



Office of the Premier

Department:

Office of the Premier

North West Provincial Government

Republic of South Africa

DRAFT

ANNUAL REPORT

2014/15

**OFFICE OF THE PREMIER
BOKONE-BOPHIRIMA PROVINCE
VOTE NO. 01
ANNUAL REPORT
FINANCIAL YEAR
2014/15**

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PART A: GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

Full name of the department: Office of the Premier - North West Province

Physical address of Head Office: Garona Building: North West Province

Postal Address of Head Office: Private Bag X 129
Mmabatho
2735

Contact telephone numbers: (018) 388 3040

Email – address: mmandyu@nwpg.gov.za

Website address: <http://premier.nwpg.gov.za>

2. LIST OF ABBREVIATIONS/ACRONYMS

| | |
|-------|--|
| AGSA | Auditor General of South Africa |
| BBBEE | Broad Based Black Economic Empowerment |
| CFO | Chief Financial Officer |
| MEC | Member of Executive Council |
| HOD | Head of Department |
| PFMA | Public Finance Management Act |
| TR | Treasury Regulations |
| MTEF | Medium Term Expenditure Framework |
| SMME | Small Medium and Micro Enterprises |
| SCM | Supply Chain Management |
| EU | European Union |
| SITA | State Information Technology Agency |
| SDIP | Service Delivery Improvement Plan |
| NDP | National Development Plan |
| FSDM | Frontline Service Delivery Model |

| | |
|-------|---|
| EXCO | Executive Council |
| CGICT | Corporate Governance of ICT |
| MEC | Members of the Executive Council |
| NWPCA | North West Provincial Council on Aids |
| NWYDT | North West Youth Development Trust |
| BBPCC | Bokone-Bophirima Premier's Coordinating Council |
| RRR | Rebranding, Repositioning and Renewal |
| MRRRP | Mahikeng Rebranding, Repositioning and Renewal Plan |
| VTSD | Village, Townships and Small Dorpies |
| ACT | Agriculture, Culture and Tourism |
| PM&E | Performance Monitoring and Evaluation |
| RYDP | Rural Youth Development Programme |
| NSDS | National Skills Development Strategy |
| PMOS | Provincial Macro Organisation of the State |
| NMOS | National Macro Organisation of State |

3. STRATEGIC OVERVIEW

3.1. Vision

To be a most efficient and effective provincial administration achieving integrated governance in South Africa.

3.2. Mission

To provide leadership for integrated, coordinated and efficient service delivery that enhances sustainable growth and development for the people and the province.

3.3. Values

The Office of the Premier is committed to promote quality service delivery as provided for in the “Batho Pele Principles”. These are:

- **Courtesy:** Citizens will be treated with courtesy and consideration
- **Consultation:** Citizens will be consulted about the level and quality of the public services they receive and, wherever possible, will be given a choice about the services that are offered.
- **Service Standards:** Citizens will be told what level and quality of public services they would receive so that they are aware of what to expect
- **Rendering of Information:** Citizens will be given full, accurate information about the public services that they are entitled to receive;
- **Openness and Transparency:** Citizens will be told how national and provincial departments are run, how much they cost, and who is in charge
- **Accessibility:** All citizens will have equal access to the services to which they are entitled
- **Value for Money:** Public services will be provided economically and efficiently in order to give citizens the best possible

outcomes

- **Redress of the past:** If the promised standard of service is not delivered, citizens will be offered an apology, a full explanation and a speedy, effective remedy. When complaints are made, citizens will receive a sympathetic, positive response.

3.4 Strategic outcome orientated goals

The following are the three strategic outcome orientated goals for the Office of the Premier. The three strategic outcome orientated goals are aligned to Outcome 12: An efficient, effective and development oriented public service; an empowered, fair and inclusive citizenship through the delivery of quality services, as well as, access through co-operative governance and knowledge management that facilitates evidence based decisions.

Strategic Outcome Orientated Goal 1

Mobilise Effective Support for the Political and Administrative Leadership of the Bokone – Bophirima Province.

Strategic Outcome Orientated Goal 2

Effective and efficient leadership within the Province on Human Resource Management and Development; Information Communication Technology; Legal Services; Communications and Programme Support.

Strategic Outcome Orientated Goal 3

Quality service delivery and access through co-operative governance and knowledge management that facilitates evidence-based decisions.

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional Mandate

The mandate of the Office of the Premier is to support the Premier in the execution of Constitutional responsibilities, as well as, other political and ceremonial functions.

Section 125(2) of the Constitution determines that the Premier exercises the Executive Authority of the province together with the other members of the Executive Council (EXCO).

The Premier appoints these members and assigns them functions and responsibilities. The Premier may also delegate powers to them. The Constitution defines the powers and functions of the Premier, among others, as follows:

- To assent to, sign and promulgate Bills duly passed by the Provincial Legislature and in the event of a procedural shortcoming in the legislative process, to refer a Bill passed by the Provincial Legislature back for further consideration by such Legislature;
- To convene meetings of the Executive Council;
- To appoint commissions of enquiry; and
- To make such appointments as may be necessary under powers conferred upon him /her by this Constitution or any other law.

