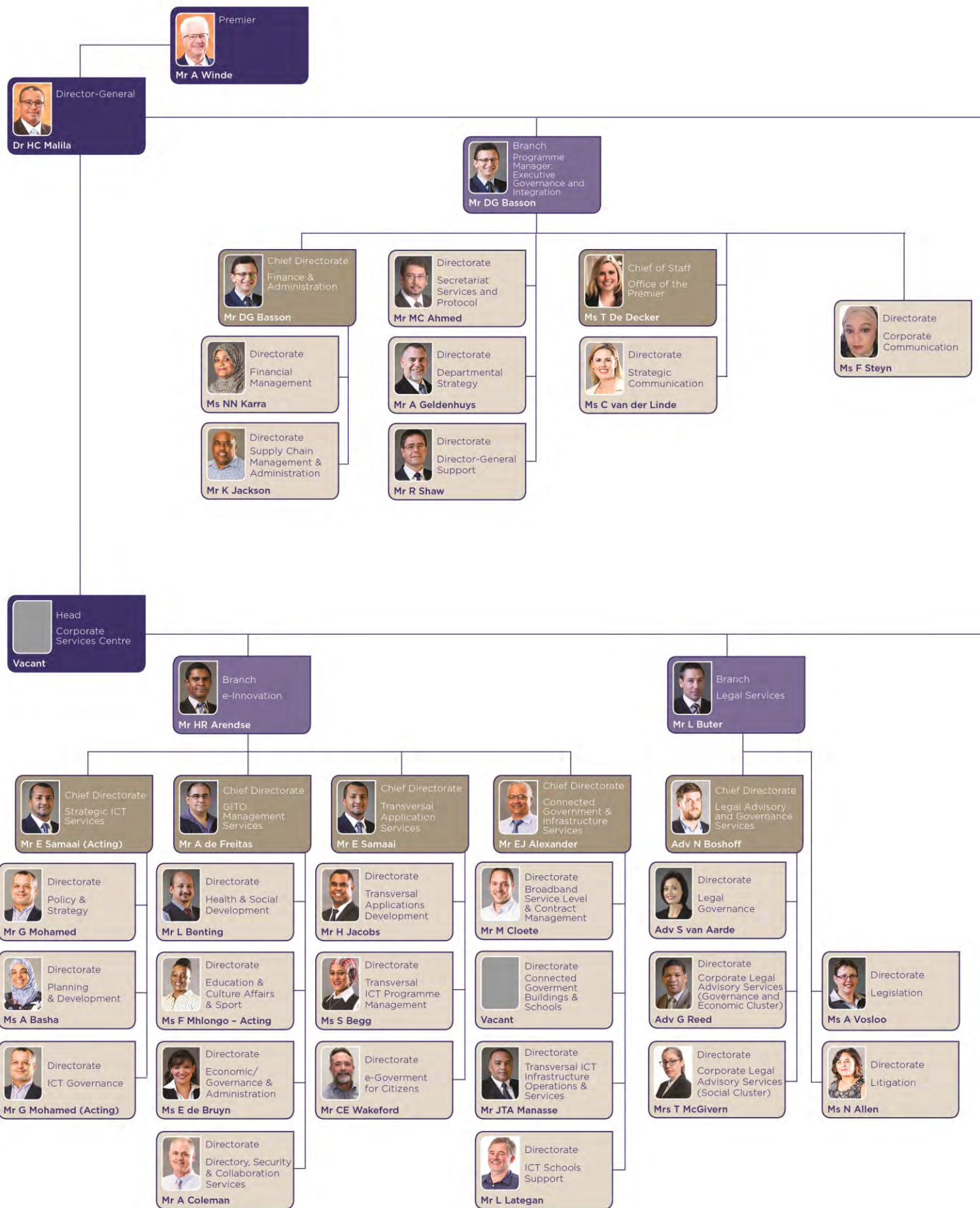
- Green Paper on National Performance Management (2009)
- Revised Framework for Strategic Plans and Annual Performance Plans 2019
- Medium-Term Strategic Framework – 2019-2024
- National Development Plan (2012)
- National e-Strategy (2017)
- National Evaluation Policy Framework (2011)
- National Integrated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

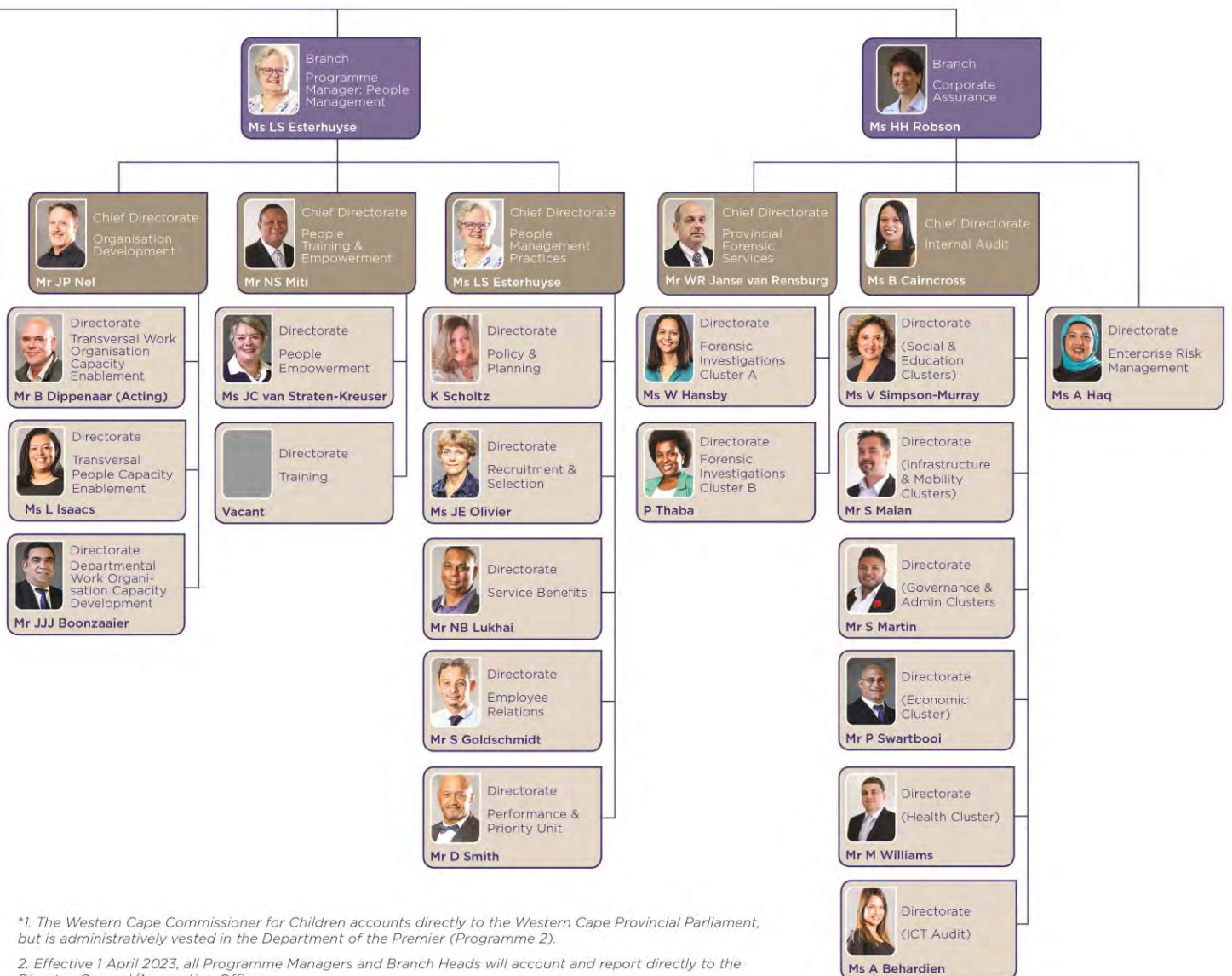
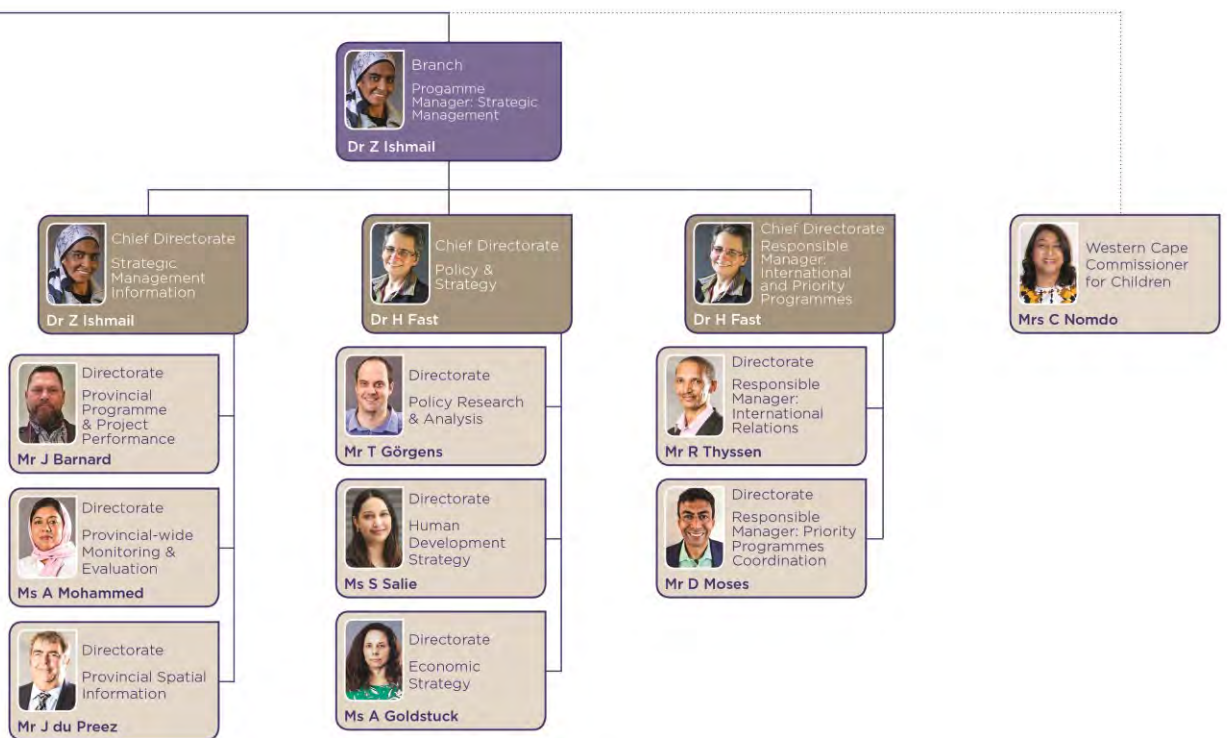
The chart overleaf depicts the senior management structure of the Department as of 31 March 2024.

9. ENTITIES REPORTING TO THE PREMIER

During the period under review no entities reported to the Premier. Although from an accountability perspective the Commissioner for Children is directly accountable to Provincial Parliament, the budget for the Commissioner for Children is accounted for in Vote 1: Department of the Premier.



Organisational Structure of the Department of the Premier as at 31 March 2024.



*1. The Western Cape Commissioner for Children accounts directly to the Western Cape Provincial Parliament, but is administratively vested in the Department of the Premier (Programme 2).

2. Effective 1 April 2023, all Programme Managers and Branch Heads will account and report directly to the Director-General/Accounting Officer.





Part B

PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs certain audit procedures on the performance information to provide reasonable 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 being reported in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 173 (Report of the Auditor General) published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. SERVICE DELIVERY ENVIRONMENT

During 2023/24 the world remained characterised by volatility and uncertainty. Global conflicts, the ongoing national energy crisis, constrained fiscal conditions, and social unrest marked the operational environment of the Department during the reporting period.

Significant budget cuts were introduced through the Provincial Equitable Share and reductions in conditional grants from the national fiscus. The Department had to make hard decisions to respond to the reduced budget allocation and, in some instances, had to cut back on service offerings.

The payment of Microsoft licenses came under severe pressure due to the R/\$ exchange rate and required closer collaboration with the Provincial Treasury to find funding solutions to ensure continuation of the service.

There was little room to adequately fund organizational structures due to the pressure on the Compensation of Employees part of the budget and the filling of posts had to be managed and prioritised with strict discipline to ensure sustainability over the longer term. This required of employees to do more with less. Employee Health and Wellness interventions and internal management arrangements, amongst others, aimed to assist employees with the additional pressures.

The rapid and extensive development in information communication technology brought with it a dramatic increase in cybercrime that, if left unattended, would have a devastating impact on the continuity of service delivery across the province. Significant investments had to be made to improve the information security posture of the WCG. Investments had to be made in tools that enable automatic detection and prevention of intrusions as well as recovery and containment.

The continued, adequate funding of software, ICT security and connectivity tools remains critical to enable the rest of the WCG departments to execute their mandates and functions properly and the Department therefore continued with its infrastructure refresh programme to improve the resilience of ICT equipment.

Dwindling resources and increased service delivery demands increased the need for leveraging data and technology. The Department ramped up its efforts to spearhead a transformation of the province's data ecosystem by focusing on the innovative production, use, and coordination of data across the WCG.

As a further response to demands in the operating environment, the Department continued with the implementation of its WCG Digital Transformation Plan which drives the integration, optimization and transformation of the WCG ICT service delivery ecosystem and resulted in more services being digitised.

Advances in Artificial Intelligence (AI), particularly generative Artificial Intelligence, has the potential to significantly increase productivity in the WCG and enable the WCG to be more responsive to residents' needs. The dire fiscal outlook together with greater resident demands require greater effectiveness and efficiencies. The WCG started to explore the use of AI to improve the quality and speed of decision-making that creates benefits for residents. It has the potential to be instrumental in better policy decisions, improved communication and engagement with residents, and improved speed and quality of public services.

Several interventions responded to the prevailing climate change and energy challenges. The Premier established an integrated WCG Energy and Water Council to come up with innovative solutions to mitigate the impact of water scarcity and the energy crisis on the WCG and municipalities. Furthermore, the Department distributed energy packs to certain categories of vulnerable residents, enabling them to remain connected and safe during loadshedding.



All over the world trust in governments is low and South Africa and the WCG are not immune to the phenomena. The provincial key priority, Innovation, Culture and Governance, is regarded as a key enabler of all the other provincial strategic priorities. During the period under review, several interventions were implemented to ensure that the WCG realizes its vision - "To build a Government that people trust." The Innovation, Culture and Governance priority aims to provide the conditions for innovation to become embedded in the WCG institutional architecture, that internally a conducive culture is created where employees become resident-obsessed in the execution of their daily tasks and that a capable state is built that residents can trust.

An Innovation for Impact Strategic Framework was finalised which outlined four enablers for an innovative organization: (i) providing space for exploration and experimentation, (ii) equipping officials with the capacity to innovate, (iii) engaging diverse stakeholders for collaborative problem-solving initiatives, and (iv) resource mobilisation for innovative ideas. The reconfiguration of the Provincial Training Institute showed good progress with infrastructure refurbishment underway to establish the facility as an innovation hub that will provide support for innovation through learning, innovation through research, and innovation through service delivery solution co-creation.

Further work continued to implement the Citizen Centric Culture (CCC) programme aimed at institutionalizing the required behaviours at organizational, leadership and management, and individual levels, ultimately embedding a resident-centric culture in the WCG.

A number of interventions were implemented to give effect to governance transformation in the WCG. This focus area aims to ensure good governance, not for its own sake, but to create benefits for residents. In this regard, work continued to implement the Combined Assurance Framework. The framework proposes the integration and alignment of assurance processes in the WCG to maximise risk and governance oversight and control efficiencies and optimise overall assurance to the executive management, considering the organisation's risk appetite.

These factors impacting on the operating environment and the WCG's responses to it all focused on creating an internal environment where "the way we do things around here" creates a sense of hope, optimism and self-worth in the residents of the Western Cape.

2.2. SERVICE DELIVERY IMPROVEMENT PLAN

The Department has completed a Service Delivery Improvement Plan (SDIP) from 1 April 2023 to 31 March 2025. The tables below highlight the service delivery plan and the achievements to date.

MAIN SERVICES AND STANDARDS

Table 2.2: Summary of the Service Delivery Improvement Plan (SDIP) template for Frontline Service Delivery Departments

NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
KEY SERVICE 1: REPURPOSING SERVICE DELIVERY POINTS	Number of service delivery points identified for the feasibility study.	Two (2) service delivery points identified for the feasibility study.	0 (Year 1 is feasibility study)	Two (2) service delivery points.	Feasibility study report Management approval submission
	% of identified frontline staff to receive digital literacy and digital services training (to support residents who require assistance with access to digital services), as part of the feasibility study.	90% of identified frontline staff to receive the digital literacy and digital services training as part of the feasibility study.	0% (Year 1 based on feasibility study).	90% of identified staff receive digital literacy and digital services training.	RSDP Project attendance registers

NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
	Number of technology and infrastructure assessments concluded at the service delivery sites identified for repurposing	2 technology and infrastructure assessments concluded (one per site) (end of year 1)	0	2 infrastructure assessments concluded per site (4)	Feasibility report to include the technology & infrastructure assessment

CHANGE MANAGEMENT PLAN

	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
IDENTIFIED STAKEHOLDER CONSULTATION:	Number of Stakeholder Consultation Engagements during the implementation of the SDIP over the year/period reporting	4 Stakeholder Consultation Engagements	8 (4 per annum)	- Meeting Appointments - Minutes of Stakeholder Consultation Engagements - Attendance Registers
COMMUNICATION MEASURES REQUIRED:	% of Communications mediums used during the implementation of the SDIP over the year/period reporting	90% of Communications mediums used as stipulated in the Communications Plan	90% of Communications mediums used as stipulated in the Communications Plan	Communication Plan
INTERVENTIONS REQUIRED INTERNALLY:	Number of training plans for frontline staff at service point to be developed.	1	1	Training plan
INTERVENTIONS REQUIRED EXTERNALLY:	Number of customer experience surveys and outreach interventions per financial year	1 Customer experience survey and outreach intervention per annum	2 (1 per annum)	Surveys Improvement plan

MONITORING, REPORTING AND EVALUATION PLANS

IMPACT ASSESSMENT MEASURES	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
SATISFACTION MEASURES:	% of residents satisfied with identified (key) services	0% - Unknown (new intervention)	60% satisfied residents with identified (key) services	Citizen experience survey report
ECONOMY MEASURES:	% of staff trained to ensure quality services provided to residents	80% staff trained	90% staff trained	Department training schedule/report
EFFICIENCY MEASURES:	N/A	N/A	N/A	N/A
EFFECTIVENESS MEASURES:	% of fully functional facilities available to residents (Impacting average turnaround time, effectiveness of system and citizen satisfaction)	80% service delivery point within a facility assessed for repurposing feasibility	90% fully functional service delivery point available for repurposing feasibility.	Technical Assessment report

BATHO PELE ARRANGEMENTS WITH BENEFICIARIES (CONSULTATION, ACCESS ETC.)

BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
1. PROFESSIONAL STANDARDS	% compliance with professional ethics promoted and maintained in the repurposed service delivery point.	80% of staff at the repurposed service delivery points are aware of code of conduct. Staff should be made aware (and reminded) of the code of conduct	90%	100%	Report on distribution of code of conduct
2. WORKING ENVIRONMENT STANDARDS	% of staff members at the repurposed service delivery point adequately trained to assist residents	80% of staff trained to provide support to residents who access digital services at the repurposed service delivery point.	90%	100%	• Training report • Customer feedback (where available)
	% of clear signage at facilities	85% clear signage displayed at the repurposed service delivery point to indicate that residents can access digital services at this point.	90% clear signage displayed	100% clear signage displayed	• Facilities register. • Citizen experience survey

BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
3. ACCESS STANDARDS	Number of facilities accessible to residents	Two (2) repurposed service delivery points accessible to residents (incl. wheelchair access, depending on the access provided by the facility at which the repurposed service delivery point is located).	0 (new intervention)	2	RSDS Project sites: Registers Citizen experience Surveys
	% of internet access/network uptime to digital services	80% network uptime	80% network uptime	80% network uptime	Broadband and Public Wi-Fi Reports
	% Access to digital services available at service delivery sites.	85% of digital service accessible at service delivery sites	90% of digital service accessible at service delivery sites	90% of digital service accessible at service delivery sites	Report Citizen experience survey report
4. INFORMATION STANDARDS	Number of Information sources available to residents	2 Cape Access website 80% updated RSDS project staff on site to provide information to residents	2	2	- Attendance registers - Trained, knowledgeable staff - Citizen experience surveys
5. REDRESS STANDARDS	Number of platforms per annum where surveys (including complaints or compliments) are used for feedback	2 platforms per annum where surveys (including feedback on compliments or complaints) are received	2	2	- Citizen experience surveys - WCG Contact Centre data
	% of complaints resolved within 30 days (turnaround time).	85% of complaints resolved within 30 days	85%	90%	
6. CONSULTATION STANDARDS	% of stakeholders (including residents) consulted annually on various issues	85% of stakeholders (including residents) consulted annually on various issues such as resolving complaints/ satisfaction reports, SDI development etc as per engagement plan	80%	85%	- Stakeholder surveys - Quarterly citizen engagements

BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
7. OPENNESS & TRANSPARENCY STANDARDS	Number of information sources available to the residents	4 WCG and DotP websites 90% updated RSDS project staff on site to provide information to residents Community Development Workers (CDW Programme) to provide information to residents. Rural Libraries to provide information to residents	4	4	- Published Annual Performance Plan, Annual Report - Attendance registers
8. SERVICE STANDARDS (Not applicable because the service delivery point is located within a citizen-facing facility)	% of set Service Standards in place at the repurposed service delivery point within the government facility	The Repurposed Service Delivery Point (RSDP) will not have its own Service Charter because the citizen-facing facility in which it is located will have these. The RSDP will have information as follows: - Openness and transparency - Contact details - General enquiries - Feedback - Complaints - Report fraud and corruption	100%	100%	Information poster containing relevant information
9. VALUE FOR MONEY	% of facilities available at no cost to residents	100% of repurposed service delivery point is available at no cost to residents	100%	100%	RSDS Project reports available

2.3. ORGANISATIONAL ENVIRONMENT

Despite stringent austerity measures, the Department maintained stability, with key leadership positions filled, such as the Director-General (and Accounting Officer), and Chief Financial Officer. The Budget Committee strictly managed filling only essential senior posts in response to increased service delivery demands.

Efforts to enhance departmental capabilities, such as policy, data, and technology integration through the Provincial Data Forum, continued, alongside progress on a new operating model for the Provincial Training Institute. Internal operational management arrangements (such as appointing employees to act in management positions) were made to ensure continued service delivery and proper management of functions.

Despite financial constraints and rising expectations of departments in many of the Department's functional areas, most of its service delivery standards were maintained. The Department maintained a strong employee health and wellness support system.

The Premier established the Western Cape Energy Resilience Programme during the 2023/24 financial year to ensure long-term energy sustainability in the Western Cape. Programme implementation capacity was established in the Department of the Premier by establishing a task team, the Core Energy Team, comprising a special advisor and officials with the required expertise from the Department of Economic Development and Tourism. The Core Energy Team co-ordinates the full portfolio of projects under the Western Cape Energy Resilience Programme.



The Director-General (DG) met with the Coordinating Chamber of the Public Service Coordinating Bargaining Council for the Western Cape Province on 20 November 2023 and 24 June 2024 to discuss measures that were being put in place by WCG departments to promote Staff Safety in the WCG. The DG undertook to meet with the unions six-monthly, including a discussion with the Provincial Top Management (PTM).

In this regard, Government Motor Transport started with a phased approach to ensure that all newly purchased government vehicles feature "smash and grab" (safety film on vehicles) protection. A "call and dispatch" application was developed for driver assistance during breakdowns or other incidents.

Despite rising expectations of client departments for support in most of the Department's functional areas, most of its service delivery standards were maintained, and in many cases exceeded.

2.4. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Department supported the further development of key provincial transversal policies and strategies. For example, the Shukuma pilot that focuses on violence prevention in schools, the Nourish to Flourish initiative and the family strengthening project.

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 “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”. As the focus evolved over the past term, the Provincial Strategic Plan translated into the Recovery Plan during the pandemic and eventually into the Provincial Strategic Implementation Plan.

The Department of the Premier adopted this vision as its own vision given its centrality in having to create the institutional environment that guides, directs and enables the rest of the WCG to deliver services in a manner that builds trust in communities.

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

Four quarterly reports outlining the governance performance of the Department were submitted to the Premier by the Director-General and Accounting Officer. The reports dealt with progress with financial and non-financial performance as well as any risks that could impact the Department's outcome achievements.

A clean audit report and normative spending performance 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. The Department conducted more training interventions than was initially planned for the year under review, and this resulted in an overperformance of 106.25% against its annual target of 100% implementation. This was based on increased demand for training interventions.

Increased use of quality data and evidence

The year-on-year assessment of data governance maturity shows a steady improvement in defined data governance practices emerging enabling the increased use of quality data and evidence. This is largely due to the level of data collaboration across departments and the institutionalisation of data policies, practices, and collaborative initiatives.

The WCG data governance maturity score for 2023/24 is 2.6, which is an increase of 0.5 (24%) from 2022/23. This score represents a level 3 maturity, indicating defined data governance practices through the establishment of clear roles and responsibilities, documenting data policies, standards, and guidelines, and data quality initiatives beginning to take shape. The Department achieved a score of 3.9, which represents level 4 maturity, meaning that data governance practices are actively managed and monitored.