The Premier and Members of the Executive Council (MECs) must act in accordance with the Constitution and regularly provide the Legislature with full reports concerning matters under their control. The Premier and MECs must act in accordance with the code of conduct prescribed by national legislation and they are accountable to the President, as well as, the Provincial Legislature for the exercise of powers including the performance of functions allocated to them. All MECs are accountable individually both to the Premier and the Provincial Legislature for their portfolios.

The Executive Council has established Executive Council Cluster Committees which are responsible for cluster - specific programmes and functions. The Director-General as the Administrative Head of the Office of the Premier and Secretary to the Executive Council [EXCO], is mandated to coordinate the management of Provincial Governance and Provincial Public Service.

The Premier as the head of the Provincial Government is also responsible for the implementation of Chapter 3 of the Constitution.

4.2 Legislative Mandate

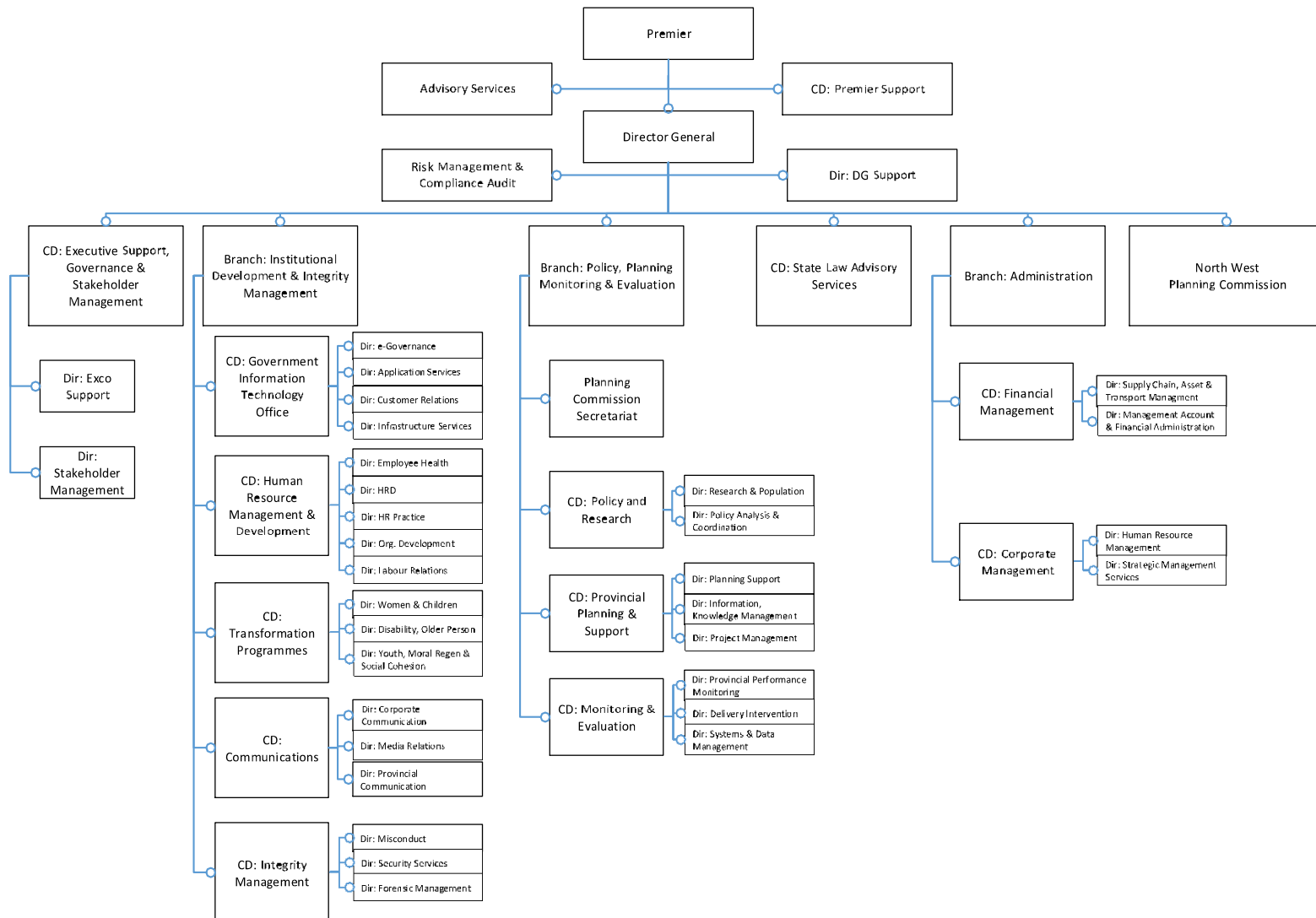
In terms of Section 7 (3) of the Public Service Act, the Director General is a head of department, and in this respect he or she shall be “responsible for the efficient management and administration of his or her department, including the effective utilisation and training of staff, the maintenance of discipline, the promotion of sound labour relations and the proper use and care of state property, and he or she shall perform the functions that may be prescribed.”

In addition to the above, the Director-General shall be:

- i. the Secretary to the Executive Council of the Province concerned;
- ii. responsible for intergovernmental relations the relevant Provincial Administration and other relevant Provincial administrations, as well as, national departments.
- iii. Responsible for the intra-governmental co-operation; between the relevant administration and its provincial departments including the coordination of their actions and legislation; and
- iv. Responsible for the giving of strategic direction on any matter referred to in Section 3 (2) (a) of the Act.