Data policy instruments, such as the Memorandum of Cooperation on Data Sharing and the Open Data Policy, continue to facilitate and enable transversal data sharing and access. An important development was the approval of the Provincial Data Governance Policy Framework compiled in collaboration with departments. It provides direction to the WCG in terms of the regulatory framework and governance structures for decision rights and accountability mechanisms that will ensure the proper treatment of data as provincial assets.

The effort towards building a data ecosystem reflects the shift in bringing data producers, users, and suppliers together to strengthen data coordination on priority initiatives. Key areas of collaboration include Safety, Energy, and Census. Our efforts to support the provincial priorities, and manage stakeholder relationships with departments and with external data users, producers and suppliers have highlighted the need for consistent access to good quality data from all stakeholders.

Improved evidence-based policy, planning and implementation

Several evidence-based initiatives grounded the awareness of using an evidence-based policy cycle approach throughout the lifecycle of an intervention. This included deepening the work on delivering evidence-based products in the Safety and Wellbeing priorities such as family strengthening, youth at risk, and food security.

From a policy, budgeting, and planning perspective, collaboration with the Provincial Treasury is underscored by initiatives sourcing evidence for policy choices via the Budget Policy Priority Process and the Medium-Term Expenditure Committee (MTEC). There is a continuous focus on strengthening the use of evidence as part of the assessment process during the drafting of Annual Performance Plans. This is done from the perspective of evidence-based planning and implementation, hence embedding this evidence-based culture across all departments through their strategic planning processes.

Enabled citizen-centric culture

In 2023/24, the Western Cape Government (WCG) advanced its People Management Maturity through a focused integration of a Citizen-Centric Culture (CCC). This approach highlights the importance of aligning people management maturity practices and internal organisational values with external service delivery to achieve a unified and effective service environment.

Leadership Development has been central to this initiative. By equipping leaders with the skills needed to drive a citizen-centric culture, including through the Value-Based Leadership Development Programme (VBLDP) and other development initiatives, WCG has ensured that leadership practices align with best practices and organisational goals, promoting service excellence.

Creating a Performance-Conducive Environment has also played a crucial role. Initiatives such as Culture and Values Dialogues have improved team cohesion and morale, though challenges like time constraints and leadership changes have impacted full participation. Adjustments to the pace of these discussions and increased involvement of middle management aim to enhance effectiveness and reach as part of the maturity journey.

Strategic Alignment of Business Practices to Values has further supported People Management Maturity. Tools like the Citizen-Centric Competency Framework and the upcoming 360-degree Values-Based Performance Assessment are being developed to ensure that organizational practices reflect core values and drive performance.

WCG's certification as a Top Employer by the Top Employers Institute is a reflection of its success in fostering a positive, engaging work environment that supports People Management Maturity. This recognition highlights the effectiveness of WCG's efforts in creating a workplace where both employees and service delivery thrive.

Enabled and competent employees

A significant output of the Future-Fit Strategy is to identify skills gaps through a Skills Audit solution. Therefore, SMS and MMS skills gap analysis are being conducted.

The intent is to ensure that employees of the WCG are properly enabled and competent to perform not only mandated functions but also contribute to the interventions for resident impact. In the reconfiguration of the Provincial Training Institute, emphasis was placed on the modernization of Infrastructure and the development of a new curriculum framework and Management and Leadership Development Pipeline Framework.

Improved people management maturity

The People Management Maturity Model is an internal assessment of People Practices. The WCG opted for an external assessment of People Practices - Top Employer was chosen for this purpose.

Digitally empowered residents

Fifteen digital channels through which residents had access to government information and services were maintained while the number of citizen-facing services also increased. Access to ICTs was provided at 80 WCG eCentres, including a mobile eCentre and 3 678 digital skills training opportunities were successfully provided.



The Department has also increased the number of services available on the WCG mobile application from 45 to 50, as well as digitalising four prioritised citizen-facing services or service channels.

In addition, the department commenced with the building of the new digital experience platform that will enable a richer interaction between users and the WCG via its portal.

Optimised and integrated citizen-centric services

The Department played a key role in developing citizen interfaces for various e-services across the departments of the Western Cape Government, including commissioning a mobile bus for delivery of e-services to residents.

Connected government and sound ICT governance

A total of 1 902 WCG sites have now been upgraded to minimum network speeds of 100Mbps while 1 600 WCG sites have been provided with free public Wi-Fi hotspots.

During the year under review, the Department maintained an average percentage network uptime and availability of 99.04% and an average system uptime and availability of 99.78%. The total number of workspaces equipped with corporate Wi-Fi access points stood at 1 914 at the end of the year under review.

Digitally empowered employees

Great strides were made to rapidly increase the number of employees equipped with modern Office software (Office 365) to 16 704 users – 11 704 more than the planned 5 000 users. The deviation was due to the fast-tracking of the roll-out of advanced operating systems and productivity suite solutions to all users in response to cyber threats.

The Department trained 2 647 WCG employees against a target of 2 000 in Digital Literacy Skills. The target was exceeded due to the high demand and the impact of emerging technologies in the workplace. This includes front-line staff and interns at services points. 81% of the training was self-paced and online, 15% were webinars and the remainder was in person. This signifies a successful transition to a hybrid training model.

Transformed governance resulting in improved service delivery

The review of the Provincial and Departmental corporate governance of information technology structures and processes to ensure value creation of IT investments was concluded. The review of the IT Risk management process was completed across 12 Provincial Departments. The proactive management of these IT risks has supported the Province's ability to maintain operational resilience and continue delivering essential IT services effectively.

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

Demand for legal services remained high during the year under review with approximately 2 110 service requests received and attended to before or by agreed, stipulated or court-prescribed deadlines to ensure that decision-making and service delivery were not delayed, and litigation outcomes were not compromised.

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

Public trust in WCG was tracked and a healthy trust in the WCG's ability was evident through bi-weekly polling that was conducted. There were also positive shifts in employees' awareness of the WCG brand as a result of a continuous internal communications campaign.

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

The updated Western Cape Government Brand supports the resident-centricity of the WCG's strategic approach. Communication campaigns were developed to educate WCG staff. The updated brand was also adopted for all external communication. The updated brand is also continually rolled out as part of an organisational change journey.



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, the Cabinet, the Accounting Officer and the provincial top management by providing good governance support and seamless executive secretariat support services for effective decision-making by the Executive. In addition, the programme enables the Accounting Officer to comply with his corporate responsibilities, e.g. 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



Cabinet Bosberaad, 7 November 2023, Ganzekraal Coastal Resort (West Coast District)

it is linked to the term of the Premier. Provision is also made for the appointment of special advisors in accordance with the Ministerial Handbook.

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 Innovation, Governance and Culture through efforts to improve good governance in the institution as evidenced, amongst others, through achieving 100% of its non-financial targets and spending 98.78% of its budget. This performance, together with 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.

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

Table 4.1.2: 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 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	1.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	4	N/A	N/A
Improved quality, efficiency and effectiveness of departmental performance	Accounting Officer Governance Report on the performance of the Vote	1.5.1 Number of Accounting Officer Governance Reports on the performance of the Vote	4	4	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	132.3%	116.07%	100%	106.25% Numerator: 34 Denominator: 32	6.25%	Additional training was identified and provided
Improved quality, efficiency and effectiveness of departmental performance	Management of media risks and opportunities	1.7.1 Number of monthly communication tracking reports produced	12	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 concerning 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 the provincial key priority Innovation, Governance and Culture, particularly as it related to indirect contributions to citizen-centric culture and governance transformation through efforts to maintain good corporate governance principles and practices and the various citizen-facing communication research and campaigns implemented during the period under review.

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

4.1.5. Linking performance with budgets

Table 4.1.5: Sub-programme expenditure

SUB-PROGRAMME	2023/24			2022/23		
	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	517	514	3	504	498	6
Office of the Premier	19 068	19 024	44	21 732	21 630	102
Executive Council Support	12 189	12 164	25	13 371	13 346	25
Departmental Strategy	4 949	4 943	6	5 497	5 426	71
Office of the Director-General	15 384	15 312	72	16 694	16 658	36
Financial Management	48 502	48 447	55	44 183	44 139	44
Strategic Communication	4 224	4 217	7	2 624	2 618	6
Total	104 833	104 621	212	104 605	104 315	290



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 increasing the use of data and evidence for policy, planning, and programme implementation, towards improving decision-making across all provincial departments.

Efforts were directed at the continuous strengthening of planning by assessing the policy, planning, and budgeting process concerning its aim of enabling leadership to translate the strategic priorities into coherent, transversal implementation across legislative mandates. At the same time, the scope of the Annual Performance Plans (APPs) assessment continued to be strengthened and included six functional components; the Department of the Premier (Corporate Assurance, Strategic Management Information, and Policy and Strategy units), Provincial Treasury, Department of Local Government, and the Department of Environmental Affairs and Development Planning. Support to the intergovernmental relations events and Management Committees of the strategic priorities continued. This period under review saw the development of the End of Term Review for 2019-2024, also known as the Record of Delivery.



Departmental SMS members in strategic conversations

The Innovation for Impact 2023 programme was guided by a Strategic Framework. Its scope was inclusive of (i) providing space for exploration and experimentation, (ii) equipping officials with a capacity to innovate, and (iii) engaging diverse stakeholders for collaborative problem-solving initiatives. Key to this is a network of Innovation Champions across departments.



Innovation brainstorming workshop

The outcome, "Increased use of quality data and evidence" is driven by a strategy map to institutionalise province-wide data governance. In the quest for WCG to be known as a 'data-driven organisation', the PDO locates quality data and evidence at the centre towards realising better development outcomes and service delivery for the residents. Key to this is establishing mechanisms such as transversal support through data, policy, and legislation, data coordination through central data systems, and public access by making data open.

A series of data and evidence products were delivered on insightful data ranging across development outcome trend data, socio-economic data, small area statistics and indices. The Voice of the Citizen data informed a Service Delivery Index that depicts narratives relating to governance performance data and socio-economic outcomes. An interconnected data ecosystem is now bringing together different parts of policy, data, and technology with key achievements in the energy and safety space. The scope of novel initiatives has widened the depth and breadth of Health Evidence Maps, the need for a Performance Tracker, an Integrated Indicator Framework, and Data Management Plans. Data Governance Practice Notes remain foundational and functional in transforming data capabilities. The PDO, as a responsive operating model, remains a trusted data partner and by doing so finalised the Data Governance Policy Framework. The PDO is continuously exploring its stakeholder platforms with international, regional, and local data producers, users, and suppliers with its presence in shaping the discourse on response evidence Communities of Practice with the Pan-African Collective for Evidence.

The programme also leads the coordination of the Citizen-centric Capacity Enhancement (CCE) Programme fully institutionalised in the Provincial Training Institute (PTI) with the University of the Western Cape as an academic partner. The partnerships and support for the Problem-Driven Iterative Adaptation (PDIA), methodology programme and strategic events continued. Key initiatives on Human Rights continuously strengthen frontline service delivery and focus on priority areas such as gender, older persons, youth, persons with disabilities and children mainstreaming efforts.



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

Table 4.2.2: Programme 2: Provincial Strategic Management: target achievement against Annual Performance Plan

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	2.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	4	N/A	N/A
Improved evidence-based policy, planning and implementation	Policy, planning and PSP implementation in WCG departments	2.2.1 Number of transversal strategic products	4	4	4	4	N/A	N/A
		2.2.2 Number of strategic initiatives supported	New Indicator	New Indicator	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	2	2	2	2	N/A	N/A
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	5	5	5	5	N/A	N/A
Increased use of quality data and evidence	Provide evaluation evidence on innovation in WCG	2.3.3 Number of evaluations conducted on provincial policy priority interventions	4	3	3	3	N/A	N/A

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Increased use of quality data and evidence	Provide a review of 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	4	4	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 and maintained as a result of international relations engagements	12	11	10	12	2	Engagement opportunities arose that were not foreseen previously.
	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 submitted	2	2	2	2	N/A	N/A
	Priority Programmes Co-ordinated	2.4.3 Number of reports on priority programmes in support of key provincial strategic priority areas	4	4	8	8	N/A	N/A
	Established Office of the Commissioner for Children	2.4.4 Number of reports for the Office of the Commissioner for Children	4	4	4	4	N/A	N/A

To give context to the above performance table, the related programme outputs are outlined.

The strategic products included Futures Planning Initiatives such as mini futures engagements and foresight exercises, as well as a revised operating model for the Cape Higher Education Consortium (CHEC). Strategic initiatives supported in the Wellbeing priority continue to span across transversal programmes such as Nourish to Flourish, malnutrition and stunting, and youth development. For the Safety priority, these included supporting the Family Strengthening intervention by expanding on monitoring, learning and evaluation. A key investment effort was the strategic support of the Energy Resilience Programmes and the dissemination of loadshedding packs to vulnerable communities.



Premier Alan Winde
distributing loadshedding
emergency packs

The year-on-year timeous delivery of data and evidence products included a series of data publications either quarterly or annually. The annual data releases on measuring a compendium of indicators are published annually with metadata which can be downloaded for further consumption. These publications share year-on-year data trends on key development and service delivery outcomes with linkages to the National Development Plan and Sustainable Development Goals.

The quarter-on-quarter releases on government performance data have now progressed to an Integrated Release on Non-financial Performance with linkages to service delivery targets as well as the Growth for Jobs, Safety, and Wellbeing priorities.

The three responsive evaluations focused on improving the governance-related initiatives across the WCG as driven by the Department of the Premier and Provincial Treasury. These covered the Utilisation of Evaluation Evidence from 2011 to 2023, the Usability of the Western Cape Data Portal and the Policy, Planning, and Budgeting Process.

Quarter-on-quarter, the PDO reviews the institutionalisation of province-wide data governance with documented progress on the data initiatives including lessons learned. In line with the programme, these lessons direct the required benchmarking incrementally as it relates to the four sub-outcomes of insightful data, an interconnected data ecosystem, transforming data capabilities and a responsive operating model.



Commissioner for Children team and Continuous Glucose Monitors at the Metro Emergency Medical Service depot in Pinelands

Mainstreaming considerations of gender, persons with disabilities, and older persons continued through engagements at the Human Rights Forum. The reporting on children is also done via the Office of the Commissioner for Children. The Frontline Service Delivery programme in partnership with the Department of Planning, Monitoring, and Evaluation (DPME) has remained steadfast in addressing the required frontline standards to be achieved.

The department engaged in ten events and held five events of master classes in collaboration with the Department of Cultural Affairs and Sport. These events included amongst others the Klein Karoo Nasionale Kunstefees (KKNK) and the Cape Town Cycle Tour. The PDIA methodology programme is now documented in a handbook with online courses available. Seven CCE training sessions, one master training session and a webinar were piloted.

Strategic international relations partnership is reported on to continuously maintain value benefits. A key success during the period relates to the Western Cape assuming the chairmanship of the Regional Leaders' Forum, which will take place in 2025 under the theme "Regional Economic Resilience". The strategic value is embedded within the partner regions where International Relations

aims to promote the offering of the Western Cape as a preferred Trade, Tourism and Investment destination, within the six (6) other partner regions that include the United States of America, Austria, Germany and China.



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 underperformance.

4.2.4. Performance concerning 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 the Innovation, Culture and Governance enabler, particularly as it related to the expansion of the innovation programme. In addition, the indicators contributed value to data-driven approaches across the transversal priorities.

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. Linking performance with budgets

Table 4.2.5: Sub-programme expenditure

SUB-PROGRAMME	2023/2024			2022/23		
	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	521	516	5	608	552	56
Policy and Strategy	14 481	12 740	1 741	13 715	12 757	958
Strategic Management Information	41 813	41 160	653	40 450	40 403	47
Strategic Programmes	33 325	28 776	4 549	20 031	17 902	2 129
Total	90 140	83 192	6 948	74 804	71 614	3 190

The Programme underspent by 7.7% due to the slower-than-anticipated filling of posts within the Office of the Western Cape Commissioner for Children. The Office is still in its formative stages therefore, it is difficult to predict the delivery date of projects accurately. Two research projects are currently in the process of roll-out during the next financial year. The Futures Planning project is in its initiation phase with considerable work dedicated to developing the approach with the relevant departments.



BELOW:
The People
Management Contact
Centre 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; and
- 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 capacity 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

This Programme supports the following outcomes:

- 1) Enabled Citizen Centric Culture - Leadership Development has been central to this initiative. By equipping leaders with the skills needed to drive a citizen-centric culture. The Value-Based Leadership Development Programme (VBLDP) and other development initiatives are promoting service excellence within the WCG. Culture and Values Dialogues have improved team cohesion and morale. Tools like the Citizen-Centric Competency Framework and the upcoming 360-degree Values-Based Performance Assessment are being developed to ensure that organizational practices reflect core values and drive performance.
- 2) Enabled and Competent Employees - Skills gap analysis is being done on SMS and MMS level which guides future development initiatives. Currently, a new curriculum framework and Management and Leadership Pipeline Framework is being developed.
- 3) Improved People Management Maturity - The WCG has received a Top Employer certification as a Top Employer from the Top Employers Institute. This is indicative of mature People Management Practices. The WCG is the only Public Service institution that received this certification.

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

Table 4.3.2: Programme 3: People Management: target achievement against Annual Performance Plan

PROGRAMME 3: PEOPLE MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	3.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	4	N/A	N/A
Enabled Citizen Centric Culture	Citizen-centric culture experience	3.2.1 Percentage of the annual Citizen-centric culture programme implemented	93.75% Numerator: 15 Denominator: 16	100% Numerator: 14 Denominator: 14	100%	100% Numerator: 12 Denominator: 12	N/A	N/A
	Optimised WCG Business Architecture	3.2.2 Percentage completion of departmental modernisation /optimisation project plans	100% Numerator: 27 Denominator: 27	100% Numerator: 43 Denominator: 43	100%	100% Numerator: 28 Denominator: 28	N/A	N/A

PROGRAMME 3: PEOPLE MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled Citizen Centric Culture	WCG participate in an employee engagement measuring instrument	3.2.3 Number of progress reports towards the WCG's participation in an employee engagement survey	New Indicator	4	4	4	N/A	N/A
Improved People Management Maturity	Providing transversal learning programmes	3.3.1 Number of transversal learning programmes offered	150	241	100	254	154	The PTI course offerings are not distributed equally over quarters and months, as the PTI aligns its offering to the training needs of its client departments
	Assessment of learning for training impact programmes	3.3.2 Number of learning programmes assessed for training impact	10	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	2	2	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	100% Numerator: 30 Denominator: 30	100% Numerator: 1 Denominator: 1	100%	100%	N/A	N/A

PROGRAMME 3: PEOPLE MANAGEMENT

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled and Competent Employees	Reconfiguration of Provincial Training Institute	3.3.5 Phased implementation of the reconfiguration of Provincial Training Institute (PTI)	100% Numerator: 2 Denominator: 2	100% Numerator: 5 Denominator: 5	100%	100%	N/A	N/A
	Strategic business partnership initiatives	3.4.1 Percentage of planned strategic business partnership initiatives completed	100% Numerator: 162 Denominator: 162	99.49% Numerator: 198 Denominator: 199	95%	100% Numerator: 137 Denominator: 137	5 %	Overachievement due to a strict monitoring process, ongoing consultations with responsible stakeholders and review of interventions for efficiencies.
Enabled and Competent Employees	Innovative people practices initiatives	3.4.2 Percentage planned innovative people practices initiatives completed	100% Numerator: 6 Denominator: 6	100% Numerator: 5 Denominator: 5	90%	100% Numerator: 3 Denominator: 3	10%	Overachievement due to a strict monitoring process, ongoing consultations with responsible stakeholders and review of interventions for efficiencies.
Enabled and Competent Employees	Transactional excellence initiatives	3.4.3 Percentage planned transactional excellence initiatives completed	99.18% Numerator: 122 Denominator: 123	95% Numerator: 159 Denominator: 167	90%	97% Numerator: 164 Denominator: 169	7%	Overachievement due to a strict monitoring process, ongoing consultations with responsible stakeholders and review of interventions for efficiencies.

PROGRAMME 3: PEOPLE MANAGEMENT								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
	People manager and professional empowerment initiatives	3.4.4 Percentage planned people manager and professional empowerment initiatives completed	100% Numerator: 5 Denominator: 5	100% Numerator: 9 Denominator: 9	90%	100% Numerator: 6 Denominator: 6	10%	Overachievement due to a strict monitoring process, ongoing consultations with responsible stakeholders and review of interventions for efficiencies.

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 strategic intent of the CD:OD is to become a business partner to its clients and to enable improvements effectively and healthily, through planned interventions aimed at optimising the service delivery capacity of WCG functions within departments. During 2023, the WCG Culture Journey continued with key initiatives that were implemented during this cycle, i.e. the Values-based leadership development programme (2nd cohort of approximately 45 leaders), Cabinet/PTM development journey, practice alignment forum coordinating the improvement of people practices, culture measurement through the Barrett survey, initiating values conversations throughout the WCG, piloting the Culture Bootcamp process up to phase two (of the five phases) within the Department of the Premier.

The WCG entered the Top Employer certification process which is an internationally benchmarked approach to indicate the maturity of people practices. The outcome of this process was that the WCG was certified as a Top Employer in 2023. Furthermore, research commenced on a desired employee engagement model for the WCG to measure employee experience.

In the past year, twenty-eight (28) organisation design interventions of varying focus and scope were conducted as part of a continuous process of assessing and enhancing departmental functional capacity 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.

Thirty-four (34) job evaluations were conducted to ensure alignment with the provisions of the Public Service Regulations (PSR) 2016. The job design unit within the Chief Directorate successfully applied the generic templates which were designed for benchmarking purposes. Competency assessments across various occupations were conducted to determine person-job-fit and development areas (2077 candidates were assessed for 1124 non-SMS posts and 61 candidates for 34 SMS posts). Substantial work was also done to refine the new Way of Work competencies that are vital to embed the desired culture in the WCG. 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. This culminated in a WCG Wellness Conference at the end of 2023 and two Regional conferences. There were 9242 employees impacted by 296 EHW-initiated training events.



As part of the Operational Management Framework, awareness sessions were held with the departments to prepare for the roll-out of the Organisational Functionality Assessment (OFA) during 2024/25. This assessment will provide the WCG with a view of the current and desired levels of capacity required to execute the strategy.

The Service Excellence Awards were redesigned to allow more focus on recognising the efforts of community members in improving services in the Western Cape.

The Sub-programme People Training and Empowerment (PTE) ensures people development by identifying training needs, designing and offering relevant learning programmes directly or through appointed service providers, performing skills development facilitation functions across 11 WCG 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 Provincial Training Institute (PTI) has developed, adopted, and piloted a reconfigured operating model, which establishes a high degree of synergy with the strategic imperatives of the WCG, most notably as it relates to the enhancement of the organisation's innovation capability, through the upskilling of employees in a variety of innovative methodologies. It is the PTI's vision to provide an experimental "sandbox" facility for the facilitation and co-creation of innovative and resident-centric service delivery solutions by multi-disciplinary teams, representative of the quadruple helix across sectors, an objective which is being pursued systematically.



The Chief Directorate also conducts training impact assessments on selected learning programmes and assumes responsibility for the development of Workplace Skills Plans and other compliance reports, administering the placement of youth development programmes and facilitating the process for awarding internal bursaries. The youth development programmes administered include the First Work Experience Premier's Advancement of Youth (PAY) internship programme (which has now been institutionalised) that targets young people who have completed Grade 12 (matric) as well as student and graduate internship programmes. The youth development programmes are a strategy by the WCG to address the growing youth unemployment and skills challenge in South Africa. During the one to two years internship, the young people are exposed to skills development



programmes and supported through mentorship, coaching and career guidance to make them more marketable and employable.

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

The strategic mandate of the Directorate Policy and Planning, following section 7(3)(c) of the Public Service Act, 1994 ("PSA"), is to provide strategic direction concerning employment practices. This includes the facilitation, coordination, and monitoring of the development and implementation of transversal people management policies, strategies, systems, norms, standards, and guidelines as required by the Public Service Regulations.

In fulfilling this mandate, the Directorate has proactively drafted a range of people management policies, frameworks, and guides to enhance WCG's people management practices. To further support evidence-based decision-making, the Directorate provided comprehensive people management analytics and intelligence reports. Additionally, workforce and Employment Equity (EE) plans were developed in compliance with regulatory requirements, and all people management compliance reporting was completed within the prescribed timeframes.

The Directorate Recruitment and Selection continued to facilitate talent-sourcing services on behalf of our client departments. Client departments remain reliant on recruitment interventions to source or replace critical skills through an established e-recruit service. The Department of Public Service and Administration Directive on the implementation of control measures focusing on fiscal sustainability when creating and filling vacant posts in departments led to a reduction of 26.53% in the placement of vacancies advertised. A total of 521 adverts were placed, representing 861 posts (more than 1 post included in the advertisement), a total of 557 interviews were conducted and 750 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 of the new way of working. Grievances, misconduct cases and disputes were handled and finalised fairly. In addition, secretariat and advisory services have been provided to the 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 has made significant advancements in performance management practices. The unit provided consulting services to people managers, addressing issues of poor performance and incapacity, incapacity due to ill health, and operational incapacity (legal impediment/incarceration/incompatibility) while ensuring timely completion of performance agreements, mid-year reviews, and annual performance assessments. This proactive approach improved compliance rates and fostered a culture of accountability. Additionally, the unit supported moderation committees in conducting effective (hybrid) meetings and started developing a new poor performance module on the PERMIS system to assist people managers to proactively deal with poor performance of employees as well as a curriculum on the management of poor performance, operational incapacity (legal impediment/ incarceration/ incompatibility) and incapacity due to ill health. Collaborating with Ce-I and OD, the unit created a 360-degree values-based assessment Business Requirements Specification (BRS) to enhance performance evaluations and build a citizen-centric government. Training sessions, and workshops, in collaboration with other PMP Partners, on

the Generic Performance Management Framework were conducted to align individual goals with the Western Cape Government's vision. Furthermore, the Priority Unit oversaw the recruitment processes for Heads of Department (HODs) and Senior Management Service (SMS) positions, ensuring the selection of qualified candidates for critical leadership roles.

Directorate Service Benefits ensured that employees received employee benefits aligned to policy. Advice and guidance were provided regarding leave management and service conditions.

Virtual disciplinary hearings and meetings were instituted. The WCG performance management system (PERMIS) is already online and therefore performance agreements, mid-year reviews and annual assessments could be concluded. Online moderation meetings were instituted to finalise performance management processes on time. Training courses were also provided online.

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

4.3.4. Performance concerning 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 the provincial key priority Innovation, Culture and Governance, particularly as it related to talent and staff development and citizen-centric culture as well as the Medium-term Strategic Framework (MTSF) priority – a capable, ethical and developmental state.

4.3.5. Linking performance with budgets

Table 4.3.5: Sub-programme expenditure

SUB-PROGRAMME	2023/24			2022/23		
	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	857	614	243	1 326	616	710
Organisation Development	57 971	57 271	700	62 221	62 132	89
People Training and Empowerment	37 838	37 446	392	39 402	37 309	2 093
People Management Practices	106 398	105 348	1 050	105 143	104 947	196
Total	203 064	200 679	2 385	208 092	205 004	3 088



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 co-ordination of the Corporate Governance of ICTs as well as the Digital Transformation 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, Information Communication Technology Security and Cyber Security.

Sub-programme 4.4: Connected Government and Infrastructure Services is responsible for the Broadband initiative, which provides connectivity to WCG sites, leverages the provincial broadband infrastructure to provide limited free public Wi-Fi hotspots for residents, and manages the WCG's transversal ICT infrastructure.

Sub-programme 4.5: Transversal Applications Services is primarily responsible for the development, implementation and support of applications used by WCG staff to improve process efficiency, as well as citizen-centric applications providing digital access to government services.

4.4.1.3 Programme contribution to institutional outcomes

The programme drives the digital transformation agenda of the Province and manages ICT infrastructure and operations that are key enablers of departmental and provincial strategies.

A key project during the period under review is the feasibility study of the Broadband 2.0 service undertaken by an external entity funded by the US Trade and Development Agency (USTDA). This resulted in a business case for the service being finalised and submitted to the State Information Technology Agency (SITA) by 31 March 2023. The current contract expires on 1 October 2024 therefore the new contract has to be in place before the expiration of the current contract. Currently, there are 2 015 WCG sites receiving broadband connectivity of which 1 902 have been upgraded to network speeds of 100 mbps or more.

Through the 80 WCG eCentres, including a mobile eCentre and the 1 600 public Wi-Fi hotspots the Programme provided free access to the internet and ICT to residents, enabling them to access government and global information and services. The WCG eCentres also provided free digital skills development opportunities to residents in rural areas.

Residents can access government information and services through the 15 resident access channels managed by the department. These include the traditional modes of the WCG walk-in centre, WCG

contact centres, and email and social media channels such as YouTube, Twitter and Facebook. As mentioned earlier in the document, the development of a new digital experience platform to enable access to information and services to residents has commenced.

To strengthen our Information Security ecosystem and resources a new service provider was onboarded that brought with it new toolsets used to perform server vulnerability scans and penetration testing, of which the results are discussed at monthly meetings dedicated to server and network infrastructure vulnerability remediation. It can be reported that to date no major cyber security breach occurred during the 2023/24 financial year. A cyber security maturity assessment was performed which yielded a score of 4 out of 5 for 2023/24, which now serves as a baseline for the new three-year Cyber Security Strategy.

The department continued strengthening its cloud capabilities and expanded its cloud footprint as it enables increased security, performance, scalability and service continuity. It is also a key enabler of working remotely.

The department continued maintaining and supporting our current installed base which comprises 28 600 users; 24 500 computers in the WCG domain; 355 applications; 977 servers in operation; and 430 corporate sites. In addition, 1 290 schools are supported by Local Area Networks and 1 310 schools are connected to the broadband network for schools.

To date, a total of 1 906 workspaces within the WCG corporate and health domains were equipped with Wi-Fi access points which enabled employees to be mobile in their specific workspaces.

Over the last financial year, the department collaborated with client departments on key projects which include, amongst many others:

- Strengthening the Department of Health and Wellness' Telehealth services that started during the COVID-19 pandemic. This service has now been extended to Tuberculosis patients and other clinical areas.
- Leading the cross-departmental team with Department of Health and Wellness to procure a new Emergency Medical Services Call and Dispatch service.
- Developing a new user interface for the WCED Schools Online Admission system.

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

Table 4.4.2: 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 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	4.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	5	1	The overperformance is due to two sites being nearby and to save traveling costs, it was decided to visit two sites in one quarter
Digitally empowered residents	Provide digital channels through which residents have easy access to information and services	4.2.1 Number of WCG digital channels through which residents actively engage government	14	15	15	15	N/A	N/A
	Provide public ICT access facilities where residents have free access to ICT facilities and skills development opportunities	4.2.2 Total number of WCG eCentres managed	75	74	80	80	N/A	N/A
	Provide digital skills development training to residents	4.2.3 Number of WCG digital skills training opportunities available to residents	2 429	3 135	2 000	3 678	1 678	The performance is driven by the demand from residents

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	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	98.61% Numerator: 374 521 Denominator: 379 775	97.52% Numerator: 146 122 Denominator: 149 832	95%	97.35% Numerator: 125 937 Denominator: 129 371	2.35%	This indicator is based on the demand of the residents, complexity of tickets and agent capacity
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	12	10	10	N/A	N/A
	Perform research and development towards digital transformation of back-office operations and services to residents	4.2.6 Number of research and development interventions undertaken	4	4	4	4	N/A	N/A
	Systems' hosting infrastructure will be operational 24 hours per day, seven days a week, 365 days per year	4.3.1 Average percentage systems uptime and availability maintained	99.92% 8 753.31/ 8 760 hours = 0.9992 x100 = 99.92%	99.92% 8 753.11/ 8 760 hours = 0.9992 x 100 = 99.92%	98%	99.78% 8 764.29/ 8 784 hours = 0.9977 x 100 = 99.78%	1.78%	Continuous management intervention, oversight and improved control resulted in overperformance
	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	99.14% 8 685.26/ 8 760 hours = 0.9914 x100 = 99.14%	98.97% 8 669.4/ 8 760 hours = 0.98965 x 100 = 98.97%	98%	99.04% 8 699.48/ 8 784 hours = 0.99037 x 100 = 99.04%	1.04	Continuous management intervention, oversight and improved control

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
	Ensure employees are restored to operational functionality	4.3.3 Average turn-around time in days for finalising IT Service Desk requests	4.48 days	5.36 days 330 700 days/ 61 613 calls	6 days	4.03 days 300 250 days/ 74 458 calls	1.97	Turnaround times have been successfully met. Continuous management interventions, tight contract management and improved process controls resulted in overperformance
Digitally empowered employees	Employees equipped with modern enterprise productivity solutions	4.3.4 Number of computer users equipped with modern Office software (Office 365)	23 521	28 261	5 000	16 704	11 704	An accelerated deployment of critical security updates and fixes was necessary to address vulnerabilities in the modern office suite. This situation demanded our attention due to the risks it posed to our organisation and therefore resulted in the overperformance against the planned target.
Connected Government and sound ICT governance	Improved Information Technology Security	4.3.5 Information Technology Security Maturity level attained annually	New Indicator	3	2.5	4	1.5	The overachievement was based on a combination of the

PROGRAMME 4: CENTRE FOR E-INNOVATION

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
								following factors: 1. Our 2 managed security contracts, which brought additional resources, expertise, and tools to strengthen the Department's security capabilities and improve existing security controls. 2. Additional funding investment in information security.
Digitally empowered employees	Provide stable high-speed broadband connectivity to all WCG government sites	4.4.1 Total number of WCG sites upgraded to minimum network speeds of 100mbps	1 533	1 821	1 875	1 902	27	The over-performance is due to expedited rollout by service provider.
Digitally empowered residents	Provide free access to the internet to residents through public Wi-Fi Hotspots	4.4.2 Total number of WCG sites provided with free Public Wi-Fi Hotspots	1 286	1 508	1 600	1 600	N/A	N/A

PROGRAMME 4: CENTRE FOR E-INNOVATION								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
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 Wi-Fi access points	1 791	1 855	1 873	1 914	41	The overall performance is affected by the capability of the SiTA (various constituent elements of the organisational structure).
	Employees equipped with modern enterprise productivity solutions	4.5.1 Percentage of transversal business application solutions implemented	100% Numerator: 18 Denominator: 18	100% Numerator: 16 Denominator: 16	90%	100% Numerator: 15 Denominator: 15	10%	This indicator is demand-driven.
Optimised and integrated citizen-centric services	Provide citizen services via WCG residents' mobile application platform	4.5.2 Number of services available on citizen mobile application platform	40	45	50	50	N/A	N/A
Optimised and integrated citizen-centric services	Increase the number of services delivered to residents 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

4.4.3. 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.

4.4.4. Performance concerning 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.

4.4.5. Linking performance with budgets

Table 4.4.5: Sub-programme expenditure

SUB-PROGRAMME	2023/24			2022/23		
	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	9 810	9 792	18	12 864	12 842	22
Strategic ICT Services	98 747	98 690	57	69 755	69 692	63
GITO Management Services	558 618	558 532	86	480 641	480 566	75
Connected Government and Infrastructure Services	662 381	650 363	12 018	552 322	539 120	13 202
Transversal Applications Services	135 220	135 185	35	131 128	131 098	30
Total	1 464 776	1 452 562	12 214	1 246 710	1 233 318	13 392

The Programme's underspend by 0.83% relates to the payment of capital assets and is due to several delays experienced by suppliers negatively affecting the delivery of capital goods. The capital goods will be delivered during the new financial year.



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 residents through embedded risk management.

Sub-programme 5.3: Internal Audit: to inspire, enable and assure good governance for the benefit of all our residents 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 residents through the prevention of and response 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 resulting in improved service delivery and improving trust in the WCG through its communication interventions. The core services provided by this programme are corporate governance services, mostly providing reasonable 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: Programme 5: Corporate Assurance: target achievement against Annual Performance Plan

PROGRAMME 5: CORPORATE ASSURANCE								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	5.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	4	N/A	N/A
Transformed governance resulting in improved service delivery	Approved provincial and departmental enterprise risk management strategies and implementation plans	5.2.1 Number of provincial and departmental enterprise risk management strategies and implementation plans approved by Accounting Officers	12	13	13	13	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	105% Numerator: 372 Denominator: 354	101.66% Numerator: 366 Denominator: 360	98%	102.87% Numerator: 358 Denominator: 348	4.87	Target is over-achieved because of additional awareness sessions conducted and approval of risk registers.
	Strategic risks identified that relate to the citizen and core service delivery	5.2.3 Percentage of departmental strategic risks identified that enable citizen-centric focus	65% Numerator: 91 Denominator: 140	75.45% Numerator: 83 Denominator: 110	65%	81.13% Numerator: 86 Denominator: 106	16.13%	Target over-achieved due to some department risks that have increased

B

PROGRAMME 5: CORPORATE ASSURANCE

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
	Internal audit reports completed	5.3.1 Percentage of internal audit areas completed as per approved internal audit coverage plans	100% Numerator: 65 Denominator: 65	100% Numerator: 81 Denominator: 81	100%	100% Numerator: 61 Denominator: 61	N/A	N/A
	Recommendations incorporated into action plans	5.3.2 Percentage internal audit recommendations incorporated into agreed action plans	99.7% Numerator: 329 Denominator: 330	99.5% Numerator: 407 Denominator: 409	99%	100% Numerator: 470 Denominator: 470	1%	The overperformance was due to all recommendations discussed and workshoped with departments/auditees being included as action plans in response to findings raised.
	Actions plans followed up and implemented	5.3.3 Percentage of action plans expired by the end of the third quarter followed up	100% Numerator: 424 Denominator: 424	100% Numerator: 367 Denominator: 367	100%	100% Numerator: 352 Denominator: 352	N/A	N/A
	Citizen-focused Internal Audit engagements conducted	5.3.4 Percentage of citizen-focused Internal Audit engagements conducted	67.7% Numerator: 44 Denominator: 65	67% Numerator: 54 Denominator: 81	65%	75.4% Numerator: 46 Denominator: 61	10.4%	During the prioritisation of Internal Audit projects, more citizen-focused areas were included in the plan and subsequently executed.

PROGRAMME 5: CORPORATE ASSURANCE

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
	Facilitate anti-fraud and corruption awareness sessions/engagements	5.4.1 Number of anti-fraud and corruption awareness sessions /engagements facilitated	261	171	125	152	27	The over-achievement was due to several requests from various departments.
	Implement fraud prevention activities allocated	5.4.2 Percentage of fraud prevention activities allocated to the Provincial Forensic Services implemented	148.8% Numerator: 244 Denominator: 164	100% Numerator: 135 Denominator: 135	95%	102.22% Numerator: 138 Denominator: 135	7.22%	Careful planning of the recommendations follow-up process
	Conduct forensic investigations on allegations	5.4.3 Number of forensic investigations finalised	31	29	28	28	N/A	N/A
	Follow up on recommendations made in forensic reports	5.4.4 Percentage of PFS recommendations followed-up	99% Numerator: 193 Denominator: 195	100% Numerator: 179 Denominator: 179	92%	98.7% Numerator: 150 Denominator: 152	6.7%	Careful planning of the recommendations follow-up process
Improved perception of trust in the WCG to deliver on promises through strengthened strategic communications	Providing a review and improving on transversal compliance of brand and brand concept by WCG departments. Supporting the WCGs key priorities through on-brand messaging which articulates our values and brand promise	5.5.1 Number of Brand Assessment Reports generated	4	4	4	4	N/A	N/A

B

PROGRAMME 5: CORPORATE ASSURANCE								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
	Providing research on the perception of trust in the WCG to deliver on its promises to enable the assessment of strategic communications efforts	5.5.2 Number of reports on improvement in public trust in the WCG to deliver, as determined by a perception survey	13	8	2	20	18	More surveys were 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	2	2	2	2	N/A	N/A
Improved awareness of WCG brand purpose amongst employees toward internal culture change	Providing awareness of the WCG brand purpose in support of the WCG key priorities and to build a single, strong organisational brand identity	5.5.4 Number of WCG transversal internal communiques created and published	5	5	4	4	N/A	N/A

In the year under review, the Sub-programme Enterprise Risk Management continued to assist Departments in identifying the risks and opportunities associated with the achievement of departmental strategies and objectives. A more outward-focused approach was taken to ensure client-centricity in delivering services resulting in the majority of risks on the Departments' risk registers relating to risks that could impact service delivery to the residents of the province.

Each Department's Enterprise Risk Management Strategy has been reviewed through consultations with Accounting Officers and executive management. The review takes into consideration the changes within the department's environment, the trends in risk management practices, as well as the learnings gained throughout the previous year's risk management process implementation. Generally, through this consultative approach across Departments, the Enterprise Risk Management unit can establish uniform risk management strategies across the province, ensuring consistency in how risks are identified, assessed, monitored and mitigated.



Ongoing training and awareness provided to Departments ensure that there is continuous development in their risk management skills, keeping departments up to date with the latest ERM practices and emerging risks. By embedding risk management practices through each Department's customised training and awareness programme, Departments gain a resilient and risk-aware culture that minimises potential disruptions. Looking ahead, an online training programme will be developed to further embed risk management practices and improve the risk culture in each Department such that risk management is valued and prioritised.

Departments monitor risks through the assessment of risk velocity and assigning key risk indicators (KRIs). KRIs alert the Department to potential risks early based on agreed-upon metrics, while risk velocity informs how quickly the Department needs to act on these alerts. Together they enable better risk prioritisation and more efficient allocation of resources ensuring that risks are managed proactively and effectively.

The Sub-programme Internal Audit played an integral role in providing independent assurance on the adequacy and effectiveness of control activities for areas included in the Internal Audit Plans for all WCG departments. The results of internal audits assist departments to optimise business processes and ensure that there are adequate controls within these business processes. In the last few years, internal audits focused on processes that were resident-focused, with the intent to strengthen the control environment on service delivery risks. Great inroads have been made in achieving this and in the last financial years, we exceeded the set target of completing 65% of resident-focused audits and delivering 75% of resident-focused internal audit reports. Management has agreed to action on all the recommendations made by the internal audit. This in itself is a great achievement as it demonstrates management's commitment to improving the control environment.

Internal Audit has concluded on the Governance, Risk Management and Control processes per department and a consolidated view for the WCG. This was the first iteration but began to reflect the causal factors of IA findings, providing an indication to WCG management where areas for improvement are required to enable the effective achievement of departmental objectives.

The Sub-programme Provincial Forensic Services rendered reactive and proactive forensic services to all WCG departments. The unit's proactive programme supports a 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. Fraud and corruption risk assessments were conducted across all 13 provincial departments, controls were considered and where necessary action plans were identified to mitigate risks. To further strengthen governance and corruption prevention, the unit facilitated 152 anti-fraud and corruption awareness sessions on 15 modules, which included different topics such as encouraging and handling whistle-blowing, fraud and corruption in procurement, fronting, conflict of interest, nepotism, etc. During the financial year 4 170 officials attended these sessions. The Provincial Forensic Services investigated allegations across the Western Cape Government. Where allegations were found to be substantiated, recommendations were made for disciplinary action to be taken against implicated officials, a civil action to be considered and improvement of processes and controls to prevent re-occurrences or the early detection of similar incidents. These recommendations were regularly followed up to monitor remedial action.

During the 2023/24 financial year the Corporate Communication continued with the Western Cape Government brand roll-out. This was done through various communication campaigns and branding initiatives. Various surveys were conducted during this period to track brand recognition and perception with both internal and external audiences.

Corporate Communication developed various communication material/campaigns to create awareness on the Western Cape Government priorities, both externally (Growing the economy and enabling jobs, creating safer communities, improving dignity and wellbeing) and internally (Innovation, culture and governance). Over and above the WCG Polling research the Directorate on-boarded social media monitoring to gather greater insights and understanding of the WCG external environment.

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

4.5.3. 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.

4.5.4. Performance concerning 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 the Provincial Treasury and the Department of Local Government, this Branch contributed to the Innovation, Culture and Governance focus area (and more specifically the focus area "governance transformation"). As part of this collaboration, a quarterly report to the Provincial Cabinet was drafted where the root causes of the findings identified by this Branch were categorised according to the components of the Corporate Governance Framework. The programme also contributed to the Departmental Strategic Outcome "Improved Good Governance in the Western Cape Government".

4.5.5. Linking performance with budgets

Table 4.5.5: Sub-programme expenditure

SUB-PROGRAMME	2023/24			2022/23		
	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	3 025	3 014	11	2 430	2 418	12
Enterprise Risk Management	9 165	9 034	131	8 662	8 649	13
Internal Audit	42 849	42 831	18	39 614	38 638	976
Provincial Forensic Services	17 535	17 427	108	16 619	16 597	22
Corporate Communication	39 160	37 463	1 697	51 705	51 675	30
Total	111 734	109 769	1 965	119 030	117 977	1 053



BELOW:
Staff from the 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 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 contributed to enabling legally sound decision-making by the Western Cape Government in the attainment of provincial strategic priorities and the delivery of services. Ultimately, the work conducted in this Programme impacts service delivery and the achievement of the WCG's strategic priorities.

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

Table16: Programme 6: Legal Services: target achievement against Annual Performance Plan

PROGRAMME 6: LEGAL SERVICES								
OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2021/2022	AUDITED ACTUAL PERFORMANCE 2022/2023	PLANNED ANNUAL TARGET 2023/2024	ACTUAL ACHIEVEMENT 2023/2024	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2023/2024	REASONS FOR DEVIATIONS
Enabled citizen-centric culture	Frontline service delivery improvement reports	6.1.1 Number of frontline service delivery improvement reports per programme per annum	New indicator	4	4	4	N/A	N/A
Enabled legally sound decision-making by the WCG 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 bi-annual analytical reports on Legal Services activities	2	2	2	2	N/A	N/A
Enabled legally sound decision-making by the WCG 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	6.2.2 Number of legal training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities	110	79	70	81	11	Additional requests for training were received.

During the year under review, the Programme presented analytical reports to the Provincial Cabinet and Heads of Department on a six-monthly basis. The reports aimed to demonstrate trends and patterns, as well as developments in the law during each six-month period, according to which recommendations were made to address risks and improve legal governance. The reports also contained summaries of relevant judgments handed down by the superior courts, not only those in which the Western Cape Government was a party, but all judgments handed down that were of relevance to the organisation. These reports not only made it possible to collaborate with departments in finding strategic solutions to transversal or department-specific regulatory issues and

risks; but were also intended to improve Provincial Ministers' and departments' knowledge and understanding of legal concepts and the requirements for legally sound actions and decisions.

A collaboration strategy was adopted and implemented, the aim of which is to provide seamless services across functional and specialised business units towards the further entrenchment of strategic partnerships between Legal Services and its clients.

The Programme strengthened its capacity to render pro-active legal advisory services by, amongst others, presenting legal training opportunities to Western Cape Government officials, as well as officials of municipalities and provincial public entities, where possible, and conducting legal governance assessments in respect of substantial provincial projects and decision-making processes. Sourcing these assessments upfront obviates the need for ad hoc requests for legal opinions when projects are implemented or decisions are required to be taken, and hence eliminates service delivery delays that might otherwise be caused by the need to seek legal advice during project implementation, or before actions or decisions being taken.



In giving effect to the Programme's commitment to strengthen legal training at the local government level, training opportunities were provided to municipal officials on public procurement, the Protection of Personal Information and the Promotion of Administrative Justice Acts, which were attended by 168 officials. Plans are in place to increase the number of training opportunities that are provided to municipal officials in the 2024/25 financial year.

In total 81 training opportunities were provided, which reached 1 212 provincial officials, focusing, amongst others, on public procurement, contract management and the prevention of irregular expenditure.

The Sub-programme: Legal Advisory and Governance Services attended to 1 422 requests for legal opinions, contract vetting and legal governance-related services.

The Sub-programme: Legislation attended to the legislative drafting requirements of Provincial Ministers and their respective departments.

During the year under review, legislative drafting projects included the following noteworthy Bills and Acts:

The Draft Western Cape Land Use Planning Amendment Bill, 2023, which aims to, amongst others, greatly reduce the administrative costs of processing applications under the Western Cape Land Use Planning Act 3 of 2014, expedite certain processes, and give more flexibility to municipalities to process and accept planning applications in justified circumstances; the Draft Monitoring and Support of Municipalities Amendment Bill, 2023, which aims to strengthen the ability of the Province to investigate allegations of fraud, corruption, maladministration and failure to comply with a statutory obligation by municipalities; the Western Cape Provincial Transport Infrastructure Act 2023 (Act 3 of 2023), which repeals the outdated Roads Ordinance, 19 of 1976 and the Advertising on Roads and Ribbon Development Act 21 of 1940 and provides for the declaration of provincial roads and ancillary transport infrastructure in the Province; and the Draft Western Cape Public Library Services Bill, 2024, which intends to repeal the outdated Provincial Library Service Ordinance 16 of 1981 and seeks to modernise the legislation regulating public library services, and provides for the formal assignment to municipalities of the administration of certain functions relating to the provision of public library services and the management of public libraries in the Western Cape.

The Sub-programme: Litigation managed litigation matters that were instituted by or against the Western Cape Government in consultation with the State Attorney, reported on litigation outcomes and, through the Programme's analytical reports, highlighted emerging trends and made recommendations to eliminate or mitigate identified risks.

4.6.3. 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.

4.6.4. Performance concerning 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 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 the Provincial Treasury and the Department of Local Government, this Branch contributed to the key priority of Innovation, Culture and Governance (and more specifically the focus area of "governance transformation"), by, for example, identifying regulatory challenges and risks and developing practical solutions to address them, and expanding the scope of legal training provided to municipalities.

4.6.5. Linking performance with budgets

Table 4.6.5: Sub-programme expenditure

SUB-PROGRAMME	2023/24			2022/23		
	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	7 130	6 577	553	6 364	6 344	20
Legal Advisory and Governance Services	31 424	31 204	220	28 290	28 207	83
Legislation	8 099	7 980	119	8 794	8 739	55
Litigation	9 511	9 479	32	8 593	8 584	9
Total	56 164	55 240	924	52 041	51 874	167

5. TRANSFER PAYMENTS

5.1. TRANSFER PAYMENTS TO PUBLIC ENTITIES:

Table 5.1: 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 2023 to 31 March 2024.

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	33 824	28 881	Timing of funds transfer

The below reflects the transfer payments which were budgeted for in the period 1 April 2023 to 31 March 2024, but no transfer payments were made.

Table 5.2.2: 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
CHEC	Funding for university research projects related to WCG priorities	500	0	A new approach to the funding of CHEC is being discussed

LIBRARY BUSINESS CORNERS

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



LBC manages all staff that work in the eCentres, exposes them to training opportunities and ensures that quality services are rendered in the centres. They have also employed more than 26 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 Centre for 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 CHEC annually in terms of a Transfer Payment Agreement. This transfer payment is intended to encourage researchers to undertake research that can contribute to positive societal outcomes aligned with the Western Cape Provincial Strategic Priorities.

During the year under review, CHEC embarked on a process of developing a new strategic direction, and the Province has similarly been reviewing its approach to the funding of research projects through CHEC. The engagements are ongoing and as a result, no funding was transferred to CHEC for 2023/24.

6. CONDITIONAL GRANTS

6.1. CONDITIONAL GRANTS OR EARMARKED FUNDS PAID

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

6.2. CONDITIONAL GRANTS AND EARMARKED FUNDS RECEIVED

The table below details the earmarked funding received for the period 1 April 2023 to 31 March 2024.