These responsibilities of the Director General in terms of the Public Service Act are also aligned to his / her responsibilities under the Public Finance Management Act, 1999.

5. ORGANISATIONAL STRUCTURE





VUYO MBULAWA
CHIEF OF STAFF



PROF. TEBOGO MOKGORO
ACTING DIRECTOR GENERAL



KEIPELEGE MOSEKI
ACTING DEPUTY DIRECTOR
GENERAL: ADMINISTRATION



JONAS MOLEFE
ACTING CHIEF
FINANCIAL OFFICER



ADV. DIBETSO-BODIBE
CHIEF STATE LAW ADVISOR



FEZILE VUTHELA
PARLIMENTARY LIASON
OFFICER



VACANT
DIRECTOR: STRATEGIC
MANAGEMENT



BOITUMELO MAMPO
DIRECTOR: ADMIN
PREMIER SUPPORT



MMUSO TSELANGOE
DIRECTOR: DG SUPPORT



BASIL JONKERS
DIRECTOR :EXCO SUPPORT



DIANE MICHAEL
DIRECTOR: HUMAN
RESOURCE MANAGMENT



THABO THEKISO
SPEECH WRITER



SHONISANI NDOU
ACTING DIRECTOR:
SUPPLY CHAIN, ASSET MAN.
& TRANSPORT SERVICES



VACANT
CHIEF DIRECTOR:
CORPORATE MANAGEMENT



KEIPELEGE MOSEKI
CHIEF DIRECTOR:
STRATEGIC HUMAN
RESOURCE MANAGEMENT



FAITH MASHIMBYE
DEPUTY DIRECTOR GENERAL:
CORPORATE SUPPORT



CYRIL GABRIEL
ACTING GITO



BONOLO MOHLAKOANA
ACTING CHIEF DIRECTOR:
COMMUNICATIONS



CHIEF DIRECTOR
INTEGRITY MANAGEMENT



JOHANNES MOPELWA
DIRECTOR: ORGANISATIONAL
DEVELOPMENT



CHARITY MODISE
DIRECTOR: EMPLOYEE
HEALTH & WELLNESS



KEALEBOGA DIGOAMAJE
DIRECTOR: HR PRACTICES &
ADMINISTRATION



TSELANE LETSELI
DIRECTOR :HR UTILISATION
& CAPACITY DEV.



THUSO ASSEGAI
DIRECTOR: SECURITY
SERVICE



BASIE MALWANE
DIRECTOR: LABOUR
RELATIONS



MMASANE KUKAMA
DIRECTOR: INFRASTRUCTURE



THAPEHO SEKAWANA
DIRECTOR: YOUTH
SUPPORT



OHENTSE BOGATSU
DIRECTOR: STRATEGY
COORDINATION



EBENEZER COBBLAH
DIRECTOR: CORPORATE
COMMUNICATION



ADV. KHOBOSO MARABE
DIRECTOR: CONTRACTS &
OPINIONS



ADV. RATSHIKANA
DIRECTOR: LITIGATION SUPPORT



ADV. BOITUMELO TLHALE
DIRECTOR: LEGISLATIVE
DRAFTING



KHUMO TAWANA
ACTING DIRECTOR:
MISCONDUCT UNIT



KGOMOTSO MPHELO
DIRECTOR: ANTI-CORRUPTION
& FORENSIC

| | | | |
|---|--|--|---|
|  <p>MOGOMOTSI KGANTSI CHIEF DIRECTOR: POLICY & RESEARCH</p> |  <p>DARKEY AFRICA ACTING DEPUTY DIRECTOR GENERAL: PLANNING & GOVERNANCE</p> |  <p>VACANT CHIEF DIRECTOR: EXECUTIVE SUPPORT, GOV. STAKEHOLDER</p> |  <p>JIMMY MAWELELA DIRECTOR: MONITORING & EVALUATION</p> |
|  <p>MAMORENA LEHOKO DIRECTOR: STRATEGIC PLANNING & SUPPORT</p> |  <p>ADEL SCHREIBER-KAYA DIRECTOR: PROJECT MANAGEMENT</p> |  <p>SANDI MBU DIRECTOR: STAKEHOLDER MAN, COOPERATIVE GOVERNANCE & PROTOCOL</p> |  <p>VACANT CHIEF DIRECTOR PROVINCIAL PLANNING SUPPORT</p> |
|  <p>UBBO KRAAK DIRECTOR: INFORMATION MANAGEMENT</p> |  <p>KGAUGELO MOSHIA-MOLEBATSI DIRECTOR: RESEARCH & POPULATION</p> |  <p>VACANT CHIEF DIRECTOR MONITORING & EVALUATION</p> | |