Table 6.2: Earmarked funding received for the 2023/24 financial year

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 and deliver on the legal mandate
Actual outputs received	Commissioner and three permanent staff members appointed. Two contract staff members appointed for two years from November 2023. Mandated functions under way.
Amount as per DORA	N/A
Amount received (R'000)	R11.300 million (Adjusted Budget)
Reasons for the funds unspent by the department	Underspending – R4.310 million - Due to limited staffing which undermines the capacity to spend. There were three posts to be filled within the COE allocation by the end of March 2024.
Reasons for deviations in performance	Recruitment processes are underway to appoint staff within the Office of the Commissioner for Children. Request to roll over funds to the 2024/25 financial year.
Measures taken to improve performance	Appointment of staff and requests for an increase in the COE budget.
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	Energy
Expected outputs of the earmarked funding	• Delivery of 4 000 load shedding packs to vulnerable residents. • Municipalities supported with demand-side management (DSM) interventions. • Development of a commercial business case for the establishment of a municipal pooled buying entity for renewable energy. • WC Integrated Resource Plan (IRP) • Capacity to implement (10 1-year contract Energy Resilience Project Managers)
Actual outputs received	• Load shedding packs: 4 000 packs were procured, branded, packed and distributed to Department of Social Development-supported facilities. The tender for procuring a further 96 000 packs was awarded (for distribution in 2024/25). • DSM: 19 municipalities were supported using WCG internal resources and a survey was run with residents on energy needs during load shedding.

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
	- Finalised commercial business case for the establishment of a municipal pooled buying entity for renewable energy. - First phase of the WC IRP - Capacity to implement: Five 1-year contract Energy Resilience Project Managers
Amount as per DORA	N/A
Amount received (R'000)	R10.399 million (Adjusted Budget)
Reasons for the funds unspent by the department	Underspending – R200 thousand DSM: Initial resource constraints resulted in a late start to this programme. The team also had to work with (a) the National NECOM workstream on DSM to understand funding opportunities, (b) Eskom WC to access data and (c) municipalities on their needs and internal capacity to support project implementation. WC IRP: The United States Agency for International Development (USAID) through its South African Energy Programme (SAEP) funded the first phase of this project. Capacity to implement: The process of creating the posts, job description drafting and job evaluation had to be done from scratch - although done in record time, this impacted on the timing of onboarding capacity, with the five contract posts resuming duty between September and October 2023.
Reasons for deviations in performance	Accessing required data from Eskom continues to be a challenge. WC IRP: the letter of collaboration (LOC) to formalise the partnership with USAID took time to finalise, with the initial drafts posing potential risks to the WCG. The issues were resolved, but this resulted in a late start to the project. Capacity to implement: There were challenges filling the remaining posts with the skill set required being in high demand.
Measures taken to improve performance	Eskom is requested to present at the monthly Western Cape Energy Council meetings and a quarterly meeting is held between the Core Energy Team (DoTP) and the Eskom Provincial Exco. WC IRP: None required. The new LOC has been signed and work is now back on track. Capacity to implement: a second round of recruitment was initiated in Q4 of 2023/24.
Monitoring mechanism by the receiving department.	- Weekly team engagements. - Reporting through the G4J system – Energy PFA. - Close monitoring and management of service provider delivery.

DEPARTMENT WHO TRANSFERRED THE EARMARKED FUNDING	PROVINCIAL TREASURY
Purpose of the earmarked funding	Broadband Project
Expected outputs of the earmarked funding	1 875 WCG sites upgraded to the phase 2 Broadband connectivity speeds as per the implementation plan.
Actual outputs received	1 902
Amount as per DORA	N/A
Amount received (R'000)	R555.000 million
Reasons for the funds unspent by the department	Underspending – R1.982 million
Reasons for deviations in performance	Over-performance due to expedited delivery by service provider
Measures taken to improve performance	None required
Monitoring mechanism by the receiving department.	Service provider project plan and rollout progress reports.

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 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 24 of the Annual Financial Statements. The asset register is updated immediately with acquisitions, disposals and any other movements of assets. Information Technology assets include at least a three-year warranty if 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 Infrastructure.







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; and
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.

2. RISK MANAGEMENT

The Department established a Governance Committee (GOVCOM) to assist the Accounting Officer (AO) in executing his responsibilities relating to risk management.

Enterprise Risk Management Policy and Strategy

The Department adopted an Enterprise Risk Management Policy on 28 April 2020 for the 2020/21 – 2024/25 financial years. This policy articulates the risk management philosophy and captures, on a high level, the roles and responsibilities of the different role players. It provides the basis for the risk management process which is supplemented with the detail in the strategy.

The Enterprise Risk Management (ERM) strategy and implementation plan outlines how the Department will go about implementing the ERM Policy adopted by the Accounting Officer (AO). This ERM strategy is informed by the Provincial Enterprise Risk Management Policy and Strategy (PERMPS), specifically as it relates to appetite levels, as well as its own ERM Policy and risk profiles.

GOVCOM Responsibility

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. GOVCOM also reports that it has adopted the appropriate formal Terms of Reference (approved by the GOVCOM chairperson on 21 October 2021), regulated its affairs in compliance with these Terms of Reference and discharged all its responsibilities as contained therein.

GOVCOM Members

The GOVCOM comprises the AO, top management, SMS and selected members of the department's management team. As per its Terms of Reference, the GOVCOM met four times during the year under review. All meetings were attended by members or his/her representative.

Table 2.1: Departmental GOVCOM members

MEMBER	POSITION	NR OF MEETINGS ATTENDED
Dr H Malila	Accounting Officer	4
Ms L Esterhuyse (Acting)	DDG: People Management	4
Mr H Arendse	DDG: Centre for e-Innovation	4
Ms H Robson	DDG: Corporate Assurance	4
Adv L Buter	DDG: Legal Services	4
Mr D Basson	Chief Financial Officer and Programme Manager: Executive Support	4
Dr Z Ishmail	Chief Director: Strategic Management Information	4

The following table reflects non-members who attended the GOVCOM meetings for the year under review:

Table 2.2: Non-members who attended GOVCOM meetings

OFFICIALS IN ATTENDANCE	POSITION	ATTENDED
Mr R Janse van Rensburg	Chief Director: Provincial Forensic Services	4
Ms B Cairncross	Chief Audit Executive	4
Ms A Haq	Director: Enterprise Risk Management	3
Mr S Martin	Director: Internal Audit	4
Ms A Behardien	Director: ICT Internal Audit	4
Ms G Solomons	Chief Risk Advisor: Enterprise Risk Management	4
Ms P Thaba	Director: Provincial Forensic Services	3
Mr Y Samodien	Risk Advisor: Enterprise Risk Management	4

GOVCOM Committee Key Activities

The AO is the chairperson of the GOVCOM and the Chief Financial Officer (CFO) is the Risk Champion of the department. In executing its function, the GOVCOM performed the following key activities during the year:

- Reviewed the department's ERM Strategy and Implementation Plan before recommendation by the Audit Committee and approval by the AO;
- Monitored and reviewed risks in set grouped categories of appetite ranges, reviewed and applied appropriate risk appetite and tolerances guided by the PERMPS adopted by Provincial Top Management;
- Reported to the AO any material changes to the risk profile of the department;
- Confirmed the department's citizen-centric strategic risks. This illustrates the department's efforts in addressing the contributing factors and impacts that relate directly to the residents;
- Received and considered risk intelligence and trend reports;
- Identified emerging risks;
- Reviewed risks that are outside the tolerance levels for further action/attention;
- Monitored the implementation of the Fraud and Corruption Prevention Implementation Plan;
- Monitored the implementation of the departmental ERM Policy, Strategy and Implementation Plan;
- Evaluated the effectiveness and mitigating strategies to address the material, ethics and economic crime risks; and
- Provided oversight on ethics management in the department.

Key risks considered and addressed during the year:

1. The unsuccessful timeous onboarding of the service provider for Broadband 2.0.
2. A Major Disruptive Event (MDE) that may result in destabilised departmental service delivery and core function execution must always be considered in our volatile environment.
3. Disruption to business due to non-availability of networks and systems.
4. Transversal Strategies to improve Service Delivery are not effectively implemented.
5. WCG ICT security is compromised.

Key emerging risks for the following financial year;

The risk relating to the unsuccessful timeous onboarding of the service provider for Broadband 2.0 will remain critical to the department and will continuously be assessed to ensure that services are delivered to the residents of the Western Cape.

The risk of "Inadequate financial resources resulting in risk to the Department fulfilling its mandate" will remain one of the key risks to manage during the next year, given the constrained economic environment within which the Department operates.

With the increase in the development of evidence-based decision-making, the Department has identified the potential risk of inadequate data to support decision-making. This will be monitored and further explored during the year.

Management of risks

Regular strategic and programme risk assessments are conducted to determine the effectiveness of the department's risk management strategy and to identify new and emerging risks because of changes in the internal and/or external environment. Each programme's risks were deliberated and debated during the year and presented at the quarterly GOVCOM meetings. Senior managers were required to provide feedback on progress with the implementation of action plans to reduce the likelihood of risks materialising and/or the impact should they materialise. GOVCOM also referred risks back to the respective programmes that should be analysed more extensively and recommended additional mitigations or actions to manage risks. Management takes ownership of risks and often discusses risk matters at various platforms as part of its culture to constrain risks collaboratively and innovatively. The department's ERM Policy and Strategy are circulated to all officials on an annual basis for all levels of staff to stay abreast of enhancements that have been affected and as a means of embedding risk management throughout the department. Bespoke and generic risk awareness sessions were also conducted to share benchmarking elements so that risk management can mature in the department. Activities detailed in the implementation plan are perpetually monitored and periodically reported on, in the same way that APP deliverables are monitored, to detect potential risks and deviations from indicators and the achievement of outcomes and non-adherence to legislative and policy mandates.

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.

Conclusion

The Department benefits from the active management of risks in its environment and especially during strategic decision-making. This aids performance as risk mitigation processes assist officials to keep a close eye on key projects and programmes.

3. FRAUD AND CORRUPTION

Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact 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 concerning 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 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 the 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 2023/24

CASES	NUMBER OF CASES
Open cases as of 1 April 2023	1
New cases (2023/24)	1
Closed cases (2023/24)	(2)
Open cases as of 31 March 2024	0

Table 3.2: Further analysis of the closed case indicated above:

NATURE AND INVESTIGATION OUTCOME OF CLOSED CASE
In 1 case the investigation was concluded with no adverse findings but with recommendations
In 1 case the investigation was concluded with the allegations of fraud substantiated. (The matter was reported to the 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 following Chapter 2 of the Public Service Regulations. The objective is to identify any conflict of interest 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 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 the 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 every quarter.
- 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.
- 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 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 above.

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.

It is noted that the primary purpose of the Code of Conduct is a positive one, namely, to promote exemplary conduct. Notwithstanding this, 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 several "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 Occupational Health and Safety (OHS) team continued with the maintenance of the departmental Occupational Health and Safety Committee as four quarterly meetings were held following the OHS Act, Act no. 85 of 1993. During the year under review, the OHS team implemented most of the interventions aimed at increasing minimum levels of compliance.

In respect of the Occupational Health and Safety Administration, the database of emergency team members was continuously updated and maintained as incumbents moved in and out of the Department. The emergency teams consist of fire marshals, floor marshals, first aiders and emergency controllers in all buildings where the Department occupies space.

Ten (10) formal and informal incidents were reported and attended to during the year under review. These include incidents such as a collapsed ceiling due to heavy rains; employees stuck in lifts; an employee falling from the roof while working on ICT infrastructure; a fire alarm being activated by burning toast in a kitchen; and an official injured when lifting heavy materials. In two of the cases, compensation was awarded in terms of the Compensation for Occupational Injuries and Diseases Act, Act no. 130 of 1993.

Several incidences were successfully dealt with and none of these led to casualties or loss of life. The departmental emergency teams showed a higher level of responsiveness than before. The fact that incidences were mitigated at the point where it occurred, shows the increased level of confidence and capacity of departmental emergency teams and that the annual investment in training paid off.

The trend analysis developed indicated that some of the incidents were due to human error. This analysis will inform the continuous refinement of an awareness program as a preventative measuring tool.

During the period under review, the OHS Team in collaboration with Corporate Communication, implemented thirty-eight (38) OHS awareness interventions utilising information-sharing, e-mails and articles in the DotPulse magazine. These include good housekeeping tips; first aid inspections; ergonomics; fire hazards; evacuation chair operations; and electricity and load-shedding information.

A few training interventions took place around occupational health and safety including, floor marshal; fire marshal; first aid, and Occupational Health and Safety representative interventions, bringing the total number of departmental employees trained during the financial year to seventy-eight (78).

Emergency evacuation chair training was conducted with the DotP OHS Representatives (Training the Trainer). The OHS Team procured a service provider for the maintenance of evacuation chairs that required maintenance in different buildings and floors where DotP employees were located.

The Department of Infrastructure embarked on a process to upgrade and replace ageing bulk infrastructure in several buildings. OHS Representatives acted as nodal points between the Department of Infrastructure and departmental employees.

The 4 Dorp Street building is a multi-tenanted high-rise building and is therefore regarded as a high-risk building. A collaboration between all the tenants resulted in organised and scheduled evacuation dry runs being conducted in the building. This allowed officials to note changes in the emergency routes. Employees displayed excellent cooperation during the abovementioned project.

Concerning monitoring and evaluation, a process was embedded that required office coordinators to collate and assess OHS-related issues in their respective buildings and floors utilising the OHS Monthly Checklist. Where these OHS monthly checklists highlighted issues of a transversal nature, such issues were escalated to the departmental Occupational Health and Safety Committee.

The team facilitated and compiled a consolidated monthly report on employee safety in DotP and submitted it to the Department of Police Oversight and Community Safety as part of an ongoing assessment of the safety risk exposure of employees.

OHS accountability reports were kept up to date and inputs were submitted quarterly for sign-off by the Accounting Officer and further processed to the national Department of Public Service and Administration. These included:

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

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 2023 – 31 March 2024):

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)
26 May 2023	Standing Committee briefing on the Constitution of the Western Cape First Amendment Bill [B1-2021]	The Department of the Premier to brief the Standing Committee on the Constitution of the Western Cape First Amendment Bill	Department responded to Committee members' questions during the meeting	Yes
9 June 2023	Standing Committee briefing on policy priorities of the Western Cape Government and alignment to the Provincial Strategic Plan and Provincial Strategic Implementation Plan	The Department of the Premier to brief the Standing Committee briefing on policy priorities of the Western Cape Government and alignment to the Provincial Strategic Plan and Provincial Strategic Implementation Plan	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes
10 October 2023	Standing Committee briefing on Department of the Premier's Annual Report 2022/23	Standing Committee briefing on Department of the Premier's Annual Report 2022/23	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes
29 November 2023	Standing Committee on Vote 1, Western Cape Adjustment Appropriation Bill, 2023	Standing Committee on Vote 1, Western Cape Adjustment Appropriation Bill, 2023	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes
12 March 2024	Standing Committee deliberations on the funds appropriated for Vote 1, WC Appropriation Bill, 2024	Standing Committee deliberations on the funds appropriated for Vote 1, WC Appropriation Bill, 2024	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 2023 – 31 March 2024):

Table 8.1: Engagements with the Standing Committee on Public Accounts

DATE OF MEETING	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	RESOLVED (YES/NO)
10 October 2023	Briefing on the Department of the Premier's Annual Report 2022/23	Briefing on the Department of the Premier's Annual Report 2022/23	Department responded to Committee members' questions during the meeting	Yes
28 February 2024	Briefing of Public Accounts Committee on the delays in SITA's procurement during the 2022/23 financial year	Briefing of Public Accounts Committee on the delays in SITA's procurement during the 2022/23 financial year and steps taken to remedy the situation	Department responded to Committee members' questions during the meeting and detailed reply was submitted to the Committee's request for information	Yes

8.1. VOTE 1: PREMIER

The Committee noted the audit opinion of the AGSA regarding the annual financial statements for the 2022/23 financial year of the Department, having obtained a clean audit outcome. This audit opinion remains unchanged from the 2021/22 financial year.

8.2. AUDIT OPINION

The AGSA raised no findings with the Department on compliance with laws and regulations, predetermined objectives or internal control deficiencies.

8.3. FINANCIAL MANAGEMENT

For the financial year under review, the Department of the Premier spent R1.784 billion from an appropriated budget of R1.805 billion, which resulted in an under-expenditure of R21.180 million (98,8% budget spend). However, for the 2021/22 financial year, the Department spent R1.702 billion from an appropriated budget of R1.745 billion, which resulted in an under-expenditure of R42.509 million (97,5% budget spend). The under-expenditure of R21.180 million occurred under the following programmes:

- Programme 1: Executive Governance and Integration (R290 000);
- Programme 2: Provincial Strategic Management (R3.190 million);
- Programme 3: People Management (R3.088 million);
- Programme 4: Centre for e-Innovation (R13.392 million)
- Programme 5: Corporate Assurance (R1.053 million), and
- Programme 6: Legal Services (R167 000).

The underspending within the programmes was mainly due to:

- staff exits and lower-than-projected spending on external audit (AGSA);
- staff exits and the slower-than-anticipated filling of posts;
- no bid response received in respect of a train-the-trainer initiative for the Behavioural Insights project that commenced during quarter 4 as planned and adjustment of the Digital Innovation Portal refresh timelines due to the Branch: e-Innovation (BEI) platform upgrade process, resulting in funds having to be rolled over to the next financial year;
- problems linked to SITA's procurement processes resulted in procurement delays with subsequent negative impact on capital expenditure;
- problems linked to SITA's procurement processes resulted in procurement delays concerning TeamMate licence renewal;
- lower-than-projected spending on Audit Committee;
- outstanding stakeholder approvals/feedback resulted in deferred completion of projects; and
- WCG Brand roll-out of Culture Toolkits booklets, Wall of Remembrance (COVID-19 related), and the Digital Design Toolkit.

In addition, the total estimated Departmental revenue budget of R1.712 million was over-collected by R874 000, which resulted in a total departmental receipt of R2.586 million. The revenue over-collection occurred under the following line items:

- Sale of goods and services other than capital assets (R663 000 under-collection);
- Interest, dividends and rent on land (R11 000 under-collection);
- Sale of capital assets (R1 000 over-collection); and
- Financial transactions in assets and liabilities (R1.547 million over-collection).

The Department reported one case of fruitless and wasteful expenditure amounting to R1 334.00; while it also reported one case of irregular expenditure amounting to R17 269.19 during the 2022/23 financial year.

8.4. RESOLUTION/S

Table 8.4: Resolutions of the Public Accounts Committee

BACKGROUND/CONCERNS	RESOLUTIONS	ACTION DATE
Page: 182 of the Annual Report of the Department Description: The Committee notes the challenges that are linked to SITA's procurement process which resulted in 1) procurement delays with subsequent negative impact on capital expenditure, and 2) procurement delays in respect of the TeamMate licence renewal	6.4.1 The department briefs the Committee on the delay in the procurement of the SITAs and what are the alternate steps taken to remediate the situation	Meeting held on 28 February 2024

8.5. LIST OF INFORMATION REQUESTED

None.

9. PRIOR MODIFICATIONS TO AUDIT REPORT

None.

10. INTERNAL CONTROL UNIT

The Internal Control Unit located within the Directorate: Financial Management is responsible for rendering assurance services, ensuring good governance and providing fraud, theft and loss management services as outlined in its approved risk-based Operational Plan which is approved annually. 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, travel and subsistence (T&S) claims and receipts	LOGIS payments (3 786) Sundry payments (751) Journals (710) T&S claims (3 798) Receipts (8)
Assessment of Irregular Expenditure and Fruitless and Wasteful Expenditure cases	Irregular Expenditure (1) Fruitless and Wasteful Expenditure (2)
Coordination 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 (13)
Managed and co-ordinated the acceptance and declaration of gifts within the departmental Gift Register	Quarterly Gift Registers (4)
Coordination of the Internal Audit process as it related to: The implementation of management action plans	Management action plans followed up (17) - o Implemented (10) - o In progress (7)
Service Excellence Awards Score Category Verification	Categories Verified (8)
Managed, facilitated and coordinated the Auditor General's annual audit process as it related to: Requests for Information	Requests for Information (84)
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 (1)
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 relating to Irregular Expenditure and Fruitless and Wasteful Expenditure; - CGRO self-assessments and associated Executive Summary (includes 7 focus areas) and - Coordination of the departmental quarterly reporting requirements as required by the Audit Committee	IYM report (12) Quarterly submission (3) Annual submission (1) CGRO self-assessment (7) 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 in accomplishing 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; and
- 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 ten assurance audits and four 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 management and audit report;
- Departmental In year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives; and
- 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)	External	N/A	01 January 2022 (2 nd term)	N/A	6
Mr Andrew Davids	BCom; Professional Post-Graduate Qualification: Company Secretarial and Governance Practice, ACG(CS)	External	N/A	01 September 2023 (1 st term)	N/A	2
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)	31 March 2024 (Contract Expired)	6
Mr Comfort Bunting	ND: Internal Auditing MBA	External	N/A	01 January 2022 (1 st term)	N/A	6
Ms Ayanda Mvandaba	B Acc (Hons) CA(SA) Institute of Directors	External	N/A	01 February 2023 (1 st term)	Resigned 20 August 2023	3

On 1 November 2023, the Cabinet approved the restructuring of the Western Cape Government Audit Committees to align with the WCG's priorities. This reduced the number of Audit Committees from 6 to 3 and resulted in the Governance, Innovation and Culture Cluster Audit Committee providing oversight to the Department of the Premier from 1 April 2024.

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2024.

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 (TOR), has regulated its affairs in compliance with the TOR and has discharged 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, adapt to changes in the environment it operates in and

promote efficiency and effectiveness of operations, support reliable reporting and compliance with laws and regulations. The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers.

The first level of assurance is management assurance, requiring line management to maintain effective internal controls and execute those procedures on a day-to-day basis using 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, which 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 of controls mitigating the risks and the Audit Committee monitoring the 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:

- Transfer Payments;
- Legal Services;
- Service Excellence Awards 2023;
- Management of Culture Interventions;
- Risk Management (Transversal audit);
- Resource Management (ICT Plan);
- Departmental Monitoring of IT Performance (Transversal ICT audit);
- Data Management (Transversal audit);
- Energy Resilience (Transversal audit); and
- Food Insecurity (Transversal audit).

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 every quarter.

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 the Audited Annual Financial Statements to be included in the Annual Report;
- reviewed the AGSA's Management Report and management's response 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 to the Audit Committee.

12.6. PROVINCIAL FORENSIC SERVICES

The Audit Committee has reviewed the reports presented by Provincial Forensic Services 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

The Audit Committee has reviewed the Department's implementation plan for audit issues raised in the prior year every quarter. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanate from the regulatory audit.

Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee every quarter.

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.



MR FRANCOIS BARNARD

Chairperson of the Governance, Innovation and Culture Cluster Audit Committee

DATE: 5 August 2024

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed following compliance with the BBBEE requirements of the BBBEE 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) CONCERNING 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 (AOS) in 2023. 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: a) 80/20 for bids up to R50m, of which 80 points are allocated for price and a maximum of 20 points for B-BBEE status level; and b) 90/10 for bids above R50m, of which 90 points are allocated for price and a maximum of 10 points 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 ability to contribute effectively to the WCG's work is a direct outcome of the persistent and often selfless efforts of the individuals within the Department despite the contemporary landscape of people management has undergone significant changes in recent years necessitating intricate navigation through various competing factors.

The recent implementation of the DPSA Directive on managing fiscal sustainability within national and provincial departments, which will be in effect until 31 March 2025, signified a pivotal moment during the period under review.

While our dedication to service delivery remains steadfast, the realities of constrained budgets and stringent regulations necessitate a strategic reassessment of our approach to talent management. One key impact that looms large in this new paradigm is the challenge of "doing more with less" in the face of staff turnover. As outlined in the directive, when staff exit the Department, their posts cannot be filled immediately, placing added strain on existing resources. This reality underscores the critical importance of talent retention strategies and succession planning initiatives within the Department.

Challenges faced during the period include striking a balance between service delivery imperatives and prudent resource allocation, leveraging technology and innovative practices to maximise efficiency, while at the same time attracting and retaining critical and scarce skills, empowering the workforce, managing career development, succession planning, promoting employment equity, and creating an environment that enables employee growth and fulfilment.

Despite the challenges posed by the evolving landscape of people management, we remain steadfast in our commitment to driving positive change within the Department, WCG and ultimately the residents that we serve.

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.

This assessment aims 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 with 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 their 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;
- ✓ Innovation in people practices;
- ✓ Evidence-based people management strategising, 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).

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. To facilitate a standardised administration process, the WCG 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 a mid-year review and an annual assessment to be conducted, but the operational targets and achievements linked to the performance agreement should 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 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, 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 incident support, training and targeted intervention, executive coaching and advocacy).

A quarterly report is prepared by the Directorate: Transversal People Capacity Enablement within the Branch: People Management that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, ongoing reporting to the 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, which 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 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.

3. PEOPLE MANAGEMENT OVERSIGHT STATISTICS

3.1. PERSONNEL-RELATED EXPENDITURE

The following tables summarise the 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 (BAS) and the figures in Table 3.1.2 are drawn from the Personnel and Salary Administration (PERSAL) 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

Table 3.1.1: Programmes within the Department, 2023/24

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:

*The Western Cape Commissioner for Children who is a statutory contractual appointment on salary level 15.

Table 3.1.2: Personnel expenditure by programme, 2023/24

PROGRAMME	TOTAL EXPENDI- TURE (R'000)	PERSONNEL EXPENDI- TURE (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	104 621	79 646	118	19 960	76.1	480	166
Programme 2	83 192	43 887	97	38 366	52.8	601	73
Programme 3	200 679	175 558	861	22 833	87.5	442	397
Programme 4	1 452 562	212 509	201	1 197 908	14.6	542	392
Programme 5	109 769	76 038	611	33 236	69.3	854	89
Programme 6	55 240	51 875	90	2 927	93.9	926	56
Total	2 006 063	639 513	1 978	1 315 230	31.9	545	1 173

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 and Special Advisors. The number of employees is cumulative and not a snapshot of a specific date.

Table 3.1.3: Personnel expenditure by salary band, 2023/24

SALARY BANDS	PERSONNEL EXPENDITURE (R'000)	% OF TOTAL PERSONNEL EXPENDITURE	AVERAGE PERSONNEL EXPENDITURE PER EMPLOYEE (R'000)	NUMBER OF EMPLOYEES
Interns	9 356	1.5	43	220
Lower skilled (Levels 1–2)	2 670	0.4	191	14
Skilled (Levels 3–5)	30 995	4.9	298	104
Highly skilled production (Levels 6–8)	93 614	14.7	459	204
Highly skilled supervision (Levels 9–12)	410 838	64.3	727	565
Senior management (Levels 13–16)	91 116	14.3	1 381	66
Total	638 589	100.0	544	1 173

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 and Special Advisors. The number of employees is cumulative and not a snapshot of 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 expenditures such as pensions, performance bonuses

and other allowances, which are part of total personnel expenditure. In each case, the table indicates the percentage of the personnel expenditure that was used for these items.

Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by programme, 2023/24

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	59 310	9.3	73	0.0	1 595	0.2	3 790	0.6
Programme 2	33 545	5.3	-	-	411	0.1	1 044	0.2
Programme 3	127 008	19.9	324	0.1	4 389	0.7	10 306	1.6
Programme 4	157 310	24.6	1 394	0.2	3 262	0.5	8 695	1.4
Programme 5	46 241	7.2	-	-	872	0.1	1 580	0.2
Programme 6	36 262	5.7	-	-	271	0.0	495	0.1
Total	459 676	72.0	1 792	0.3	10 801	1.7	25 910	4.1

NOTE: The figures in Tables 3.1.3 and 3.1.4 are drawn from the PERSAL system and not BAS. 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. The above expenditure reflects all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Premier.

Table 3.1.5: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2023/24

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	9 145	1.4	1	0.0	-	-	-	-
Lower skilled (Levels 1–2)	1 655	0.3	15	0.0	203	0.0	384	0.1
Skilled (Levels 3–5)	20 928	3.3	312	0.0	1 589	0.2	3 420	0.5
Highly skilled production (Levels 6–8)	67 020	10.5	206	0.0	3 191	0.5	7 699	1.2
Highly skilled supervision (Levels 9–12)	300 250	47.0	1 258	0.2	5 417	0.8	13 885	2.2
Senior management (Levels 13–16)	60 677	9.5	-	-	400	0.1	523	0.1
Total	459 676	72.0	1 792	0.3	10 801	1.7	25 910	4.1

NOTE: The figures in Tables 3.1.3 and 3.1.4 are drawn from the PERSAL system and not BAS. 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. The above expenditure reflects 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, the Premier and Special Advisors), and the percentage of active vacant posts as of 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 at the end of the financial year under review.

Table 3.2.1: Employment and vacancies by programme as at 31 March 2024

PROGRAMME	NUMBER OF ACTIVE POSTS	NUMBER OF POSTS FILLED	VACANCY RATE %
Programme 1	115	113	1.7
Programme 2	56	55	1.8
Programme 3	306	303	1.0
Programme 4	272	270	0.7
Programme 5	97	97	-
Programme 6	52	52	-
Total	898	890	0.9

Table 3.2.2: Employment and vacancies by salary band as at 31 March 2024

SALARY BAND	NUMBER OF ACTIVE POSTS	NUMBER OF POSTS FILLED	VACANCY RATE %
Lower skilled (Levels 1–2)	14	14	-
Skilled (Levels 3–5)	106	105	0.9
Highly skilled production (Levels 6–8)	187	185	1.1
Highly skilled supervision (Levels 9–12)	527	522	0.9
Senior management (Levels 13–16)	64	64	-
Total	898	890	0.9

Table 3.2.3: Employment and vacancies by critical occupation as at 31 March 2024

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 2023 to 31 March 2024

SALARY BAND	NUMBER OF ACTIVE POSTS AS AT 31 MARCH 2024	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)	14	-	-	-	-	-	-
Skilled (Levels 3-5)	106	-	-	-	-	-	-
Highly skilled production (Levels 6-8)	187	3	0.3	-	-	-	-
Highly skilled supervision (Levels 9-12)	527	19	2.1	-	-	-	-
Senior Management Service Band A (Level 13)	46	1	0.1	-	-	-	-
Senior Management Service Band B (Level 14)	13	-	-	-	-	-	-
Senior Management Service Band C (Level 15)	4	2	0.2	-	-	-	-
Senior Management Service Band D (Level 16)	1	-	-	-	-	-	-
Total	898	25	2.8	-	-	-	-

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 2023 to 31 March 2024

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 2023 to 31 March 2024

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
Chief Risk Advisor	1	11	N/A	11 notch increment	Retention
Total					1
Percentage of Total Employment					0.1

Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2023 to 31 March 2024

BENEFICIARIES	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Female	-	-	-	-	-
Male	-	1	-	-	1
Total	-	1	-	-	1
Employees with a disability					-

3.4. EMPLOYMENT CHANGES

Turnover rates indicate 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 2023 to 31 March 2024

SALARY BAND	NUMBER OF EMPLOYEES AS AT 31 MARCH 2023	TURNOVER RATE % 2022/23	APPOINTMENTS INTO THE DEPARTMENT	TRANSFERS INTO THE DEPARTMENT	TERMINATIONS OUT OF THE DEPARTMENT	TRANSFERS OUT OF THE DEPARTMENT	TURNOVER RATE % 2023/24
Lower skilled (Levels 1–2)	15	-	-	1	1	1	13.3
Skilled (Levels 3–5)	110	13.0	6	-	4	2	5.5
Highly skilled production (Levels 6–8)	184	12.1	11	-	10	2	6.5
Highly skilled supervision (Levels 9–12)	535	10.5	28	4	36	9	8.4
Senior Management Service Band A (Level 13)	45	7.0	1	-	2	-	4.4
Senior Management Service Band B (Level 14)	13	-	-	-	-	-	-
Senior Management Service Band C (Level 15)	4	-	-	-	-	-	-
Senior Management Service Band D (Level 16)	2	-	-	-	1	-	50.0
Total	908	10.6	46	5	54	14	7.5
			51		68		

NOTE: "Transfers" refer to the lateral movement of employees from one Public Service Department to another (Both Provincially and Nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as of 31 March 2023).

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2023 to 31 March 2024

CRITICAL OCCUPATION	NUMBER OF EMPLOYEES AS AT 31 MARCH 2023	TURNOVER RATE % 2022/23	APPOINTMENTS INTO THE DEPARTMENT	TRANSFERS INTO THE DEPARTMENT	TERMINATIONS OUT OF THE DEPARTMENT	TRANSFERS OUT OF THE DEPARTMENT	TURN-OVER RATE % 2023/24
Network Technologist	120	2.7	2	-	6	2	6.7

NOTE: "Transfers" refer to the lateral movement of employees from one Public Service Department to another (Both Provincially and Nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as of 31 March 2023).

Table 3.4.3: Staff leaving the employ of the Department, 1 April 2023 to 31 March 2024

EXIT CATEGORY	NUMBER	% OF TOTAL EXITS	NUMBER OF EXITS AS A % OF TOTAL NUMBER OF EMPLOYEES AS AT 31 MARCH 2023
Death	-	-	-
Resignation *	24	35.3	2.6
Expiry of contract	14	20.6	1.5
Dismissal – operational changes	-	-	-
Dismissal – misconduct	1	1.5	0.1
Dismissal – inefficiency	-	-	-
Discharged due to ill-health	1	1.5	0.1
Retirement	14	20.6	1.5
Employee initiated severance package	-	-	-
Transfers to Statutory Body	-	-	-
Transfers to other Public Service departments	12	17.6	1.3
Promotion to another WCG Department	2	2.9	0.2
Total	68	100.0	7.5

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 2023 to 31 March 2024

RESIGNATION REASONS	NUMBER	% OF TOTAL RESIGNATIONS
Balance between work and life	2	8.3
Current remuneration	3	12.5
Family/personal circumstances (e.g. transfer of husband/wife/life partner)	2	8.3
Interpersonal relationships at work	1	4.2
Lack of promotional opportunities	2	8.3
Need for a career change	3	12.5
No reason provided	9	37.5
Personal health	1	4.2
Starting own business	1	4.2
Total	24	100.0

Table 3.4.5: Different age groups of staff who resigned, 1 April 2023 to 31 March 2024

AGE GROUP	NUMBER	% OF TOTAL RESIGNATIONS
Ages <19	-	-
Ages 20 to 24	-	-
Ages 25 to 29	-	-
Ages 30 to 34	9	37.5
Ages 35 to 39	4	16.7
Ages 40 to 44	7	29.2
Ages 45 to 49	2	8.3
Ages 50 to 54	2	8.3
Ages 55 to 59	-	-
Ages 60 to 64	-	-
Ages 65 >	-	-
Total	24	100.0

Table 3.4.6: Employee initiated severance packages

TOTAL NUMBER OF EMPLOYEE INITIATED SEVERANCE PACKAGES OFFERED IN 2023/24	None
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Table 3.4.7: Promotions by salary band, 1 April 2023 to 31 March 2024

SALARY BAND	NUMBER OF EMPLOYEES AS AT 31 MARCH 2023	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)	15	-	-	10	66.7
Skilled (Levels 3–5)	110	1	0.9	76	69.1
Highly skilled production (Levels 6–8)	184	4	2.2	120	65.2
Highly skilled supervision (Levels 9–12)	535	5	0.9	325	60.7
Senior management (Levels 13–16)	64	2	3.1	40	62.5
Total	908	12	1.3	571	62.9

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 2023 to 31 March 2024

CRITICAL OCCUPATION	NUMBER OF EMPLOYEES AS AT 31 MARCH 2023	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	120	1	0.8	67	55.8

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 2024

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top management (Levels 15–16)	-	2	-	1	-	1	-	1	-	-	5
Senior management (Levels 13–14)	2	15	1	15	1	13	2	10	-	-	59
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	42	159	9	56	66	132	7	50	1	-	522
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	21	40	-	6	22	83	2	18	-	-	192
Semi-skilled and discretionary decision making (Levels 3–5)	18	27	-	-	20	31	1	3	-	-	100
Unskilled and defined decision making (Levels 1–2)	-	4	-	-	2	6	-	-	-	-	12
Total	83	247	10	78	111	266	12	82	1	-	890
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	83	247	10	78	111	266	12	82	1	-	890

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. 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 2024

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)	-	-	-	2	-	-	-	-	-	-	2
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	-	3	-	6	1	3	-	4	-	-	17
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	-	-	-	2	-	-	-	2	-	-	4
Semi-skilled and discretionary decision making (Levels 3-5)	-	-	-	-	-	1	-	-	-	-	1
Unskilled and defined decision making (Levels 1-2)	-	-	-	-	-	-	-	-	-	-	-
Total	-	3	-	10	1	4	-	6	-	-	24
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	-	3	-	10	1	4	-	6	-	-	24

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 2023 to 31 March 2024

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)	6	5	-	3	6	7	3	2	-	-	32
Skilled technical and academically qualified workers, junior management, Supervisors, foremen, and superintendents (Levels 6–8)	3	3	-	-	1	2	-	2	-	-	11
Semi-skilled and discretionary decision making (Levels 3–5)	3	1	-	-	1	1	-	-	-	-	6
Unskilled and defined decision making (Levels 1–2)	-	-	-	-	1	-	-	-	-	-	1
Total	12	9	-	3	9	10	3	5	-	-	51
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	12	9	-	3	9	10	3	5	-	-	51

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 2023 to 31 March 2024

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	-	-	2
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	-	1	-	-	1	3	-	-	-	-	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	-	2	-	-	2	-	-	-	-	-	4
Semi-skilled and discretionary decision making (Levels 3–5)	-	1	-	-	-	-	-	-	-	-	1
Unskilled and defined decision making (Levels 1–2)	-	-	-	-	-	-	-	-	-	-	-
Total	-	4	-	-	3	4	-	1	-	-	12
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	-	4	-	-	3	4	-	1	-	-	12

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 2023 to 31 March 2024

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	-	-	-	-	2
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	3	14	2	1	7	8	-	8	1	1	45
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	2	2	-	-	4	3	-	1	-	-	12
Semi-skilled and discretionary decision making (Levels 3–5)	2	1	-	-	1	2	-	-	-	-	6
Unskilled and defined decision making (Levels 1–2)	2	-	-	-	-	-	-	-	-	-	2
Total	9	18	2	1	13	14	-	9	1	1	68
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	9	18	2	1	13	14	-	9	1	1	68

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 2023 to 31 March 2024

DISCIPLINARY ACTIONS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Dismissal	1	-	-	-	-	-	-	-	-	-	1
Suspension without a salary and a Final Written Warning	1	-	-	1	1	1	-	-	-	-	4
Total	2	-	-	1	1	1	-	-	-	-	5
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	2	-	-	1	1	1	-	-	-	-	5

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 2023 to 31 March 2024

OCCUPATIONAL LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top management (Levels 15–16)	-	1	-	-	-	-	-	-	1
Senior management (Levels 13–14)	1	2	-	4	1	2	2	4	16
Professionally qualified and experienced specialists and mid-management (Levels 9–12)	20	65	5	13	20	68	3	22	216
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6–8)	13	28	-	5	10	58	3	12	129
Semi-skilled and discretionary decision making (Levels 3–5)	15	30	-	-	24	42	-	1	112
Unskilled and defined decision making (Levels 1–2)	-	1	-	-	1	2	-	-	4
Total	49	127	5	22	56	172	8	39	478
Temporary employees	-	-	-	-	-	-	-	-	-
Grand total	49	127	5	22	56	172	8	39	478

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 2023

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	100.0
Salary Level 16. but not DG	-	-	-	-
Salary Level 15	3	3	3	100.0
Salary Level 14	13	13	13	100.0
Salary Level 13	45	45	43	95.6
Total	62	62	60	96.8

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 2023

REASONS FOR NOT CONCLUDING PERFORMANCE AGREEMENTS WITH ALL SMS
There were two SMS members who did not sign Performance Agreements by 31 May 2023. One of the SMS members was temporarily absent due to illness. Upon returning, they promptly signed the Performance Agreement. The remaining SMS member was appointed with effect 01 May 2023 and had three months to conclude such from the date of assumption of duty. The SMS member subsequently signed the Performance Agreement within the required timeframe.

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2023

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 2023

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	-	-	-	-	-
Salary Level 15	4	4	100.0	-	-
Salary Level 14	13	13	100.0	-	-
Salary Level 13	46	46	100.0	-	-
Total	64	64	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 3.7.2: SMS posts information as at 31 March 2024

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	-	-	-	-	-
Salary Level 15	4	4	100.0	-	-
Salary Level 14	13	13	100.0	-	-
Salary Level 13	46	46	100.0	-	-
Total	64	64	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 2024

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	2	-	-
Salary Level 14	-	-	-
Salary Level 13	-	3	-
Total	2	3	-

NOTE: The three SMS posts filled were advertised in the previous financial year.

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 (Table 3.8.2) who received a notch progression as a result of performance management. (i.e. qualifying employees who scored between 3 and 4 in their performance ratings).

Table 3.8.1: Notch progressions by salary band, 1 April 2023 to 31 March 2024

SALARY BAND	EMPLOYEES AS AT 31 MARCH 2023	PROGRESSIONS TO ANOTHER NOTCH WITHIN A SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYEES BY SALARY BAND
Lower skilled (Levels 1–2)	15	10	66.7
Skilled (Levels 3–5)	110	76	69.1
Highly skilled production (Levels 6–8)	184	120	65.2
Highly skilled supervision (Levels 9–12)	535	325	60.7
Senior management (Levels 13–16)	64	40	62.5
Total	908	571	62.9

Table 3.8.2: Notch progressions by critical occupation, 1 April 2023 to 31 March 2024

CRITICAL OCCUPATIONS	EMPLOYEES AS AT 31 MARCH 2023	PROGRESSIONS TO ANOTHER NOTCH WITHIN A SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYEES BY SALARY BAND
Network Technologist	120	67	55.8

Table 3.8.3: Performance rewards by race, gender and disability, 1 April 2023 to 31 March 2024

RACE AND GENDER	BENEFICIARY PROFILE			COST	
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2023	% OF TOTAL WITHIN GROUP	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
None					

Table 3.8.4: Performance rewards (cash bonus) by salary bands for personnel below Senior Management Service level, 1 April 2023 to 31 March 2024

SALARY BANDS	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2023	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF THE TOTAL PERSONNEL EXPENDITURE
None						

Table 3.8.5: Performance rewards (cash bonus) by salary band for Senior Management Service level, 01 April 2023 to 31 March 2024

SALARY BANDS	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2023	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF THE TOTAL PERSONNEL EXPENDITURE
None						

Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2023 to 31 March 2024

CRITICAL OCCUPATION	BENEFICIARY PROFILE			COST		
	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES IN GROUP AS AT 31 MARCH 2023	% OF TOTAL WITHIN SALARY BANDS	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	COST AS A % OF TOTAL PERSONNEL EXPENDITURE
None						

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 occupations (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 2023 to 31 March 2024

SALARY BAND	1 APRIL 2023		31 MARCH 2024		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	1	100.0	-2	-66.7
Senior management (Levels 13–16)	-	-	-	-	-	-
Total	3	100.0	1	100.0	-2	-66.7

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

Table 3.9.2: Foreign Workers by major occupation, 1 April 2023 to 31 March 2024

MAJOR OCCUPATION	1 APRIL 2023		31 MARCH 2024		CHANGE	
	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL	NUMBER	% CHANGE
State Law Advisor	1	33.3	1	100.0	-	-
Deputy Director	1	33.3	-	-	-1	-100.0
Policy and Strategy Analyst	1	33.3	-	-	-1	-100.0
Total	3	100.0	1	100.0	-2	-66.7

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

3.10. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2023 TO 31 DECEMBER 2023

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 2023 to 31 December 2023

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	345	56.2	102	221	46.2	3	88
Lower skilled (Levels 1–2)	117	91.5	10	14	71.4	12	60
Skilled (Levels 3–5)	933	86.5	90	111	81.1	10	751
Highly skilled production (Levels 6–8)	1 832	90.1	166	201	82.6	11	2 439
Highly skilled supervision (Levels 9–12)	2 667	83.3	347	557	62.3	8	5 664
Senior management (Levels 13–16)	293	86.0	36	67	53.7	8	1 008
Total	6 187	84.6	751	1 171	64.1	8	10 010

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 2022 and ends in December 2024. 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 2023 to 31 December 2023

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	-	-	-	221	-	-	-
Lower skilled (Levels 1–2)	38	100.0	1	14	7.1	38	20
Skilled (Levels 3–5)	76	100.0	4	111	3.6	19	54
Highly skilled production (Levels 6–8)	481	100.0	14	201	7.0	34	645
Highly skilled supervision (Levels 9–12)	424	100.0	17	557	3.1	25	869
Senior management (Levels 13–16)	78	100.0	2	67	3.0	39	243
Total	1 097	100.0	38	1 171	3.2	29	1 831

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 investigate the nature and extent of the employee's incapacity. Such investigations must be carried out following 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 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000 requires management of annual leave to prevent high levels of accrued leave having to be paid at the time of termination of service.

Table 3.10.3: Annual Leave, 1 January 2023 to 31 December 2023

SALARY BAND	TOTAL DAYS TAKEN	TOTAL NUMBER EMPLOYEES USING ANNUAL LEAVE	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE
Interns	1 387	180	8
Lower skilled (Levels 1–2)	266	14	19
Skilled (Levels 3–5)	2 339	110	21
Highly skilled production (Levels 6–8)	4 873	198	25
Highly skilled supervision (Levels 9–12)	11 929	535	22
Senior management (Levels 13–16)	1 488	67	22
Total	22 282	1 104	20

Table 3.10.4: Capped leave, 1 January 2023 to 31 December 2023

SALARY BAND	TOTAL CAPPED LEAVE AVAILABLE AS AT 31 DEC 2022	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 2023	TOTAL CAPPED LEAVE AVAILABLE AS AT 31 DEC 2023
Lower skilled (Levels 1–2)	-	-	-	-	-	-
Skilled (Levels 3–5)	-	-	-	-	-	-
Highly skilled production (Levels 6–8)	583.10	42.43	4	11	26	541.67
Highly skilled supervision (Levels 9–12)	1 616.40	229.61	3	77	53	1 517.69
Senior management (Levels 13–16)	639.63	6.00	1	6	17	501.73
Total	2 839.13	278.04	8	35	96	2 561.09

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. Furthermore, capped leave is only paid out in the event of retirement, ill-health retirement or death, therefore capped leave forfeited due to resignation and or dismissal is not reflected in the table above.

Table 3.10.5: Leave pay-outs, 1 April 2023 to 31 March 2024

REASON	TOTAL AMOUNT (R'000)	NUMBER OF EMPLOYEES	AVERAGE PAYMENT PER EMPLOYEE
Leave pay-outs during 2023/24 due to non-utilisation of leave for the previous cycle	-	-	-
Capped leave pay-outs on termination of service	1 058	4	264 459
Current leave pay-outs on termination of service	1 930	130	14 847

3.11. HEALTH PROMOTION PROGRAMMES. INCLUDING HIV AND AIDS

Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2023 to 31 March 2024

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.	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 as required.

Table 3.11.2: Details of Health Promotion including HIV & AIDS Programmes, 1 April 2023 to 31 March 2024

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.	✓		Letitia Isaacs, Director: Transversal People Capacity Enablement
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: Transversal People Capacity Enablement within the Branch: People Management provides a transversal service to 11 provincial client departments, including the Department of the Premier. A designated Employee Health and Wellness unit within this Directorate serves to promote the health and wellbeing of employees in the 11 provincial client departments. The unit consists of a Deputy Director, three Assistant Directors, and two EHW Practitioners. The annual budget was R3 500 000.00.
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 11 provincial client departments. The following interventions were conducted: • Harnessing the Power of Transformation; • Managing Conflict & Toxic Relationships; • Empowering Men from Within; • Empowering Women from Within; • Retirement Planning & Financial Wellness; • Bullying in the Workplace; • Situational Leadership; • Setting a Positive Mindset • Men's Health for all ages; • Emotional Fitness; • Stress and Burnout; • Managerial Capacitation: Confident Decision Making; • Identifying Vulnerable Employees; • Relationship Between Team Connectedness and Mental Wellbeing; • Creating an Environment of Psychological Safety; • Breaking through Mental Barriers; • Developing Resilience to Cope with Occupational Trauma; • GRIT Adaptability; • Managerial Capacitation: Substance Abuse Awareness in the Workplace; • Managerial Capacitation: High-Performing Teams; and • Acceleration/Activation - Use Your Power Now. These interventions are based on the trends reflected in the quarterly reports and implemented to address employees' or departmental needs.

QUESTION	YES	NO	DETAILS, IF YES
4. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.	✓		The targeted interventions for both employees and managers were aimed at providing support, updated knowledge and coping skills for managing new ways of working. This involved online sessions facilitated through MS Teams. Information sessions were also provided to inform employees of the EHW service and how to access the service.
5. 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 Department is represented by Ms Letitia Isaacs and Ms Fatima Gallie.
6. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees based on their HIV status? If so, list the employment policies/practices so reviewed.	✓		The Transversal Management Framework for Employee Health and Wellness Programmes in the WCG 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 include 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. The policy is in line with the amended National EHW Strategic Framework 2019. Further to this, the Department of Health, which is the lead department for HIV/AIDS, has approved the Transversal HIV/AIDS/ STI Workplace Policy and Programme that applies to all departments of the Western Cape Government. 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 (2023 - 2028) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.
7. 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 2023-2028 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; and • 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.

QUESTION	YES	NO	DETAILS, IF YES
8. 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 Department implemented planned measures to address the stigma and discrimination against those infected or perceived to be infected with HIV, which are 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.
9. Does the department encourage its employees to undergo HIV counselling and testing (HCT)? If so, list the results that you have achieved.	✓		HCT SESSIONS: • World Aids Day: 01 December 2023, no employees attended.
10. 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 a comparison of departmental utilisation and demographics i.e. age, gender, problem profiling, employee vs. manager utilisation and 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 2023 to 31 March 2024

SUBJECT MATTER	DATE
GPSSBC Resolution 1 of 2024: Charter of the GPSSBC: Collective Bargaining	11 March 2024
GPSSBC Resolution 2 of 2024: Improvement in Conditions of Service: Special Leave	11 March 2024
PSCBC Resolution 3 of 2023: Enforcement of Collective Agreements in the Public Service	13 July 2023
PSCBC Resolution 1 of 2024: Rules for the Conduct of Proceedings before the PSCBC	1 March 2024

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 finalized, 1 April 2023 to 31 March 2024

OUTCOMES OF DISCIPLINARY HEARINGS	NUMBER OF CASES FINALISED	% OF TOTAL
Dismissal	1	20.0
Suspension without a salary and a Final Written Warning	4	80.0
Total	5	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 2023 to 31 March 2024

TYPE OF MISCONDUCT	NUMBER	% OF TOTAL
Absent from work without reason or permission	1	20.0
Possesses or wrongfully uses property of the state	2	40.0
Sexual harassment	1	20.0
Steals bribes or commits fraud	1	20.0
Total	5	100.0

Table 3.12.4: Grievances lodged, 1 April 2023 to 31 March 2024

GRIEVANCES LODGED	NUMBER	% OF TOTAL
Number of grievances resolved	23	92.0
Number of grievances not resolved	2	8.0
Total number of grievances lodged	25	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 2023 to 31 March 2024

DISPUTES LODGED WITH COUNCILS	NUMBER	% OF TOTAL
None		

NOTE: Councils refer to the Public Service Co-ordinating Bargaining Council (PSCBC) and General Public Service Sector Bargaining Council (GPSSBC).