6. ENTITIES REPORTING TO THE OFFICE OF THE PREMIER

| | | | |
|---------------------------------------|------------------------------|--|---|
| North West Provincial Council on Aids | Schedule 3C Public Entity | Office of the Premier transfers funds to NWPCA on a quarterly basis. NWPCA submits audited financial statements to Office of the Premier | Advise North West Provincial Government on HIV/AIDS related matters |
| Youth Development Trust | Schedule 3C Public Entity | The payment to NWYDT has not been transferred as the entity is currently being wound up. | None |
| A Re Ageng Forum | Executive Council Resolution | Office of the Premier transfers funds to A RE AGENG FORUM on a quarterly basis. A RE AGENG FORUM submits audited financial statements to Office of the Premier | Provide a platform for a social dialogue with stakeholders in the North West Province and create an enabling environment for sustainable socio-economic development. It facilitates participatory planning on social, economic and related development issues in the Province |

7. FOREWORD BY THE PREMIER



During the last quarters of the 2014/15 Financial Year we introduced few amendments to review the 2014/15 Annual Performance Plan in order to accommodate priorities outlined in the State of the Province delivered on 26th June 2014, whilst at the same maintaining and implementing the programme of action of the 4th administration.

This important balance assisted Provincial Government to continue uninterrupted with the successful implementation of the 4th Administration Programme of Action, but also to shift the gear to new policy priorities pronounced by the Premier anchored on using Setsokotsane to rebrand, reposition and renew Bokone-Bophirima, grow the economy using ACT strategy (Agriculture, Culture & Tourism) and spreading the benefits of this growth through the VTSD (villages, townships and small dorpias) strategy.

During the year under review, we introduced necessary changes to capacitate and strengthen the Office of the Premier to play its role to coordinate entire government programme of action but most importantly to ensure that the Office's Performance, Monitoring and Evaluation role is enhanced. In this regard we wish to list a few milestones achieved by the Office during 2014/15 Financial Year;

- Integration of Community Development Workers in the Office of the Premier to assist with PM&E work,
- Restructuring of the Organisational Structure of the Office of the Premier in line with the new Performance, Monitoring and Evaluation role,
- Commissioning and completion of Province wide state of ICT infrastructure study,
- The Office developed and implemented the Urban Renewal plan Mahikeng rebranding, repositioning and renewal plan (MRRRP),

- We introduced the integrated ward based planning model
- In Collaboration with North West University, Mahikeng Campus, we facilitated the Research Show Case
- We resuscitated the Bokone-Bophirima Premier's Coordinating Committee thereby achieving certainty in policy planning and implementation. In total 7 BBPCC meetings were held.
- We have set up a Provincial Call Centre to deal with service delivery challenges faced by our people on a daily basis.

The financial year under review exposed some serious systemic in-efficiencies in our public service administration which require on-going attention. Current remuneration structure in the public service consumes the largest portion of our equitable share, leaving little funds available for service delivery including future employment creation within government.

It is for this reason amongst others that we have introduced the Villages, Townships and Small Dorpies(VTSD) strategy to redirect the very little resources available for services delivery towards the most deserving poor people in villages, townships and small dorpies. For the financial year 2015/16 60% of government procurement spend will be spent, in 2016/17 70%, 2017/18 80% and 2018/19 90%. This policy will be in place for the remainder part of the 5th administration's term of office.

The VTSD strategy will be implemented alongside other policy initiatives with primary focus in maximising and extending the rand value of our available budget. We have already reached an agreement with all Municipalities in the Province to introduce a Shared Services Model which will see the centralisation of selected functions in the Province under the coordination and management of the Office of the Premier. Initially, there is an agreement on the following services to be centralised:

- Internal Audit –
- ICT –
- Risk Management
- Supply Chain Management (SCM)


- Legal Services
- Technical Services (Infrastructure Services)
- Corporate Support Services
- Revenue Enhancement
- Town Planning

We are grateful to all Executive Mayors and Mayors of all municipalities for the cooperation and support during the past year. We also thank administrators from both provincial and local government who have worked tirelessly during the financial year under review to put together plans to enhance integration and cooperation between the two spheres of government.

We thank in particular the Acting Director General Prof Job Mokgoro for his stewardship of provincial government administration over the last year, and entire management and civil service without whose support we would have failed.

We owe a great debt of gratitude to the Auditor General for the diligent, robust and object oversight on the utilisation of public funds. We commit ourselves to continue our regular interaction and cooperation with the Audit General to improve entire provincial government audit outcomes.

The people of Bokone-Bophirima who have opened their homes and welcomed us into their villages and townships, embraced government programmes like setsokotsane deserve a special mention. Go lona Bagaetsho ra re Kgetsi ya Tsie e kgonwa ke go tshwaraganelwa.



Hon. SOR Mahumapelo
Office of the Premier

8. OVERVIEW BY THE ACCOUNTING OFFICER PROF. TEBOGO JOB MOKGORO



It is with great pleasure to present to you the performance overview of the Office of the Premier for the financial year 2014/15.

The year under review is the last year of the Medium Term Strategic Framework which coincides with the installation of the fifth Administration. The new administration introduced significant policy initiatives that are aimed at improving the lives of the people's Province of Bokone Bophirima.

Key amongst others is the implementation of Mahikeng Rebranding, Repositioning and Renewal Programme (MRRRP) aimed at repositioning Mahikeng to give it a look and feel of a real provincial capital city.

The Office of the Premier has adopted the Rebranding, Repositioning and Renewal (RRR) Strategy which seeks to reshape the province through a total revolution consisting of multiple strategies and interventions.

The Setsokotsane approach has been adopted for Radical Socio-Economic Transformation with Special Focus on Villages, Townships and Small Dorpies". It is an accelerated and integrated service delivery approach that seeks to address the service delivery challenges and backlogs in government with a bias towards previously neglected areas.

In line with the Premier's pronouncement, all programme indicators in the Office of the Premier have been reviewed to focus 80% of their respective activities on performance monitoring and evaluation (PME). The Office of the Premier is committed to archiving service delivery through Agriculture, Culture and Tourism (ACT) as the three anchors of economic growth especially in rural areas where poverty, unemployment and inequality is very high;

In executing the Premier's policy pronouncements, the following initiatives will be implemented:

- Implement transversal PME programme that cuts across the sub- programmes in our department.
- Review departmental organisational structures and conduct capability assessment.
- Re-structure departmental business mapping process that will also include interaction with departments.

- Develop an M&E delivery plan for the departments, municipalities and the Province.
- Establish Multi-Disciplinary Rapid Response Teams.

The Office will focus on 80% performance monitoring of departmental projects to advance the Premier's above-mentioned pronouncement on the development of VTSD's. The Office will keep track on the implementation of these projects aimed at developing the economy of the VTSD's and to determine the impact made to the communities.

In ensuring that the Office of the Premier achieves these policy imperatives, this Office has played a pivotal role by facilitating the recruitment process of learners in the Rural Youth Development Programme (RYDP) and in the drafting of the Memorandum of Understanding (MoU) between the Office of the Premier and the State Information Technology Agency (SITA) for the implementation of this programme.

The year under review saw the Office coordinating and monitoring the implementation of the Inter-departmental Skills Development and Training Plan to strengthen the skills base of public officials and training of unemployed youth through short courses, learnerships, internships, AET and bursaries in line with the National Development Plan, the Skills Development Act of 1998 as amended and the National Skills Development Strategy (NSDS) III. The implementation of skills development programmes responds to Outcomes 5 and 12 of the Medium Term Strategic Framework.

In the year under review, the following training performance levels were registered:

- Department specific mandatory - 6, 808 (36.6% of annual target of 18, transversal training 617)
- Bursaries for employees - 83 (26.4% of annual target of 314)
- Bursaries for unemployed youth - 255(84% of annual target of 304)
- Learnerships for employees - 89 (75% of annual target of 118)

- Learnerships for unemployed - 90 (17.5% of annual target of 514)
- Adult Education and Training - 246 (88.5% of annual target of 278)
- Internships - 454 (83, 9% of annual target of 541)

During the year under review a number of achievements have been made with respect to our research, planning and monitoring evaluation functions. Among the key achievements which have been recorded are the following:

- Facilitated Ward based planning summits in 19 local municipalities to identify needs which informed departmental plans;
- Facilitated the Community Profiling of Deprived Wards in the 19 Local Municipalities to identify challenges which were attended through the Setsokotsane programme.
- continued to support municipalities with the alignment of Provincial Plans to Integrated Development Plans through consultations in various forums such as the Bokone Bophirima Premiers Coordinating Council (BBPPCC);
- Supported departments to infuse the strategic priorities of the 5th administration such as the Village, Township and Small Dorpie Strategy aimed at radically transforming the economic landscape of the province;
- Coordinated departments to participate in annual management performance assessment aimed at identifying good and weak management practices;
- Further, in collaboration with the department of Planning Monitoring and Evaluation we continue to undertake announced and unannounced service delivery visits in frontline sites.

The Office of the Premier has also launched the Bua-le-Puso Programme and to that end engagement sessions were held in Bojanala District Municipality, Rustenburg Taxi Rank and Ngaka Modiri Molema District, Mahikeng Taxi Rank. Provincial and National Departments, as well as, State Owned Entities participated in the programme. The Outreach was mainly a means to bring government services closer to the people in line with Batho Pele Principles.

Analogously, the Office of the Premier experienced a number of challenges in the year under review the shifting of Strategic Planning (in its entire value chain) from Provincial Treasury to the Office has substantially increased the workload and demands on the current capacity to support Departments. The function has been shifted without concurrent shift of the budget and personnel.

Challenges and remedial actions

Some challenges were experienced pertaining to the institutionalisation of the evaluations and the finalization of the provincial Research Agenda. An observation was made with respect to poor implementation of recommendations emanating from our service delivery and management performance assessment tools. Despite these challenges, we will continue to work with departments to align their evaluations and research agenda to the priorities of the 5th administration. We will also continue to support departments to improve their MPAT scores and to encourage them to improve on service delivery in general. The Office of the Premier will be intensifying its monitoring role in this regard.

Though the quality of plans have improved in the current financial year, there is still more work to be done to ensure that there is proper needs identification, resources mobilization to realize the priorities of the 5th Administration. To that end there is a need to facilitate intensive capacity building programmes to support planning and research functions. As the office we will continually monitor the planning and implementation of programmes and projects of departments to ensure that we identify and deal with inefficiencies and encourage departments to work together to maximize resources.

I am confident that the successful implementations of the new electoral mandate of the fifth administration will fast track the realization of our imperatives which ultimately aims at improving the livelihoods of our people.