Table 3.12.6: Strike actions, 1 April 2023 to 31 March 2024

STRIKE ACTIONS	NUMBER
None	

Table 3.12.7: Precautionary suspensions, 1 April 2023 to 31 March 2024

PRECAUTIONARY SUSPENSIONS	NUMBER
None	

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 2023 to 31 March 2024

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 1 APRIL 2023	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	26	-	18	-	18
	Male	36	-	50	-	50
Professionals (Salary Band 9–12)	Female	256	-	268	-	268
	Male	274	-	317	-	317
Technicians and associate professionals (Salary Band 6–8)	Female	127	-	99	-	99
	Male	62	-	31	-	31
Clerks (Salary Band 3–5)	Female	57	-	172	-	172
	Male	47	-	118	-	118
Elementary occupations (Salary Band 1–2)	Female	7	-	-	-	-
	Male	6	-	8	-	8
Sub Total	Female	473	-	557	-	557
	Male	425	-	524	-	524
Total		898	-	1 081	-	1 081
Employees with disabilities	Female	11	-	9	-	9
	Male	13	-	20	-	20

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 2023 to 31 March 2024

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 31 MARCH 2024	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	28	-	13	-	13
	Male	36	-	26	-	26
Professionals (Salary Band 9–12)	Female	255	-	255	-	255
	Male	267	-	203	-	203
Technicians and associate professionals (Salary Band 6–8)	Female	125	-	162	-	162
	Male	67	-	86	-	86
Clerks (Salary Band 3–5)	Female	55	-	111	-	111
	Male	45	-	88	-	88
Elementary occupations (Salary Band 1–2)	Female	8	-	3	-	3
	Male	4	-	1	-	1
Sub Total	Female	471	-	544	-	544
	Male	419	-	404	-	404
Total		890	-	948	-	948
Employees with disabilities	Female	11	-	6	-	6
	Male	13	-	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 2023 to 31 March 2024

NATURE OF INJURY ON DUTY	NUMBER	% OF TOTAL
Required basic medical attention only	-	-
Temporary disablement	2	100.0
Permanent disablement	-	-
Fatal	-	-
Total	2	100.0
Percentage of total employment		0.2

D

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
2	Citizen Surveys	Citizen Perception Survey	Procurement of a Service Provider to conduct data collection for the Western Cape Government Citizen Perception Survey	7	Nov 2023 -Dec 2023	R998 812.66	1	1
3	AFMAS Solutions	Provision of a Training Impact Assessment (TIA) Report	Capturing, analysis and reporting on data and findings from Level 2 and 3 TIA questionnaires/ assessments for 10 Learning Programmes with about 500 participants, who have completed training during the period January 2023 to December 2023.	3	Feb 2024- Mar 2024	R114 000.00	1	1
5	SAB and T Chartered Accountants	Appointment of a service provider to conduct a Risk Management Audit	An audit of Enterprise Risk Management within the WCG	3	Sept 2023 -Dec 2023	R750 000.00	1	N/A
5	Arc Sakhile Chartered Accountants and Auditors Incorporated	Provision of a comprehensive corporate secretariat service to six (6) audit committees in the Province	Comprehensive corporate secretariat service to six (6) audit committees in the Province	1	Jun 2023- Jul 2023	R166 000.00	1	2

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
5	Arc Sakhile Chartered Accountants and Auditors Incorporated	Provision of a comprehensive corporate secretariat service to six (6) audit committees in the Province	Comprehensive corporate secretariat service to (6) audit committees in the Province	1	July 2023-June 2026	R1 726 173.00	1	2
Total						R3 754 985.66		

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
None									





Part E

PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL, UNAUTHORISED EXPENDITURE AND MATERIAL LOSSES

1.1. IRREGULAR EXPENDITURE

a) Reconciliation of irregular expenditure

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Opening balance	12 793	12 440
Adjustment to opening balance*	-	34
Opening balance as restated	12 793	12 474
Add: Irregular expenditure confirmed	319	788
Less: Irregular expenditure condoned	(330)	(191)
Less: Irregular expenditure not condoned and removed	(5 683)	-
Less: Irregular expenditure recoverable	-	(278)
Less: Irregular expenditure not recovered and written off	-	-
Closing balance**	7 099	12 793

**An amount of R33,746.82 identified as irregular expenditure incurred relates to four cases in respect of the 2022/23 financial year:*

- 1. R4,457.42 - an official's farewell expenditure incurred was above the prescribed cost containment threshold.*
- 2. R6,440.00 - non-compliance to SCM delegations as the official authorising the specifications was the same official awarding the bid/quotation.*
- 3. R20,149.40 - donation made without the Accounting Officer's approval and Chief Financial Officer's certification.*
- 4. R2,700.00 - petty cash threshold exceeded.*

***An amount of R7,072,349.00 identified as irregular expenditure relating to a service provider contracting a former official as a project manager and the appointment and subsequent extensions of three service providers for the deployment of Desktop Technicians was condoned by the Provincial Treasury subsequent to year-end.*

Reconciling notes

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	319	788
Total	319	788

b) Details of irregular expenditure (under assessment, determination, and investigation)

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure under assessment*	366	37
Irregular expenditure under determination**	27	-
Irregular expenditure under investigation	-	-
Total	393	37

*As at 31 March 2024, six cases amounting to R365,835.03 were under assessment which relates to no prior approval obtained from the relevant delegated authority for catering costs incurred, services rendered by service providers in respect of a period that preceded the contract commencement date, non-compliance to SCM delegations as an official authorising the specifications was the same official who approved the award, services rendered by a service provider in respect of a period post the contract's expiration date and no approval obtained from the relevant delegated authority for booking a Group D motor vehicle.

**As at 31 March 2024, three cases amounting to R27,306.82 were under determination which relates to:

1. R4,457.42 - an official's farewell expenditure incurred was above the prescribed cost containment threshold.
2. R20,149.40 - donation made without the Accounting Officer's approval and Chief Financial Officer's certification.
3. R2,700.00 - petty cash threshold exceeded.

c) Details of irregular expenditure condoned

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure condoned	330	191
Total	330	191

Irregular Expenditure condoned in the current year relates to three cases of non-compliance to procurement prescripts and one case of non-compliance to SCM delegations:

1. R17,269.19 - services rendered and paid for by the Department for services that preceded the contract start date.
2. R298,080.00 - official incorrectly approved an order for an amount not delegated to approve.
3. R7,841.95 - the approver of the award was also the approver of the specifications.
4. R6,440.00 - official authorising specifications was the same official awarding the bid/quotation.

d) Details of irregular expenditure removed - (not condoned)

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure NOT condoned and removed	5 683	-
Total	5 683	-

Irregular Expenditure not condoned and removed in the current year relates to two cases of non-compliance:

1. R4,848,043.61 and R260,340.41 (recognised as a valid expense) - transfer of an official from a salary level 8 to a salary level 11 during 2010 did not comply with the relevant legislative framework that governed the transfer.
 2. R500,000.00 (recognised as a valid expense) - quotation not accepted in terms of the respective delegation as the procurement template did not indicate prior approval obtained from the respective official to accept the quotation.
- R75,000.00 (recognised as a valid expense) - non-compliance to procurement prescripts as no prior approval was obtained for VAT paid.

e) Details of irregular expenditure recoverable

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure recoverable	-	278
Total	-	278

f) Details of irregular expenditure written off (irrecoverable)

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Irregular expenditures written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution *is not* responsible for the non-compliance)

DESCRIPTION
None

h) Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)¹

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
None	-	-
Total	-	-

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

DISCIPLINARY STEPS TAKEN
None

¹ Refer to paragraphs 3.12, 3.13 and 3.14 of Annexure A (PFMA Compliance and Reporting Framework) to National Treasury Instruction No. 4 of 2022/2023

1.2. FRUITLESS AND WASTEFUL EXPENDITURE

a) Reconciliation of fruitless and wasteful expenditure

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Opening balance	1 687	1 290
Adjustment to opening balance*	-	289
Opening balance as restated	1687	1 579
Add: Fruitless and wasteful expenditure confirmed	24	122
Less: Fruitless and wasteful expenditure recoverable ²	(89)	-
Less: Fruitless and wasteful expenditure not recoverable and written off	(1 486)	(13)
Less: Fruitless and wasteful expenditure resolved (valid expense)	-	(1)
Closing balance	136	1 687

*An amount of R289,102.09 was identified as fruitless and wasteful expenditure incurred relating to the 2011/12 to 2022/23 financial years:

1. R278,579.29 - relates to seventeen cases of salary and leave overpayments incurred in respect of officials no longer in the employ of the department.
2. R10,522.80 - relates to two cases of asset relocation costs incurred concerning assets that were not relocated

Reconciling notes

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	24	122
Total	24	122

² Transfer to receivables

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Fruitless and wasteful expenditure under assessment*	167	445
Fruitless and wasteful expenditure under determination**	137	-
Fruitless and wasteful expenditure under investigation	-	-
Total	304	445

*As at 31 March 2024, twenty-two cases amounting to R167,231.83 were under assessment which relates to catering, training and air travel costs incurred for no-shows, additional accommodation costs, accommodation costs due to venue changes and windscreen damages to a hired vehicle.

**As at 31 March 2024, nine cases amounting to R136,657.95 were under determination which relates to salary and leave overpayments.

c) Details of fruitless and wasteful expenditure recoverable

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Fruitless and wasteful expenditure recoverable	89	-
Total	89	-

Fruitless and Wasteful Expenditure recoverable in the current year relates to five cases:

1. R25,280.37 – relates to one case in respect of the transfer of an official from a salary level 8 to a salary level 11 during 2010 did not comply with the relevant legislative framework that governed the transfer.
2. R64,077.57 – relates to four cases of salary overpayments incurred in respect of officials no longer in the employ of the department.

d) Details of fruitless and wasteful expenditure not recoverable and written off

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Fruitless and wasteful expenditure written off	1 486	13
Total	1 486	13

Fruitless and Wasteful Expenditure written off in the current year relates to eleven cases:

1. *R1,371 682.73 - relating to one case written off by the Accounting Officer due to motivated hardship by the official.*
2. *R88,027.75 - relating to four cases written off due to debt prescription.*
3. *R19,657.76 - relating to four cases written off by the Accounting Officer based on the assessment outcome.*
4. *R5,043.30 - relating to one case removed - duplicated entry.*
5. *R1,272.69 - relating to one case written off by the Accounting Officer due to an unsuccessful debt recovery process.*

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

DISCIPLINARY STEPS TAKEN

None

1.3. UNAUTHORISED EXPENDITURE

a) Reconciliation of unauthorised expenditure

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Opening balance	-	-
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: unauthorised expenditure confirmed	-	-
Less: unauthorised expenditure approved with funding	-	-
Less: unauthorised expenditure approved without funding	-	-
Less: unauthorised expenditure recoverable	-	-
Less: unauthorised not recoverable and written off	-	-
Closing balance	-	-

Reconciling notes

DESCRIPTION	2023/24	2022/2023
	R'000	R'000
Unauthorised expenditure that was under assessment	-	-
Unauthorised expenditure that relates to the prior year and identified in the current year	-	-
Unauthorised expenditure for the current year	-	-
Total	-	-

b) Details of unauthorised expenditure (under assessment, determination, and investigation)

DESCRIPTION	2023/2024	2022/2023
	R'000	R'000
Unauthorised expenditure under assessment	-	-
Unauthorised expenditure under determination	-	-
Unauthorised expenditure under investigation	-	-
Total	-	-

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

DESCRIPTION	NUMBER OF INVOICES	CONSOLIDATED VALUE
		R'000
Valid invoices received	4 159	1 415 468
Invoices paid within 30 days or agreed period	4 152	1 414 780
Invoices paid after 30 days or agreed period	7	688
Invoices older than 30 days or agreed period (unpaid and without dispute)	N/A	N/A
Invoices older than 30 days or agreed period (unpaid and in dispute)	N/A	N/A

Invoices paid after 30 days or the agreed period were mainly due to high volumes of invoices received and delayed submissions.

3. SUPPLY CHAIN MANAGEMENT

3.1. PROCUREMENT BY OTHER MEANS

PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
The procurement of the supply and distribution of rechargeable lighting units with USB Charging	IKNS Trading	Limited bid	LTD DOTP 0001-2023/24	2 616
Support services for the WebFocus application tool	Infobuild	Limited bid	LTD DOTP 0003-2023/24	11 600
Total				14 216

3.2. CONTRACT VARIATIONS AND EXPANSIONS

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE)	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION
				R'000	R'000	R'000
Business advisory resource services	DLK Group	Extension (Time only)	FMA CEI 0005-2020/21	86 104	N/A	N/A
Enterprise Architecture services	DLK Group	Extension (Time only)	FMA CEI 0004-2020/21	125 928	N/A	N/A
Provision of a publishing (layout, printing, delivery) service for the Western Cape Provincial Government Gazette	CTP Printers Cape Town	Extension	FMA 0003-2020/21	3 000	N/A	84 (estimated)
For the Provision of a Consolidated ICT Service Desk Centre Solution which includes Service Desk, Desktop Support and Hardware Maintenance for the WCG	Sizwe	Extension and expansion	FMA CEI 0004-2019/20	66 047	28 692	25 548

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE)	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION
				R'000	R'000	R'000
Enterprise Content Management License and Support	Open Text South Africa	Extension	LTD DOTP 0004-2019/20	40 916	20 337	6 227
Media Monitoring Services to the Western Cape Government (WCG) for 3 years (36 months)	Newsclip Media Monitoring (Pty) Ltd	Extension	FMA 0002-2020/21	1 478	N/A	195
Provide Telecommunication Services to the WCG.	Sizwe	Extension	FMA CEI 0005-2021-22RE	5 040	N/A	1 260
Provide and implement a managed network monitoring service	Datacentrix	Extension	FMA CEI 0010-2017/18	129 047	2 279	28 185
Provision of transversal employee health and wellness services to the Western Cape Government, including DoHW & WCED	Metropolitan	Extension	FMA 0003-2019/20	62 658	14 212	15 391
To provide enhancement, consulting and support services to the web-focus application tool	Infobuild	Extension	RFB 1753-2018	12 725	3 500	2 567
Provision of communication services to the Western Cape Government	LS Communica tions	Extension	FMA 0001-2020/21	94 000	67 200	36 800
Provision of Public Wi-Fi Hotspots at selected Western Cape Government (WCG) sites for a period of 5 Years	Liquid Telecom SA	Extension	LTD DOTP 0001-2018/19	120 000	N/A	7 200
Open Text Enterprise Content Management Maintenance and Support Services for the Western Cape Government (WCG) For A Period of up to 5 Years (60 Months)	Datacentrix (Pty) Ltd	Extension (Time only)	FMA CEI 0003-2020/21	Rates based Contract	N/A	N/A

2023/24

PART E

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE)	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION
				R'000	R'000	R'000
Appointment of a Travel Management Service Provider to render travel management and related services to the Department of the Premier for a period of 36 months	Trigon Travel (Pty) Ltd	Expansion	FMA 0001-2021/22	Rates based Contract	N/A	60
Procurement of Information Security: Managed Security Governance Services for the Western Cape Government for a period of 3 years	Full Stream Business Services	Expansion	FMA CEI 0020-2021/22-RE	Rates based Contract	N/A	1581
Security Services	Princeton	Expansion	DOTP 15-2022/23-RE	1 184	369	1108
Total				748 127	136 589	126 206





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Part F

FINANCIAL INFORMATION

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1. REPORT OF THE AUDITOR-GENERAL

This is the auditor's report as issued by AGSA.

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 Department of the Premier set out on pages 181 to 226, which comprise the appropriation statement, statement of financial position as at 31 March 2024, 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 Department of the Premier as at 31 March 2024 and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 5 of 2023 (Dora).

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 responsibilities of the auditor-general 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.

Other matters

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

Unaudited supplementary schedules

7. The supplementary information set out on pages 227 to 240 do 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

8. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS as 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.

9. 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.

Responsibilities of the auditor-general for the audit of the financial statements

10. 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.
11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 178, forms part of our auditor's report.

1.2. REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
13. I selected the following programme presented in the annual performance report for the year ended 31 March 2024 for auditing. I selected a programme that measures the department's performance on its primary mandated functions and that is of significant national, community or public interest.

PROGRAMME	PAGE NUMBERS	PURPOSE
Programme 2: Provincial Strategic Management	56 - 57	The overall purpose is to lead and coordinate provincial strategic management through policy and strategy support, leveraging data and evidence and institutionalising strategic programmes across the Western Cape Government (WCG). The Provincial Strategic Management Programme plays a pivotal role in providing strategic leadership and coordination in provincial policy formulation and review, and supporting and overseeing service delivery planning and implementation in support of provincial priorities and plans as indicated in the annual plan.

14. I evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
15. I performed procedures to test whether:
 - o the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
 - o all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included
 - o the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - o the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - o the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - o the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
 - o there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
16. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
17. I did not identify any material findings on the reported performance information for the selected programme.

1.3. REPORT ON COMPLIANCE WITH LEGISLATION

18. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.

19. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
20. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
21. I did not identify any material non-compliance with the selected legislative requirements.

1.4. OTHER INFORMATION IN THE ANNUAL REPORT

22. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported on in this auditor's report.
23. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
24. My responsibility is to read this other information and, in doing so, consider whether it 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.
25. 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

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

Auditor-General

Cape Town

31 July 2024



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

2. ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

3. THE AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

Professional judgement and professional scepticism

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 selected programmes and on the department's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- 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
- 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
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the 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 department 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
- 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

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.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and 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.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

LEGISLATION	SECTIONS OR REGULATIONS
Public Finance Management Act 1 of 1999 (PFMA)	Section 38(1)(b); 38(1)(c)(ii) Section 38(1)(d); 38(1)(h)(iii); 38(1)(j); 39(1)(a) Section 39(2)(a); 40(1)(a); 40(1)(b); 40(1)(c)(i) Section 43(1); 43(4); 44(1); 44(2); 45(b)
Treasury Regulations, 2005	Regulation 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a) Regulation 5.2.3(d); 5.3.14; 6.3.1(a); 6.3.1(b) Regulation 6.3.1(c); 6.3.1(d); 6.4.1(b) Regulation 8.1.1; 8.2.1; 8.2.3; 8.4.1; 9.1.1; 9.1.4 Regulation 10.1.1(a); 10.1.2 Regulation 12.5.1; 15.10.1.2(c); 16A3.2 Regulation 16A3.2(a); 16A6.1; 16A6.2(a) Regulation 16A6.2(b); 16A6.3(a) Regulation 16A6.3(c); 16A 6.3(e); 16A6.4 Regulation 16A6.5; 16A6.6; 16A7.1; 16A7.3 Regulation 16A7.6; 16A7.7; 16A8.2(1); 16A8.2(2) Regulation 16A8.3; ; 16A8.4; 16A9.1(b)(ii) Regulation 16A 9.1(d); 16A 9.1(e); 16A9.1(f) Regulation 17.1.1; 18.2 Regulation 19.8.4
Public service regulation, 2016	Public service regulation 25(1)(e)(i); 25(1)(e)(iii) Public service regulation 13 (c); 18; 18 (1) and (2)
Second amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury instruction No. 5 of 2020/21	Paragraph 4.8; 4.9
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2 (b); 7.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.3.1
Practice Note 5 of 2009/10	Paragraph 3.3

Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulation, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7 Regulation 6.6; 6.8; 7.8 Regulation 8.2; 8.5; 9.1; 10.1; 10.2; 11.1;
Preferential Procurement Regulation, 2022	Regulation 4.4; 5.4
State Information Technology Agency Act 88 of 1998	Section 7(3)

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

APPROPRIATION PER PROGRAMME									
2023/24								2022/23	
PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Executive Governance and Integration (Administration)	101 336	-	3 497	104 833	104 621	212	99.8	104 605	104 315
2. Provincial Strategic Management	95 315	-	(5 175)	90 140	83 192	6 948	92.3	74 804	71 614
3. People Management	208 097	-	(5 033)	203 064	200 679	2 385	98.8	208 092	205 004
4. Centre for e-Innovation	1 453 935	-	10 841	1 464 776	1 452 562	12 214	99.2	1 246 710	1 233 318
5. Corporate Assurance	115 172	-	(3 438)	111 734	109 769	1 965	98.2	119 030	117 977
6. Legal Services	56 856	-	(692)	56 164	55 240	924	98.4	52 041	51 874
Subtotal	2 030 711	-	-	2 030 711	2 006 063	24 648	98.8	1 805 282	1 784 102
Statutory Appropriation	-	-	-	-	-	-	-	-	-
TOTAL	2 030 711	-	-	2 030 711	2 006 063	24 648	98.8	1 805 282	1 784 102
TOTAL (brought forward)									
Reconciliation with statement of financial performance									
ADD									
Departmental receipts				1 100				874	
Actual amounts per statement of financial performance (Total revenue)				2 031 811				1 806 156	
Actual amounts per statement of financial performance (Total expenditure)					2 006 063				1 784 102

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

APPROPRIATION PER ECONOMIC CLASSIFICATION									
2023/24								2022/23	
ECONOMIC CLASSIFICATION	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	1 974 645	(4 916)	(190)	1 969 539	1 954 743	14 796	99.2	1 744 986	1 733 265
Compensation of employees	646 348	(4 411)	(161)	641 776	639 513	2 263	99.6	620 544	616 286
Goods and services	1 328 297	(505)	(29)	1 327 763	1 315 230	12 533	99.1	1 124 442	1 116 979
Transfers and subsidies	34 690	3 461	-	38 151	37 579	572	98.5	24 766	24 732
Departmental agencies and accounts	66	3	-	69	66	3	95.7	74	63
Non-profit institutions	34 624	(50)	-	34 574	34 025	549	98.4	22 719	22 719
Households	-	3 508	-	3 508	3 488	20	99.4	1 973	1 950
Payments for capital assets	21 376	207	-	21 583	12 307	9 276	57.0	35 522	26 098
Machinery and equipment	21 376	207	-	21 583	12 307	9 276	57.0	35 522	26 098
Payments for financial assets	-	1 248	190	1 438	1 434	4	99.7	8	7
Total	2 030 711	-	-	2 030 711	2 006 063	24 648	98.8	1 805 282	1 784 102

**DEPARTMENT OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2024**

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION (ADMINISTRATION)									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	571	(54)	-	517	514	3	99.4	504	498
2. Office of the Premier	17 672	896	500	19 068	19 024	44	99.8	21 732	21 630
3. Executive Council Support	12 345	(801)	645	12 189	12 164	25	99.8	13 371	13 346
4. Departmental Strategy	5 853	(904)	-	4 949	4 943	6	99.9	5 497	5 426
5. Office of the Director-General	14 067	1 156	161	15 384	15 312	72	99.5	16 694	16 658
6. Financial Management	45 676	635	2 191	48 502	48 447	55	99.9	44 183	44 139
7. Strategic Communication	5 152	(928)	-	4 224	4 217	7	99.8	2 624	2 618
Total for sub programmes	101 336	-	3 497	104 833	104 621	212	99.8	104 605	104 315
Economic classification									
Current payments	99 424	(2 257)	2 594	99 761	99 606	155	99.8	101 413	101 137
Compensation of employees	81 941	(2 256)	-	79 685	79 646	39	100.0	82 268	82 117
Goods and services	17 483	(1)	2 594	20 076	19 960	116	99.4	19 145	19 020
Transfers and subsidies	309	1 045	-	1 354	1 303	51	96.2	821	814
Departmental agencies and accounts	9	-	-	9	9	-	100.0	10	9
Non-profit institutions	300	(50)	-	250	201	49	80.4	219	219
Households	-	1 095	-	1 095	1 093	2	99.8	592	586
Payments for capital assets	1 603	1	713	2 317	2 312	5	99.8	2 367	2 361
Machinery and equipment	1 603	1	713	2 317	2 312	5	99.8	2 367	2 361
Payments for financial assets	-	1 211	190	1 401	1 400	1	99.9	4	3
Total	101 336	-	3 497	104 833	104 621	212	99.8	104 605	104 315

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	750	(229)	-	521	516	5	99.0	608	552
2. Policy and Strategy	21 740	(1 259)	(6 000)	14 481	12 740	1 741	88.0	13 715	12 757
3. Strategic Management Information	42 621	(808)	-	41 813	41 160	653	98.4	40 450	40 403
4. Strategic Programmes	30 204	2 296	825	33 325	28 776	4 549	86.3	20 031	17 902
Total for sub programmes	95 315	-	(5 175)	90 140	83 192	6 948	92.3	74 804	71 614
Economic classification									
Current payments	94 218	(362)	(5 175)	88 681	82 253	6 428	92.8	73 543	70 360
Compensation of employees	45 009	(183)	825	45 651	43 887	1 764	96.1	39 794	38 326
Goods and services	49 209	(179)	(6 000)	43 030	38 366	4 664	89.2	33 749	32 034
Transfers and subsidies	502	183	-	685	179	506	26.1	712	708
Departmental agencies and accounts	2	-	-	2	1	1	50.0	4	1
Non-profit institutions	500	-	-	500	-	500	-	500	500
Households	-	183	-	183	178	5	97.3	208	207
Payments for capital assets	595	165	-	760	747	13	98.3	549	546
Machinery and equipment	595	165	-	760	747	13	98.3	549	546
Payments for financial assets	-	14	-	14	13	1	92.9	-	-
Total	95 315	-	(5 175)	90 140	83 192	6 948	92.3	74 804	71 614

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

PROGRAMME 3: PEOPLE MANAGEMENT									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	852	5	-	857	614	243	71.6	1 326	616
2. Organisation Development	60 034	(104)	(1 959)	57 971	57 271	700	98.8	62 221	62 132
3. People Training and Empowerment	38 125	406	(693)	37 838	37 446	392	99.0	39 402	37 309
4. People Management Practices	109 086	(307)	(2 381)	106 398	105 348	1 050	99.0	105 143	104 947
Total for sub programmes	208 097	-	(5 033)	203 064	200 679	2 385	98.8	208 092	205 004
Economic classification									
Current payments	206 736	(964)	(5 012)	200 760	198 391	2 369	98.8	205 319	202 251
Compensation of employees	178 195	(947)	(1 406)	175 842	175 558	284	99.8	175 389	172 959
Goods and services	28 541	(17)	(3 606)	24 918	22 833	2 085	91.6	29 930	29 292
Transfers and subsidies	21	950	7	978	972	6	99.4	600	589
Departmental agencies and accounts	21	3	7	31	31	-	100.0	22	19
Households	-	947	-	947	941	6	99.4	578	570
Payments for capital assets	1 340	8	(28)	1 320	1 312	8	99.4	2 173	2 164
Machinery and equipment	1 340	8	(28)	1 320	1 312	8	99.4	2 173	2 164
Payments for financial assets	-	6	-	6	4	2	66.7	-	-
Total	208 097	-	(5 033)	203 064	200 679	2 385	98.8	208 092	205 004

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

PROGRAMME 4: CENTRE FOR E-INNOVATION									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	9 264	546	-	9 810	9 792	18	99.8	12 864	12 842
2. Strategic ICT Services	96 782	1 986	(21)	98 747	98 690	57	99.9	69 755	69 692
3. GITO Management Services	531 783	15 853	10 982	558 618	558 532	86	100.0	480 641	480 566
4. Connected Government and Infrastructure Services	665 677	(3 229)	(67)	662 381	650 363	12 018	98.2	552 322	539 120
5. Transversal Application Services	150 429	(15 156)	(53)	135 220	135 185	35	100.0	131 128	131 098
Total for sub programmes	1 453 935	-	10 841	1 464 776	1 452 562	12 214	99.2	1 246 710	1 233 318
Economic classification									
Current payments	1 402 548	(746)	11 573	1 413 375	1 410 417	2 958	99.8	1 195 406	1 191 423
Compensation of employees	212 768	(471)	275	212 572	212 509	63	100.0	202 937	202 874
Goods and services	1 189 780	(275)	11 298	1 200 803	1 197 908	2 895	99.8	992 469	988 549
Transfers and subsidies	33 849	729	(3)	34 575	34 568	7	100.0	22 393	22 386
Departmental agencies and accounts	25	-	(3)	22	21	1	95.5	29	27
Non-profit institutions	33 824	-	-	33 824	33 824	-	100.0	22 000	22 000
Households	-	729	-	729	723	6	99.2	364	359
Payments for capital assets	17 538	-	(729)	16 809	7 560	9 249	45.0	28 907	19 505
Machinery and equipment	17 538	-	(729)	16 809	7 560	9 249	45.0	28 907	19 505
Payments for financial assets	-	17	-	17	17	-	100.0	4	4
Total	1 453 935	-	10 841	1 464 776	1 452 562	12 214	99.2	1 246 710	1 233 318

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

PROGRAMME 5: CORPORATE ASSURANCE									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	2 779	246	-	3 025	3 014	11	99.6	2 430	2 418
2. Enterprise Risk Management	9 326	(161)	-	9 165	9 034	131	98.6	8 662	8 649
3. Internal Audit	41 783	921	145	42 849	42 831	18	100.0	39 614	38 638
4. Provincial Forensic Services	18 431	(936)	40	17 535	17 427	108	99.4	16 619	16 597
5. Corporate Communication	42 853	(70)	(3 623)	39 160	37 463	1 697	95.7	51 705	51 675
Total for sub programmes	115 172	-	(3 438)	111 734	109 769	1 965	98.2	119 030	117 977
Economic classification									
Current payments	114 914	(199)	(3 478)	111 237	109 274	1 963	98.2	117 604	116 558
Compensation of employees	76 107	(199)	145	76 053	76 038	15	100.0	71 670	71 643
Goods and services	38 807	-	(3 623)	35 184	33 236	1 948	94.5	45 934	44 915
Transfers and subsidies	8	199	(4)	203	201	2	99.0	61	58
Departmental agencies and accounts	8	-	(4)	4	3	1	75.0	8	6
Households	-	199	-	199	198	1	99.5	53	52
Payments for capital assets	250	-	44	294	294	-	100.0	1 365	1 361
Machinery and equipment	250	-	44	294	294	-	100.0	1 365	1 361
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	115 172	-	(3 438)	111 734	109 769	1 965	98.2	119 030	117 977

DEPARTMENT OF THE PREMIER
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

PROGRAMME 6: LEGAL SERVICES									
2023/24								2022/23	
SUB PROGRAMME	APPROVED BUDGET	SHIFTING OF FUNDS	VIREMENT	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	EXPENDITURE AS % OF FINAL BUDGET	FINAL BUDGET	ACTUAL EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support	7 373	449	(692)	7 130	6 577	553	92.2	6 364	6 344
2. Legal Advisory and Governance Services	30 761	663	-	31 424	31 204	220	99.3	28 290	28 207
3. Legislation	9 141	(1 042)	-	8 099	7 980	119	98.5	8 794	8 739
4. Litigation	9 581	(70)	-	9 511	9 479	32	99.7	8 593	8 584
Total for sub programmes	56 856	-	(692)	56 164	55 240	924	98.4	52 041	51 874
Economic classification									
Current payments	56 805	(388)	(692)	55 725	54 802	923	98.3	51 701	51 536
Compensation of employees	52 328	(355)	-	51 973	51 875	98	99.8	48 486	48 367
Goods and services	4 477	(33)	(692)	3 752	2 927	825	78.0	3 215	3 169
Transfers and subsidies	1	355	-	356	356	-	100.0	179	177
Departmental agencies and accounts	1	-	-	1	1	-	100.0	1	1
Households	-	355	-	355	355	-	100.0	178	176
Payments for capital assets	50	33	-	83	82	1	98.8	161	161
Machinery and equipment	50	33	-	83	82	1	98.8	161	161
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	56 856	-	(692)	56 164	55 240	924	98.4	52 041	51 874

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2024

1. Detail of transfers and subsidies as per Appropriation Act
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
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 can be viewed in note 5 (Payments for financial assets) to the Annual Financial Statements.
4. Explanations of material variances from Amounts Voted:

4.1 Per programme

PROGRAMME	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	VARIANCE AS A % OF FINAL BUDGET
	R'000	R'000	R'000	%
Executive Governance and Integration (Administration)	104 833	104 621	212	0.20
Provincial Strategic Management	90 140	83 192	6 948	7.71
People Management	203 064	200 679	2 385	1.17
Centre for e-Innovation	1 464 776	1 452 562	12 214	0.83
Corporate Assurance	111 734	109 769	1 965	1.76
Legal Services	56 164	55 240	924	1.65
Total	2 030 711	2 006 063	24 648	1.21

Provincial Strategic Management: Underspending is due to the slower than anticipated filling of posts within the Office of the Western Cape Commissioner for Children. The Office is still in its formative stages therefore, it is difficult to predict the delivery date of projects accurately. Two research projects are currently in process for roll out during the next financial year. The Futures Planning project is in its initiation phase with considerable work dedicated to developing the approach with the relevant departments.

Centre for e-Innovation: Underspending relates to the payment of capital assets and is due to several delays experienced by suppliers negatively affecting the delivery of capital goods. The capital goods will be delivered during the new financial year.

DEPARTMENT OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2024

4.2 Per economic classification

ECONOMIC CLASSIFICATION	FINAL BUDGET	ACTUAL EXPENDITURE	VARIANCE	VARIANCE AS A % OF FINAL BUDGET
	R'000	R'000	R'000	%
Current payments	1 969 539	1 954 743	14 796	0.75
Compensation of employees	641 776	639 513	2 263	0.35
Goods and services	1 327 763	1 315 230	12 533	0.94
Transfers and subsidies	38 151	37 579	572	1.50
Departmental agencies and accounts	69	66	3	4.35
Non-profit institutions	34 574	34 025	549	1.59
Households	3 508	3 488	20	0.57
Payments for capital assets	21 583	12 307	9 276	42.98
Machinery and equipment	21 583	12 307	9 276	42.98
Payments for financial assets	1 438	1 434	4	0.28
Total	2 030 711	2 006 063	24 648	1.21

Payment for capital assets:

Underspending is due to several delays experienced by suppliers negatively affecting the delivery of capital goods. The capital goods will be delivered during the new financial year.

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
REVENUE			
Annual appropriation	1.1	2 030 711	1 805 282
Departmental revenue	2	1 100	874
TOTAL REVENUE		2 031 811	1 806 156
EXPENDITURE			
Current expenditure			
Compensation of employees	3	639 513	616 286
Goods and services	4	1 315 230	1 116 979
Total current expenditure		1 954 743	1 733 265
Transfers and subsidies	6	37 579	24 732
Expenditure for capital assets			
Tangible assets	7	12 307	26 098
Total expenditure for capital assets		12 307	26 098
Payments for financial assets	5	1 434	7
TOTAL EXPENDITURE		2 006 063	1 784 102
SURPLUS FOR THE YEAR		25 748	22 054
Reconciliation of Net Surplus for the year			
Voted funds	11	24 648	21 180
Departmental revenue	12	1 100	874
SURPLUS FOR THE YEAR		25 748	22 054

DEPARTMENT OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL POSITION
as at 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
ASSETS			
Current assets		25 511	21 079
Cash and cash equivalents	8	16 120	14 816
Prepayments and advances	9	20	23
Receivables	10	9 371	6 240
Non-current assets		1 718	1 160
Receivables	10	1 718	1 160
TOTAL ASSETS		27 229	22 239
LIABILITIES			
Current liabilities		26 988	22 105
Voted funds to be surrendered to the Revenue Fund	11	24 648	21 180
Departmental revenue to be surrendered to the Revenue Fund	12	133	647
Payables	13	2 207	278
TOTAL LIABILITIES		26 988	22 105
NET ASSETS		241	134
Represented by:			
Recoverable revenue		241	134
TOTAL		241	134

DEPARTMENT OF THE PREMIER
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STATEMENT OF CHANGES IN NET ASSETS
as at 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
Recoverable revenue			
Opening balance		134	116
Transfers:		107	18
Debts recovered (included in departmental revenue)		(2)	(4)
Debts raised		109	22
Closing balance		241	134
TOTAL		241	134

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CASH FLOW STATEMENT
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		2 033 600	1 807 867
Annual appropriation funds received	1.1	2 030 711	1 805 282
Departmental revenue received	2.1;2.4	2 875	2 580
Interest received	2.2	14	5
Net (decrease) in net working capital		(1 199)	(1 459)
Surrendered to Revenue Fund		(24 583)	(44 568)
Current payments		(1 954 743)	(1 733 265)
Payments for financial assets	5	(1 434)	(7)
Transfers and subsidies paid	6	(37 579)	(24 732)
Net cash flow available from operating activities	14	14 062	3 836
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(12 307)	(26 098)
Proceeds from sale of capital assets	2.3	-	1
(Increase) in non-current receivables		(558)	(258)
Net cash flow available from investing activities		(12 865)	(26 355)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in net assets		107	18
Net cash flows from financing activities		107	18
Net increase/(decrease) in cash and cash equivalents		1 304	(22 501)
Cash and cash equivalents at beginning of period		14 816	37 317
Cash and cash equivalents at end of period	8;15	16 120	14 816

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

PART A: ACCOUNTING POLICIES

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.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

7.	Revenue
7.1	Appropriated funds Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). 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. Appropriated funds are measured at the amounts receivable. 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. Departmental revenue is measured at the cash amount received. In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value. 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.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

	Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.
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.
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 commencement of the lease term are recorded and measured at the lower of: • the fair value of the leased asset; or if lower, • the present value of the minimum lease payments.
9.	Aid assistance
9.1	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.
10.	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.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

11.	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. Prepayments and advances are recognised in the statement of financial performance if the amount paid is material and budgeted for, as an expense in the year in which the actual prepayment or advance was made.
12.	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.
13.	Financial assets
13.1	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.
13.2	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.
14.	Payables Payables recognised in the statement of financial position are recognised at cost.
15.	Capital assets
15.1	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.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

15.2	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.
15.3	Intangible capital 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.
16.	Provisions and contingents
16.1	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.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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16.2	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.
16.3	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.
16.4	Capital commitments Capital commitments are recorded at cost in the notes to the financial statements.
17.	Unauthorised expenditure Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure. Unauthorised expenditure is recognised in the statement of changes in net assets 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 recorded in the notes to the financial statements comprise of • unauthorised expenditure that was under assessment in the previous financial year; • unauthorised expenditure relating to previous financial year and identified in the current year; and • unauthorised expenditure incurred in the current year.
18.	Fruitless and wasteful expenditure Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable. Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of: • fruitless and wasteful expenditure that was under assessment in the previous financial year; • fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and • fruitless and wasteful expenditure incurred in the current year.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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19.	Irregular expenditure Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable. Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of: • irregular expenditure that was under assessment in the previous financial year; • irregular expenditure relating to previous financial year and identified in the current year; and • irregular expenditure incurred in the current year.
20.	Changes in accounting policies, estimates and errors Changes in accounting policies are applied in accordance with MCS requirements. 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.
21.	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.
22.	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 National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.
23.	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 full compensation of key management personnel is recorded in the notes to the financial statements.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

24.	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.
25.	Employee benefits The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note. Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date. The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

DEPARTMENT OF THE PREMIER
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

PART B: EXPLANATORY NOTES

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	2023/24				2022/23		
	FINAL BUDGET	ACTUAL FUNDS RECEIVED	FUNDS NOT REQUESTED / NOT RECEIVED		FINAL BUDGET	APPROPRIATION RECEIVED	FUNDS NOT REQUESTED / NOT RECEIVED
	R'000	R'000	R'000		R'000	R'000	R'000
Executive Governance and Integration (Admin)	104 833	104 833	-		104 605	104 605	-
Provincial Strategic Management	90 140	90 140	-		74 804	74 804	-
People Management	203 064	203 064	-		208 092	208 092	-
Centre for e-Innovation	1 464 776	1 464 776	-		1 246 710	1 246 710	-
Corporate Assurance	111 734	111 734	-		119 030	119 030	-
Legal Services	56 164	56 164	-		52 041	52 041	-
Total	2 030 711	2 030 711	-		1 805 282	1 805 282	-

2. Departmental revenue

		2023/24	2022/23
	Note	R'000	R'000
Sales of goods and services other than capital assets	2.1	1 129	1 033
Interest, dividends and rent on land	2.2	14	5
Sales of capital assets	2.3	-	1
Transactions in financial assets and liabilities	2.4	1 746	1 547
Total revenue collected		<u>2 889</u>	<u>2 586</u>
Less: Own revenue included in appropriation	12	<u>1 789</u>	<u>1 712</u>
Total		<u><u>1 100</u></u>	<u><u>874</u></u>

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

2.1. Sales of goods and services other than capital assets

		2023/24	2022/23
	Note	R'000	R'000
Sales of goods and services produced by the department		1 122	1 033
Sales by market establishment	2	138	67
Other sales ¹	2	984	966
Sales of scrap, waste and other used current goods		7	-
Total		1 129	1 033

¹ Includes income relating to commission on insurance received (R0,10m) and the publications of the Provincial Government Gazette (R0,88m).

2.2. Interest, dividends and rent on land

Interest	2	14	5
Total		14	5

2.3. Sales of capital assets

Tangible capital assets		-	1
Machinery and equipment	2	-	1
Total		-	1

2.4. Transactions in financial assets and liabilities

Receivables	2	(1)	13
Other receipts including Recoverable Revenue ¹	2	1 747	1 534
Total		1 746	1 547

¹ Includes an amount regarded as Fruitless and wasteful expenditure not recoverable.

2.4.1. Gifts, donations and sponsorships received in-kind (*not included in the main note or sub note*)

Donations	Annex 4	12 800	9 382
Sponsorships	Annex 4	360	-
Total		13 160	9 382

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
3. Compensation of employees			
3.1. Salaries and wages			
Basic salary	3	463 483	434 375
Performance award	3	-	17
Service based	3	411	410
Compensative/circumstantial	3	3 145	2 876
Periodic payments	3	165	194
Other non-pensionable allowances	3	89 243	100 965
Total		<u>556 447</u>	<u>538 837</u>
3.2. Social contributions			
Employer contributions			
Pension	3	57 237	53 613
Medical	3	25 722	23 724
Bargaining council	3	107	112
Total		<u>83 066</u>	<u>77 449</u>
Total compensation of employees		<u>639 513</u>	<u>616 286</u>
Average number of employees		<u>1 022</u>	<u>1 014</u>

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
4. Goods and services			
Administrative fees		266	214
Advertising		13 639	26 963
Minor assets	4.1	3 016	1 640
Bursaries (employees)		1 005	861
Catering		2 386	2 077
Communication		8 564	8 749
Computer services	4.2	1 209 606	992 891
Consultants: Business and advisory services		24 501	27 894
Legal services		633	975
Contractors		9 046	9 115
Entertainment		22	41
Audit cost - external	4.3	6 446	5 426
Fleet services		3 131	2 968
Inventories	4.4	8 077	12 775
Consumables	4.5	3 306	4 985
Operating leases		1 491	1 695
Property payments	4.6	3 058	2 022
Rental and hiring		158	5
Transport provided as part of the departmental activities		61	-
Travel and subsistence	4.7	8 546	6 192
Venues and facilities		1 798	4 236
Training and development		1 978	1 776
Other operating expenditure	4.8	4 496	3 479
Total		1 315 230	1 116 979
4.1. Minor assets			
Tangible capital assets		3 016	1 640
Machinery and equipment ¹	4	3 016	1 640
Total		3 016	1 640

¹ The increase mainly relates to the purchasing of office furniture.

4.2. Computer services			
SITA computer services ¹	4	590 948	500 718
External computer service providers ²	4	618 658	492 173
Total		1 209 606	992 891

¹ The increase is due to the Broadband roll-out. ² The increase is mostly due to expenses relating to improving security controls and safeguards to strengthen Cyber defenses against the growing threat of cyber-attacks.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
4.3. Audit cost - external			
Regularity audits	4	6 446	5 426
Total		<u>6 446</u>	<u>5 426</u>
4.4. Inventories			
Other supplies ¹	4.4.1 & Annex 9	8 077	12 775
Total		<u>8 077</u>	<u>12 775</u>

¹ Relates to telephones (R5,46m) linked to the Broadband telecommunication roll-out – for distribution to own and other departments as well as the distribution of loadshedding energy relief packs (R2,62m) to vulnerable residents in identified funded Department of Social Development facilities.

4.4.1. Other supplies

Assets for distribution		8 077	12 775
Machinery and equipment	4.4 & Annex 9	8 077	12 775
Total		<u>8 077</u>	<u>12 775</u>

4.5. Consumables

Consumable supplies		1 669	2 959
Uniform and clothing	4	166	29
Household supplies	4	745	722
Communication accessories	4	-	2
IT consumables	4	177	110
Other consumables ¹	4	581	2 096
Stationery, printing and office supplies	4	1 637	2 026
Total		<u>3 306</u>	<u>4 985</u>

¹ Includes expenditure relating to notice boards (R0,44m), gifts and awards (R0,05m), flags and accessories (R0,02m) and various hardware items (R0,07m).

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
4.6. Property payments			
Municipal services	4	124	76
Property maintenance and repairs	4	240	91
Other ¹	4	2 694	1 855
Total		<u>3 058</u>	<u>2 022</u>

¹ Includes expenditure relating to gardening services (R0,11m), cleaning services at various offices (R0,11m), security services (R1,95m), fumigation services (R0,02m) and management fees - cafeteria at the Provincial Training Institute (R0,50m). The increase mainly relates to the management fees.

4.7. Travel and subsistence

Local	4	4 912	3 741
Foreign ¹	4	3 634	2 451
Total		<u>8 546</u>	<u>6 192</u>

¹ Foreign travel comprises mostly of trips by the Premier and his delegation to parts of the United States of America, China, South Korea and trips by the Commissioner for Children and delegation to Switzerland and Botswana. Officials also visited the United States of America, Uganda, Spain, United Arab Emirates and Belgium.

4.8. Other operating expenditure

Professional bodies, membership and subscription fees	4	2 280	1 748
Resettlement costs	4	235	530
Printing and publication costs	4	1 545	1 067
Other ¹	4	436	134
Total		<u>4 496</u>	<u>3 479</u>

¹ Includes expenditure relating to achievements and awards (R0,06m), courier services (R0,37m) and laundry services (R0,01m)

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

		2023/24	2022/23
	Note	R'000	R'000
5. Payments for financial assets			
Other material losses written off	5.1	1 434	7
Total		<u>1 434</u>	<u>7</u>
5.1. Other material losses written off			
Nature of losses			
Fruitless and wasteful expenditure, not condoned and not recoverable ¹	5	1 372	-
Debt written off (eleven cases)	5	62	-
Damages to Government Garage vehicles (three cases)	5	-	7
Total		<u>1 434</u>	<u>7</u>

¹ Fruitless and wasteful expenditure not recoverable due to a combination of debt prescription and affordability considerations.

6. Transfers and subsidies			
Departmental agencies and accounts	Annex 1	66	63
Non-profit institutions	Annex 2	33 824	22 500
Households	Annex 3	3 689	2 169
Total		<u>37 579</u>	<u>24 732</u>
6.1. Gifts, donations and sponsorships made in kind (<i>not included in the main note</i>)			
Donations	Annex 5	2 612	409
Total		<u>2 612</u>	<u>409</u>

7. Expenditure for capital assets			
Tangible capital assets		12 307	26 098
Buildings and other fixed structures	7.1	-	711
Machinery and equipment	7.1;7.3;24	12 307	25 387
Intangible capital assets		-	-
Software	25	-	-
Total		<u>12 307</u>	<u>26 098</u>

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

7.1. Analysis of funds utilised to acquire capital assets - Current year

		2023/24		
		Voted funds	Aid assistance	Total
	Note	R'000	R'000	R'000
Tangible capital assets		12 307	-	12 307
Machinery and equipment	7	12 307	-	12 307
Intangible capital assets		-	-	-
Software	25	-	-	-
Total		12 307	-	12 307

7.2. Analysis of funds utilised to acquire capital assets - Prior year

		2022/23		
		Voted funds	Aid assistance	Total
		R'000	R'000	R'000
Tangible capital assets	7	26 098	-	26 098
Buildings and other fixed structures		711	-	711
Machinery and equipment		25 387	-	25 387
Total		26 098	-	26 098

7.3. Finance lease expenditure included in Expenditure for capital assets

		2023/24	2022/23
	Note	R'000	R'000
Tangible capital assets			
Machinery and equipment	7	9 137	8 709
Total		9 137	8 709

8. Cash and cash equivalents

Consolidated Paymaster General Account ¹	15	16 084	14 785
Cash on hand	15	36	31
Total		16 120	14 816

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¹ The cash surplus is mainly due to underspending relating to several delays experienced by suppliers negatively affecting the delivery of capital goods.

9. Prepayments and advances

		2023/24	2022/23
	Note	R'000	R'000
Travel and subsistence		20	23
Total		<u>20</u>	<u>23</u>
Analysis of Total Prepayments and advances			
Current Prepayments and advances		20	23
Total		<u>20</u>	<u>23</u>

9.1. Prepayments (Expensed)

Prior period errors

			2022/23	
		Amount before error correction	Prior period error	Restated amount
	Note	R'000	R'000	R'000
Nature of prior period error				
Unspent funds of transfer payments	27.1	2 977	(2 977)	-
Net effect		<u>2 977</u>	<u>(2 977)</u>	<u>-</u>

In the 2022/23 Annual Financial Statements an amount relating to unspent funds of transfer payments was incorrectly classified as a prepayment hence the restatement.

10. Receivables

		2023/24			2022/23		
		Current	Non-current	Total	Current	Non-current	Total
	Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	10.1	9 097	108	9 205	5 819	109	5 928
Recoverable expenditure	10.2	264	452	716	330	152	482
Staff debt	10.3	10	1 158	1 168	91	899	990
Total		<u>9 371</u>	<u>1 718</u>	<u>11 089</u>	<u>6 240</u>	<u>1 160</u>	<u>7 400</u>

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		2023/24	2022/23
	Note	R'000	R'000
10.1. Claims recoverable			
National departments	10 & Annex 7	97	116
Provincial departments	10 & Annex 7	8 995	5 385
Public entities	10 & Annex 7	-	60
Private enterprises	10 & Annex 7	15	6
Local governments	10 & Annex 7	98	361
Total		<u>9 205</u>	<u>5 928</u>
10.2. Recoverable expenditure			
Damages to Government motor vehicles (forty - four cases)	10	189	173
Disallowance Miscellaneous	10	527	309
Total		<u>716</u>	<u>482</u>
10.3. Staff debt			
Departmental debt	10	1 168	990
Total		<u>1 168</u>	<u>990</u>
10.4. Impairment of receivables			
Estimate of impairment of receivables	10	236	288
Total		<u>236</u>	<u>288</u>
11. Voted funds to be surrendered to the Revenue Fund			
Opening balance		21 180	42 509
Prior period error			-
As restated		21 180	42 509
Transferred from statement of financial performance (as restated)		24 648	21 180
Paid during the year		(21 180)	(42 509)
Closing balance		<u>24 648</u>	<u>21 180</u>

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		2023/24	2022/23
	Note	R'000	R'000
12. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance		647	120
Prior period error		-	-
As restated		647	120
Transferred from statement of financial performance (as restated)		1 100	874
Own revenue included in appropriation	2	1 789	1 712
Paid during the year		(3 403)	(2 059)
Closing balance		133	647
13. Payables - current			
Amounts owing to other entities ¹		2 054	-
Clearing accounts	13.1	153	278
Total		2 207	278

¹ Claim against the Department of Health and Wellness was cancelled after payment was received.