Acting Director General

Prof. T.J. Mokgoro

PART B: PERFORMANCE INFORMATION

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

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 is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by 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 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 2015.



**Acting Director General
Prof. T.J. Mokgoro**

2. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary 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 under the *Predetermined Objectives* heading in the *Report on other legal and regulatory requirements* section of the auditor's report.

Refer to page 225 of the Report of the Auditor General, published as Part E: Financial Information.

3. OVERVIEW OF DEPARTMENTAL PERFORMANCE

3.1. Service Delivery Environment

Integration of IDPs into Strategic and Annual Performance Plans

The Premier announced during the State of the Province Address in July 2014 that the Strategic and Annual Plans of Provincial Departments should be integrated with the Integrated Development Plans of Municipalities. To give effect to this pronouncement, a relevant workshop on MTSF and integration of IDPs in Strategic and Annual Plans was held at Cooke's Lake over a period of two weeks beginning in the last week of June 2014, going into the first week of July 2014. The workshop provided a platform for the Director-General to amplify the Provincial strategic objectives of the 5th democratic Administration, and to give indication on how departments and municipalities would operate going forward

Meetings of the Provincial Macro Organisation of State (PMOS)

The PMOS was established at the end of June 2014 as a result of organisational changes brought about by the inception of the new Administration of the 5th term of the democratic Government in the Republic. Its purpose was to give effect to the proclaimed rearrangement of state functions at the provincial level. The PMOS took its cue from the National Macro Organisation of State [NMOS] and served as a temporary sub-committee of Broader EXTECH from July 2014 until the processes of transfer of functions, establishment of new functions and other related matters were completed.

Meetings of the Executive Council (EXCO)

Since May 2014 until December 2014, two (2) regular and 13 special meetings were held. EXCO was also able to meet with various State Owned Entities (SOEs) with a view to bringing them on board with regards to the new strategic direction of the 5th administration, and to discuss the role they should play to grow the economy of the province.

Challenges

It took some time for cluster committees to meet. The reason for clusters not meeting was due to a disjuncture whereby after the 2014 national elections, the Provincial Government was still moving full steam with the programmes of the 4th Administration; which programmes were not aligned to the strategic focus of the 5th Administration.

Another challenge was that the Office of the Premier introduced a new organisational structure which lacked clarity in certain aspects regarding future operations. There was overlapping of mandates between Executive Council and the Intergovernmental Relations (IGR) unit in so far as servicing of the Bokone Bophirima Provincial Coordinating Council is concerned.

Remedial Action

The overlapping roles between the Executive Support and Inter Governmental Relation units have been remedied.

Regarding Clusters, on-going interaction between the Administration and the politicians with a view to bringing the Cluster system to full operations was established.

Review of the 2014/15 Annual Performance Plan

The 2014/15 Annual Performance Plan was reviewed in order to incorporate the Premier's pronouncements and priorities. The review was done after the first quarter of the 2014/15 financial year

Management of misconduct cases

The Misconduct Unit managed to achieve a 100% conviction rate on all cases prosecuted. The Unit also assisted in the prosecution of two (2) cases that involved Heads of Departments; and which resulted in the successful termination of employment contracts of the concerned officials.

An Anti-Corruption Task Team was established in the province with the assistance of Asset Forfeiture Unit and National Prosecuting Authority.

The investigation report drafted by the Unit in relation to the awarding of the Travel and Accommodation tender assisted the Provincial Administration in suspending the transversal contract with the service provider.

The Unit in collaboration Information Technology managed to identify investigation tools i.e. Analyst Software and ICT that would assist in gathering relevant information in the investigation of fraud and corruption.

Challenges

Departments not implementing recommendation contained in investigation reports and interfering with disciplinary processes which results in inconsistent application of rules.

Lack of software applications and tools which can enable investigators to conduct background investigation of subjects speedily, as relying on external agencies delays the finalization of cases.

Remedial Action

The Acting Director-General has to discuss the non-implementation of recommendations or interference with disciplinary processes with respective Heads of Department.

Employee Health and Wellness

For the period under review, the Department consulted a Provincial Public Service Sports and Recreation Policy with Broader EXTECH and used the consultative Policy to coordinate and implement Provincial Sports and Wellness day to raise morale and improve the health and well-being of employees.

The Department again developed a Draft Provincial Safety, Health, Environment, Risk and Quality Management Policy to ensure the North West Provincial Administration's commitment to the provision and promotion of a healthy and safe work environment for its employees and all the clients utilizing government infrastructure.

Lastly, the Departments coordinated an Occupational Health Safety Seminar in order to strengthen and support the departments in their implementation of the Employee Health and Wellness policy frameworks.

E-Governance

During the period under review, the unit ensured that 95% of the Corporate Governance of ICT (CGICT) policy framework deliverables were completed in the 11 provincial departments. Importantly, departments have established ICT strategic and steering committees that promotes the alignment of ICT and the business of the departments. All the departments have completed draft ICT plans, which will be signed off during the first quarter of 2015-16. Regular monthly and quarterly workshop are conducted to keep track of progress made on the implementation of CGICT and also to keep abreast of new trends in the sector.