13.1. Clearing accounts			
Salary control	13	153	278
Total		153	278
14. Net cash flow available from operating activities			
Net surplus as per Statement of Financial Performance		25 748	22 054
Add back cash movements not deemed operating activities		(11 686)	(18 218)
(Increase) in receivables		(3 131)	(1 699)
Decrease /(Increase) in prepayments and advances		3	(23)
Increase in payables - current		1 929	263
Proceeds from sale of capital assets		-	(1)
Expenditure on capital assets		12 307	26 098
Surrenders to Revenue Fund		(24 583)	(44 568)
Own revenue included in appropriation		1 789	1 712
Net cash flow generated by operating activities		14 062	3 836

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		2023/24	2022/23
	Note	R'000	R'000
15. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General account	8	16 084	14 785
Cash on hand	8	36	31
Total		<u>16 120</u>	<u>14 816</u>

16. Contingent liabilities and contingent assets

16.1. Contingent liabilities

Liable to	Nature			
QLC (Pty) LTD	Claims against the department	Annex 6	-	300
Various departments	Intergovernmental payables (Unconfirmed balances)	Annex 8	3	1 276
Total			<u>3</u>	<u>1 576</u>

16.2. Contingent assets

For the year under review 72 Procedures for Incapacity Leave and Ill-Health Retirement (PILIR) cases were reviewed. A total of 58 cases were approved, 7 cases were declined with 7 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.

17. Capital commitments

		2023/24	2022/23
	Note	R'000	R'000
Machinery and equipment ¹		42 944	11 457
Total		<u>42 944</u>	<u>11 457</u>

¹ The increase in capital commitments is directly linked to R29m worth of ICT infrastructure assets scheduled for delivery in the 2024/25 financial year.

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for the year ended 31 March 2024

18. Accruals and payables not recognised

18.1. Accruals

		2023/24			2022/23
		30 Days	30+ Days	Total	Total
Listed by economic classification	Note	R'000	R'000	R'000	R'000
Goods and services		60 873	6 210	67 083	29 060
Transfers and subsidies		28	-	28	3
Capital assets		1 885	-	1 885	885
Other		-	-	-	6
Total		62 786	6 210	68 996	29 954
Listed by programme level					
Executive Governance and Integration (Administration)				2 554	1 732
Provincial Strategic Management				3 162	1 331
People Management				1 869	1 041
Centre for e-Innovation				58 745	25 077
Corporate Assurance				2 553	570
Legal Services				113	203
Total				68 996	29 954

Include amongst other:

- External computer services – R47,47m
- SITA computer services – R13,34m
- Audit fees in respect of March 2024 – R0,70m
- Communication expenditure – R1,58m
- Consultant & Advisory services – R 1,40m
- Fleetman services – R1,40m
- Advertising expenditure – R 0,52m
- Purchasing of Capital assets – R 1,89m

18.2. Payables not recognised

		2023/24			2022/23
		30 Days	30+ Days	Total	Total
Listed by economic classification	Note	R'000	R'000	R'000	R'000
Goods and services		296	2	298	1 987
Transfers and subsidies		-	-	-	4
Capital assets		-	-	-	50
Total		296	2	298	2 041

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		2023/24	2022/23
	Note	R'000	R'000
Listed by programme level			
Executive Governance and Integration (Administration)		44	7
Provincial Strategic Management		5	1 012
People Management		134	870
Centre for e-Innovation		28	102
Corporate Assurance		17	2
Legal Services		70	48
Total		<u>298</u>	<u>2 041</u>

Included in the above totals are the following:

Confirmed balances with other departments	Annex 8	1 282	865
Confirmed balances with other government entities	Annex 8	1 203	1 049
Total		<u>2 485</u>	<u>1 914</u>

Include amongst other:

- Consultants & Business advisory services – R0,06m
- Legal advisory services – R0,07m
- Training and development fees – R0,03m
- Expenditure on catering - R0,03m
- Expenditure on communication services - R0,03m

19. Employee benefits

Leave entitlement ¹	34 396	34 450
Service bonus	14 729	13 831
Capped leave	6 184	6 798
Long service awards ²	748	414
Other ³	2 517	2 448
Total	<u>58 574</u>	<u>57 941</u>

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¹ A credit amount of R0,52m 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.

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' are the following amounts in respect of exit gratuities owing to Premier Alan Winde:

- an amount of R2,37m (2022/23 – R2,21m) in terms of Proclamation 50 of 2008 issued in Government Gazette 31597 dated 12 November 2008) and
- an amount of R0,09m (2022/23 – R0,08m) in terms of Proclamation 48 of 2016 issued in Government Gazette 40182 dated 2 August 2016).

Also included in 'Other' is an amount of R0,06m paid out for overtime.

20. Lease commitments

20.1. Operating leases

	2023/24	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	1 471	1 471
Later than 1 year and not later than 5 years	1 472	1 472
Total lease commitments	2 943	2 943

	2022/23	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	1 522	1 522
Later than 1 year and not later than 5 years	1 092	1 092
Total lease commitments	2 614	2 614

Includes operating leases for the rental of photocopiers for a period of thirty-six months.

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20.2. Finance leases (Machinery and equipment)

	2023/24	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	53	53
Later than 1 year and not later than 5 years	35	35
Total lease commitments	88	88

	2022/23	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	15	15
Later than 1 year and not later than 5 years	7	7
Total lease commitments	22	22

20.3. Finance leases (Government Motor Transport)

	2023/24	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	9 109	9 109
Later than 1 year and not later than 5 years	20 228	20 228
Total lease commitments	29 337	29 337

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	2022/23	
	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	8 416	8 416
Later than 1 year and not later than 5 years	17 290	17 290
Total lease commitments	25 706	25 706

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 113 vehicles from GMT as at 31 March 2024 (March 2023: 111). 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.

21. Unauthorised, Irregular and Fruitless and wasteful expenditure

	2023/24	2022/23
Note	R'000	R'000
Irregular expenditure - current year	319	788
Fruitless and wasteful expenditure - current year	24	122
Total	343	910

Information on any criminal or disciplinary steps taken as a result of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure is included in the annual report under the PFMA Compliance Report.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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22. Related party transactions

- The Department of the Premier occupies buildings managed by the Department of Infrastructure free of charge. Parking space is also provided for government officials at an approved fee that is not market related.
- The Department of the Premier makes use of government motor vehicles managed by Government Motor Transport (GMT) based on tariffs approved by Provincial Treasury.
- 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 Wellness and Education all the above services were rendered excluding those relating to Human Resource Management.

The Department of the Premier received Security Advisory Services and Security Operations from the Department of Police Oversight and Community Safety in the Western Cape Province excluding the Provincial Training Institute at Kromme Rhee where the services were outsourced and the Legislature Building where the South African Police Services renders the service.

23. Key management personnel

	2023/24	2022/23
	R'000	R'000
Political office bearers ¹	2 502	3 563
Officials:		
Management ²	33 280	32 932
Total	<u>35 782</u>	<u>36 495</u>

¹ Responsible Political office bearer – Premier Alan Winde.

² Includes level 14 and above, who have significant influence over the financial and operational policy decisions of the department. Ms. Helen Davies was seconded from DEDAT to DotP, however, DEDAT is carrying the costs of her salary and benefits. She is included in DotP's Key management personnel listing.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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24. Movable Tangible Capital Assets

Movement in Movable Tangible Capital Assets per asset register for the year ended 31 March 2024

	2023/24				
	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	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	556 281	-	3 712	2 951	557 042
Computer equipment ¹	535 599	-	2 412	2 713	535 298
Furniture and office equipment	7 169	-	576	129	7 616
Other machinery and equipment ²	13 513	-	724	109	14 128
Total Movable Tangible Capital Assets	560 753	-	3 712	2 951	561 514

¹ Includes additions received not yet paid of R0,07m, less reconciling additions of R0,01m.

² Includes additions received not yet paid of R0,48m.

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:		
Heritage assets	3	25
Machinery and equipment	243	5 500

Assets under investigation :

- 32 assets (original purchase value of R1,08m) that are up to 5 years old and were not verified with the 2023/24 stock take.
- 73 assets (original purchase value of R1,97m) that are older than 5 years, but less than 10 years old and were not verified with the 2023/24 stock take.
- 141 assets (original purchase value of R2,48m) that are 10 years and older and were not verified with the 2023/24 stock take.

Note: Included in the above are 39 assets with an original purchase value of R1m that were reported to the Loss Control Unit and 21 assets (original purchase value of R0,47m) that could not be verified due to site under construction.

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24.1. Movement in Movable Tangible Capital Assets per asset register for the year ended 31 March 2023

	2022/23				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	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	540 557	-	16 629	905	556 281
Computer equipment	520 605	-	15 400	406	535 599
Furniture and office equipment	7 073	-	430	334	7 169
Other machinery and equipment	12 879	-	799	165	13 513
Total Movable Tangible Capital Assets	545 029	-	16 629	905	560 753

24.2. Minor assets

Movement in Minor Capital Assets per the asset register for the year ended 31 March 2024

	2023/24		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	364	28 098	28 462
Additions ¹	-	2 907	2 907
Disposals ²	-	4 135	4 135
Total Minor Capital assets	364	26 870	27 234

¹ Includes non-cash additions of R0,01m, less reconciling additions of R0,11m.

² Consists of general disposals and write-offs.

	2023/24		
	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	-	1	1
Number of minor assets at cost	178	12 503	12 681
Total number of minor assets	178	12 504	12 682

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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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:		
Heritage assets	16	31
Machinery and equipment	363	736

Assets under investigation :

- 51 assets (original purchase value of R0,14m) that are up to 5 years old and were not verified with the 2023/24 stock take.
- 64 assets (original purchase value of R0,14m) that are older than 5 years but less than 10 years old and were not verified with the 2023/24 stock take.
- 264 assets (original purchase value of R0,49m) that are 10 years and older and were not verified with the 2023/24 stock take.

Note: Included in the above are 9 assets with an original purchase value of R0,02m that were reported to the Loss Control Unit and 101 assets (original purchase value of R0,19m) that could not be verified due to site under construction.

Movement in Minor Capital Assets per the Asset Register for the year ended 31 March 2023

	2022/23		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	364	28 618	28 982
Prior period error	-	(68)	(68)
Additions	-	2 103	2 103
Disposals	-	2 555	2 555
Total Minor Capital assets	(Note 24.2.1;27.1) 364	28 098	28 462

	2022/23		
	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	-	1	1
Number of minor assets at cost	178	13 926	14 104
Total number of minor assets	178	13 927	14 105

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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24.2.1. Prior period error

		2022/23
Nature of prior period error	Note	R'000
Relating to 2022/23	24.2;27.1	(68)
Audio Visual Equipment not included in de-recognition process		(68)
Total		(68)

24.3. Movable tangible capital assets written off

Movable Capital Assets written off for the year ended 31 March 2024

	2023/24		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off	-	34	34
Total Movable Assets written off	-	34	34

Movable Capital Assets written off for the year ended 31 March 2023

	2022/23		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off	-	91	91
Total movable assets written off	-	91	91

25. Intangible Capital Assets

Movement in Intangible Capital Assets per Asset Register for the year ended 31 March 2024

	2023/24			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
Software	34 597	-	254	34 343
Total Intangible Capital Assets	34 597	-	254	34 343

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for the year ended 31 March 2024

25.1. Movement in Intangible Capital Assets per Asset Register for the year ended 31 March 2023

	2022/23				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
Software	38 299	-	-	3 702	34 597
Total Intangible Capital Assets	38 299	-	-	3 702	34 597

26. Immovable Tangible Capital Assets

Movement in Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2024

	2023/24			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	3 122	-	237	2 885
Other fixed structures	3 122	-	237	2 885
Total Immovable Tangible Capital Assets	3 122	-	237	2 885

26.1. Movement in Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2023

	2022/23				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	2 699	-	711	288	3 122
Other fixed structures	2 699	-	711	288	3 122
Total Immovable Tangible Capital Assets	2 699	-	711	288	3 122

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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27. Prior period errors

27.1. Correction of prior period errors

		2022/23		
		Amount before error correction	Prior period error	Restated amount
	Note	R'000	R'000	R'000
<i>Assets: Prepayments (Expensed)</i>				
Unspent funds of transfer payments	9.1	2 977	(2 977)	-
Net effect		2 977	(2 977)	-

In the 2022/23 Annual Financial Statements an amount relating to unspent funds of transfer payments was incorrectly classified as a prepayment hence the restatement.

		2022/23		
		Amount before error correction	Prior period error	Restated amount
		R'000	R'000	R'000
<i>Assets: Movable tangible capital assets</i>				
Minor Capital assets	24.2 ;24.2.1	28 530	(68)	28 462
Net effect		28 530	(68)	28 462

Audio Visual Equipment not included in de-recognition process hence the restatement.

28. 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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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY	2023/24						2022/23	
	TRANSFER ALLOCATION				TRANSFER			
	ADJUSTED BUDGET	ROLL OVERS	ADJUST- MENTS	TOTAL AVAILABLE	ACTUAL TRANSFER	% OF AVAILABLE FUNDS TRANSFER- RED	FINAL BUDGET	ACTUAL TRANSFER
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
South African Broadcasting Corporation Ltd (license fees)	66	-	3	69	66	95.7	74	63
TOTAL (Note 6)	66	-	3	69	66		74	63

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 2

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	2023/24						2022/23	
	TRANSFER ALLOCATION				EXPENDITURE			
	ADJUSTED BUDGET	ROLL OVERS	ADJUST-MENTS	TOTAL AVAILABLE	ACTUAL TRANSFER	% OF AVAILABLE FUNDS TRANSFER-RED	FINAL BUDGET	ACTUAL TRANSFER
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Library Business Corners ¹	33 824	-	-	33 824	33 824	100	22 000	22 000
Cape Higher Education Consortium (CHEC)	500	-	-	500	-	-	-	-
DG Murray Trust	-	-	-	-	-	-	500	500
TOTAL (Note 6)	34 324	-	-	34 324	33 824		22 500	22 500

¹ As at 31 March 2024, there was an unspent amount of R4,94m.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	2023/24						2022/23	
	TRANSFER ALLOCATION				EXPENDITURE			
	ADJUSTED BUDGET	ROLL OVERS	ADJUST-MENTS	TOTAL AVAILABLE	ACTUAL TRANSFER	% OF AVAILABLE FUNDS TRANSFER-RED	FINAL BUDGET	ACTUAL TRANSFER
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Employee leave gratuities	-	-	3 148	3 148	3 129	99.4	1 705	1 687
Injury on duty	-	-	7	7	7	100	19	16
Claims against the State	-	-	303	303	302	99.7	8	7
Non-profit institutions – Donations	300	-	-	300	251	83.7	460	459
TOTAL (Note 6)	300	-	3 458	3 758	3 689		2 192	2 169

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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 DONATION	2023/24	2022/23
		R'000	R'000
Received in kind			
Donations			
FCB Africa	Watercooler, bookshelf and glass boards in Culture Room	90	-
Federal Republic of Germany	Official travel to Germany for a fact - finding tour on energy transition	180	-
South Africa Centre for Evidence (SACE)	Two officials attended the Evidence 2023 Biennial event in Uganda	42	-
Apolitical	Officials to participate in climate courses	1 181	-
HISENSE South Africa	Donation of a refrigeration unit	15	-
DP World Logistics	Donation to cover the cost for Premier's attendance at the Passport Global Summit 2023 held in the UAE.	106	-
Environmental Systems Research Institute, Inc (ESRI)	Two officials attended the ESRI User Conference in KwaZulu - Natal	27	-
Symphonia	An Official to attend the Flawless consulting workshop	9	-
Coca Cola Peninsula Beverages	Donation of two Top Employer banners	2	-
SAEP/United States Agency for International Development (USAID)	Project support to the Western Cape Energy Resilience Programme	1 875	
United States Trade and Development Agency (USTDA) 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	9 273	8 325
Barrett Values Centre	Survey links for visually impaired employees	-	10
Nahana Group	Flighting of television commercial to combat gender-based violence	-	1 000
Old Mutual	Venues at Old Mutual for Women`s Day Event	-	47
Total Donations		12 800	9 382

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 4 (CONTINUED)

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF SPONSORSHIP	2023/24	2022/23
		R'000	R'000
Received in kind			
Sponsorships			
The Centre for Child Law	The Commissioner for Children and a Child advisor attended a meeting in Pretoria	34	-
Government of Flanders	The Chief Information Officer attended the Flanders Inspires Visitors Programme in Belgium	61	-
HUAWEI	Sponsorship to cover the travel and accommodation costs of two officials who attended the Mobile World Congress held in Barcelona for the period 26 to 29 February 2024	265	-
Total Sponsorships		360	-
TOTAL DONATIONS AND SPONSORSHIPS RECEIVED (Note 2.4.1)		13 160	9 382

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 GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF DONATION	2023/24	2022/23
	R'000	R'000
Made in kind		
Donations		
Donation of loadshedding energy relief packs to vulnerable residents in identified funded Department of Social Development facilities.	2 612	-
Donation of bicycles to identified neighbourhood watches during the Premier's Wellbeing and Dignity/Safety cycle tour.	-	409
TOTAL DONATIONS MADE IN KIND (Note 6.1)	2 612	409

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 6

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2024

NATURE OF LIABILITY	OPENING BALANCE	LIABILITIES INCURRED DURING THE YEAR	LIABILITIES PAID / CANCELLED / REDUCED DURING THE YEAR	LIABILITIES RECOVERABLE	CLOSING BALANCE
	1 APRIL 2023				31 MARCH 2024
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Cancellation of IT services contracts – claim for legal costs	300	-	300	-	-
TOTAL (Note 16.1)	300	-	300	-	-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 7

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	CONFIRMED BALANCE OUTSTANDING		UNCONFIRMED BALANCE OUTSTANDING		TOTAL		CASH-IN-TRANSIT AT YEAR END 2023/24	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023	RECEIPT DATE UP TO SIX (6) WORKING DAYS AFTER 31/03/2024	AMOUNT
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Departments								
Nat: Forestry, Fisheries & the Environment	-	29	-	-	-	29		-
Nat: Basic Education	-	-	39	39	39	39		-
Nat: Public Service and Administration	-	-	-	39	-	39		-
South African Police Services	-	-	2	2	2	2		-
National Treasury	25	-	-	7	25	7		-
NW Health	-	-	31	-	31	-		-
WC Local Government	31	9	-	-	31	9		-
WC Education	295	193	-	-	295	193		-
WC Provincial Treasury	130	458	-	2 620	130	3 078		-
WC Mobility	-	-	591	-	591	-		-
WC Infrastructure	-	-	552	-	552	-		-
WC Social Development	-	28	-	-	-	28		-
WC Transport and Public Works	-	72	-	-	-	72		-
WC Economic Development and Tourism	14	-	-	13	14	13		-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 7 (CONTINUED)

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	CONFIRMED BALANCE OUTSTANDING		UNCONFIRMED BALANCE OUTSTANDING		TOTAL		CASH-IN-TRANSIT AT YEAR END 2023/24	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023	RECEIPT DATE UP TO SIX (6) WORKING DAYS AFTER 31/03/2024	AMOUNT
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
WC Human Settlements	-	205	-	-	-	205		-
WC Agriculture	-	-	-	8	-	8		-
WC Health and Wellness	5 613	1 522	-	-	5 613	1 522		-
WC Cultural Affairs and Sport	14	-	18	117	32	117		-
WC Provincial Parliament	10	29	-	-	10	29		-
WC Police Oversight and Community Safety	-	-	15	10	15	10	2024.04.04	15
WC Environmental Affairs and Development Planning	-	-	-	101	-	101		-
Subtotal	6 132	2 545	1 248	2 956	7 380	5 501		15
Other Government Entities								
Western Cape Liquor Authority	-	60	-	-	-	60		-
Government Motor Transport	1 712	-	-	-	1 712	-		-
Other Entities	-	6	15	-	15	6		-
Beaufort West Municipality	-	-	1	-	1	-		-
Berg River Municipality	-	-	-	1	-	1		-
Breede Valley Municipality	-	-	5	13	5	13		-

DEPARTMENT OF THE PREMIER
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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 7 (CONTINUED)
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	CONFIRMED BALANCE OUTSTANDING		UNCONFIRMED BALANCE OUTSTANDING		TOTAL		CASH-IN-TRANSIT AT YEAR END 2023/24	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023	RECEIPT DATE UP TO SIX (6) WORKING DAYS AFTER 31/03/2024	AMOUNT
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Cape Agulhas Municipality	-	2	1	-	1	2		-
Cederberg Municipality	-	-	-	3	-	3		-
City of Cape Town Municipality	16	-	-	270	16	270		-
Drakenstein Municipality	-	-	8	-	8	-		-
Kannaland Municipality	-	-	63	63	63	63		-
Langeberg Municipality	-	-	1	1	1	1		-
Mossel Bay Municipality	-	-	-	1	-	1		-
Saldanha Bay Municipality	-	-	-	6	-	6		-
Stellenbosch Municipality	-	-	2	-	2	-		-
Swartland Municipality	-	-	1	1	1	1		-
Subtotal	1 728	68	97	359	1 825	427		-
Total (Note 10.1)	7 860	2 613	1 345	3 315	9 205	5 928		15

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 8

INTER - GOVERNMENT PAYABLES

GOVERNMENT ENTITY	CONFIRMED BALANCE OUTSTANDING		UNCONFIRMED BALANCE OUTSTANDING		TOTAL		CASH-IN-TRANSIT AT YEAR END 2023/24	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023	PAYMENT DATE UP TO SIX (6) WORKING DAYS AFTER 31/03/2024	AMOUNT
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
WC Transport and Public Works	-	840	-	-	-	840		-
WC Health and Wellness	5	6	2	-	7	6		-
WC Cultural Affairs and Sport	-	18	-	2	-	20		-
WC Infrastructure	1 277	-	-	-	1 277	-	2024.04.04	1 081
Department of Justice and Constitutional Development	-	1	-	1 274	-	1 275		-
Subtotal (<i>Note 16.1</i>)	1 282	865	2	1 276	1 284	2 141		1 081
Non-current								
Government Printing Works	-	-	1	-	1	-		-
Subtotal	-	-	1	-	1	-		-
Total Departments (<i>Note 18.2</i>)	1 282	865	3	1 276	1 285	2 141		1 081

DEPARTMENT OF THE PREMIER
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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 8 (CONTINUED)

INTER - GOVERNMENT PAYABLES

GOVERNMENT ENTITY	CONFIRMED BALANCE OUTSTANDING		UNCONFIRMED BALANCE OUTSTANDING		TOTAL		CASH-IN-TRANSIT AT YEAR END 2023/24	
	31/03/2024	31/03/2023	31/03/2024	31/03/2023	31/03/2024	31/03/2023	PAYMENT DATE UP TO SIX (6) WORKING DAYS AFTER 31/03/2024	AMOUNT
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
OTHER GOVERNMENT ENTITIES								
Current								
Government Motor Transport	1 203	1 049	-	-	1 203	1 049		-
Special Investigations Unit (SIU)	-	-	-	72	-	72		-
Subtotal	1 203	1 049	-	72	1 203	1 121		-
Non-current								
	-	-	-	-	-	-		-
Subtotal	-	-	-	-	-	-		-
Total Other Government Entities	1 203	1 049	-	72	1 203	1 121		-
TOTAL INTER-GOVERNMENTAL PAYABLES (Note 18.2)	2 485	1 914	3	1 348	2 488	3 262		1 081

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 9

INVENTORIES

INVENTORIES FOR THE YEAR ENDED 31 MARCH 2024	Note	ENERGY RELIEF PACKS	TELEPHONES	TOTAL
		R'000	R'000	R'000
Opening balance		-	8 669	8 669
Add: Additions/Purchases – Cash	4.4 ; 4.4.1	2 616	5 461	8 077
(Less): Issues		(2 612)	(8 454)	(11 066)
Closing balance		4	5 676	5 680

INVENTORIES FOR THE YEAR ENDED 31 MARCH 2023	Note	TELEPHONES	TOTAL
		R'000	R'000
Opening balance		3 286	3 286
Add: Additions/Purchases – Cash	4.4 ; 4.4.1	12 775	12 775
(Less): Issues		(6 983)	(6 983)
Add/(Less): Received current, not paid; (Paid current year, received prior year)		(409)	(409)
Closing balance		8 669	8 669

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2024

ANNEXURE 10

TRANSPORT ASSETS AS PER FINANCE LEASE REGISTER FOR THE YEAR ENDED 31 MARCH 2024

MOVABLE TANGIBLE CAPITAL ASSETS	OPENING BALANCE	CURRENT YEAR ADJUSTMENTS TO PRIOR YEAR BALANCES	ADDITIONS	DISPOSALS	CLOSING BALANCE
	1 APRIL 2023				31 MARCH 2024
	R'000	R'000	R'000	R'000	R'000
Transport assets as per finance lease register for the year ended 31 March 2024					
Government Garage motor vehicles	23 473	-	6 180	3 345	26 308
Transport assets as per finance lease register for the year ended 31 March 2023					
Government Garage motor vehicles	22 259	-	2 798	1 584	23 473

The Department of the Premier utilised 113 (March 2023:111) Government motor vehicles during the year ended 31 March 2024. 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.