Infrastructure

- The 2014/15 financial year saw the implementation of the following:
 - 10 meg line between Vryburg and Mmabatho (Previously Vryburg used to be connected to Mmabatho via Klerksdorp). Currently the Vryburg region is fully on 10 Meg line directly to Mmabatho.
 - Implementation of broadband in the Wolmaranstad sub region affecting the following provincial department:
 - Community Safety and Transport Management;
 - Public works & Roads;
 - Education & Sport Development;

- Social development;
- Rural Environment and Agriculture Development Implementation of Data towers (Vryburg mini Garona, Moretele , Mmabatho Garona) together with DPW&R.
- Migration of mainframe manual tape solution to virtual solution tape that ensure the Province conduction Disaster recovery virtually between North West and IBM.

Application Services

A graduate database was developed and implemented for the Department of Finance, Economy and Enterprise Development, to assist unemployed graduates to register their details for purposes of Learnership and Internship programmes.

Besides the regular update of website content, a new website was developed for the newly formed Department of Tourism. The website is currently used to inform or update the citizens about events or news pertaining to tourism matters.

In addition, we have started the implementation of the SmartGov solution suite that consists of the following applications:

1. Leave Management
2. E-Submissions and

DG Task Referrals Solution

The solution has been piloted by the ICT unit and roll out to the entire department is expected by the end of the first quarter of 2015-16.

Urban Renewal

The Office developed the Urban Renewal Concept document to guide and inform the implementation of the MRRR Programme [Mahikeng Renewal, Repositioning and Rebranding programme].

Ward-Based Planning summits

Ward - based planning summits were held with 381 out of a total of 383 wards across the Province. The aim of the summits was to introduce and institutionalise ward - based planning methodology, in order to ensure a co-ordinated and integrated development approach across the provincial and local spheres of government.

Subsequent to the holding of the summits, a consolidated report was drafted, which outlined the needs of the communities in various wards, The report was presented to EXCO Lekgotla and sector departments to facilitate integrated development planning.

Challenges

The Rustenburg local municipality and Moretele Local Municipality are yet to hold Ward-Based Planning summits.

Remedial measures

In the interim, the IDP needs of the affected municipalities were sourced to identify community needs. However, these municipalities will be contacted to ensure that the summits are held and community needs captured.

Ownership Equity

The ownership equity compliance report on the extent of transformation in the mining industry in the Province was produced. Overall, the report indicated that there has been insignificant transformation in the mining industry: the ownership patterns and participation at management levels by designated groups remain unchanged. There is also the evidence of failure to mainstream previously disadvantaged groupings into the supply chain management value chain.

The report attested to the fact that mining continues to contribute significantly to the socio-economic development of the province in terms of employment creation and contribution to Gross Domestic Product (GDP).

Diagnostic study

A diagnostic study on mining was conducted which focused on the extent to which mining contributes to employment in the province. The report indicated that mining continues to contribute significantly to the socio-economic development in terms of employment and contribution to Gross Domestic Product (GDP).

Research Showcase in partnership with North West University (NWU)

In collaboration with the NWU a research by public and private sectors was facilitated to show case evidence - based decision making at policy making and administrative level. This initiative was in terms of the MOU that exists between the North West Provincial Government and the North West University. The research would assist in identifying solutions for the many challenges facing residents of Villages, Townships and Small Dorpies (VTSD) across the Province.

Advocacy workshops on population integration

We facilitated capacity building and advocacy workshops on population integration into development plans and programmes, in all the Districts. This assisted greatly in ensuring that planning processes take into consideration population dynamics and aptly reflect this in their planning, budgeting and programming processes.

Resuscitation of Bokone Bophirima Premier's Coordinating Council (BBPCC)

The Premier announced during his State of the Province Address that, amongst others, the Provincial Intergovernmental Forum should be resuscitated and its meetings be regularised. The Bokone Bophirima Premier's Coordinating Council (BBPCC) holds its meetings on a regular basis. Since the current Premier assumed office in 2014, five (5) meetings have been held. The BBPCC meetings have brought some certainty in policy and planning implementation. The introduction of ward - based planning and budgeting as well the focus on VTSD approach to economic development are but some of the cardinal points of reference.

The establishment of the Call Centre

The establishment of the Provincial Call Centre as an initiative of the Premier has brought to the fore the extent of challenges communities in the province face on a daily basis. Although the Call Centre still operates at a minimal capacity there are plans to place it at a high level in terms of tackling complaints brought forward. There are plans up-grade the IT Solution to be able to reach the case management system level.

Coordination of public events of the province

The Province hosted several events successfully including the 18 July Mandela Day, the Reconciliation Healing and Renewal programme in Maquassi Hills and at Marikana, the 24th September Heritage Day Celebration and a session with the Heads of South African Missions Abroad to market the Province overseas. The Province further contributed towards successful hosting of the 16 November Presidential Youth Development Imbizo.

Challenges

Uncertainty regarding the structure of Directorate which tends to affect planning and execution of responsibility, specifically as it relates to Protocol, Community Development Workers and the Public Participation.

Uncertainty regarding the Provincial Call Centre on the software case management system, the accommodation of the Centre, other essential equipments and personnel.

Remedial action

The organisational structure for the Office of the Premier is under review and should be approved soon.

Efficient and effective management and operations systems

The Office of the Premier (OOP) subjected departments to an assessment of their management practices. This assessment is conducted to ensure that best practices and weaknesses in management practices are identified. The assessment focuses on the following four areas:

- Strategic Management,
- Governance and Accountability,
- Human Resources Management Practices
- Financial Management.

Eleven (11) Departments out of 12 participated in the 2014/15 Management Performance Assessment Tool (MPAT). One department could not participate due to the fact that it was newly established. Further, the OOP generated comparative reports which show the performance of the Province MPAT 1.2 to MPAT 1.3 undertaken in 2013/14. The report generally shows that the province is not doing well.

To facilitate the necessary improvements a checklist has been developed to assess performance on a monthly basis commencing in March 2015.

Strengthened accountability to citizens

The Office of the Premier conducted unannounced and announced visits to frontline service points across the province to assess the quality of service delivery against the following standards: Location and Accessibility, Visibility & Signage, Dignified Treatment and consultation, Cleanliness & Comfort, Queue Management & Waiting Times, Safety, Opening & Closing Times, and Complaints & Compliments Systems. Further, the Office also facilitates improvement plans where service delivery is below the acceptable standards. 50 Frontline Service Delivery Monitoring (FSDM) visits were conducted covering 23 frontline sites in the following sectors: Health, Education, South African Social Security Agency (SASSA), Home Affairs, Driving Licence and Testing Stations, Municipal Customer Care Centres, Justice and South African Police Service (SAPS).

Furthermore, in collaboration with the Department of Planning, Monitoring and Evaluation, a Community Based Monitoring (CBM) was piloted in Jouberton. Citizen-Based Monitoring (CBM) is an approach to monitor government performance that focuses on the experiences of ordinary citizens in order to strengthen public accountability and drive service delivery improvements. It places citizens as active participants in shaping what is monitored, how the monitoring is done and what interpretations and actions are driven from the

collected data. The following sites were piloted: Jouberton SAPS, Jouberton Community Health Center (CHC) and Department of Social Development Local Office.

3.2. Service Delivery Improvement Plan

The department has completed a service delivery improvement plan. The tables below highlight the service delivery plan and the achievements to date.

| Main services | Actual customers | Potential customers | Standard of service | Actual achievement against standards |
|---|--|---------------------------------|---|---|
| Improve provincial Management Performance Assessment Tool process | Office of the Premier Department of Education and Sport Development Department of Local Government and Human Settlements Department of Social Development Department of Tourism Department of Health Department of Culture Arts and Traditional Affairs Department of Rural, Environment, And Agriculture Development Department of Finance Economy and Enterprise Development Department of Public Works and Roads | Communities, NGO's; Business | Average Provincial score of 3 was set for the departments which is full compliance at level 3 | There is a slight improvement in relation to MPAT implementation by Provincial departments. Governance and Accountability has decreased. ICT and SDIP need improvement. Financial Management has also decreased in the following areas: Payment of suppliers and logistics. |

| | | | | |
|--|---|--|--|--|
| | Department of Community Safety and Transport Management | | | |
|--|---|--|--|--|

Consultation arrangements with customers

| Type of arrangement | Actual Customers | Potential Customers | Actual achievements |
|-----------------------------------|--------------------|---------------------|--|
| Bua le Puso | Communities | | Service delivery Departments in the province rendered services at the Bua Le Puso Programmes held in Rustenburg, Mafikeng and Taung taxi ranks |
| Information sessions and meetings | Internal Employees | | Improved MPAT Results |
| Outreach Programme (Setsokotsane) | Communities | | Improved implementation of MPAT improved services |

| Access Strategy | Actual achievements |
|------------------------|---|
| Bua le Puso | The unit coordinated Bua le Puso initiative held at Rustenburg Mafikeng and Taung taxi ranks. All campaigns were successful. |
| Presidential Hotline | The Province' current performance is at 82%. |
| Provincial Call Centre | The Provincial Call Centre has received a total number of 33 600 calls, 13 440 calls were resolved, 10080 calls were referred and 10080 calls are pending |
| Setsokotsane | Complaints received during the Setsokotsane Programme were referred to relevant stakeholders/ institutions for resolution |
| Bua le Supra | Responded to 3 300 SMS's and e-mails |
| Thusong Centre | The unit audited all Thusong Centres in the Province and arrangements are underway to resuscitate those that are dysfunctional. |
| Walk-ins | 62 walk-ins were conducted and 35 of those were successfully resolved |

Service information tool

| Types of information tool | Actual achievements |
|---------------------------|---|
| Intranet | Government programmes communicated timeously to employees |
| e-mail | Government programmes communicated timeously to employees |

Complaints mechanism

| Complaints Mechanism | Actual achievements |
|-----------------------------------|---|
| Presidential Hotline | The Province' current performance is at 82%. |
| Provincial Call Centre | The Provincial Call Centre has received a total number of 33 600 calls, 13 440 calls were resolved, 10080 calls were referred and 10080 calls are pending |
| Bua le Puso | The unit participated in the Bua le Puso initiative held at Rustenburg, Mafikeng and Taung taxi ranks. All campaigns were successful. |
| Outreach Programme (Setsokotsane) | Complaints received during the Setsokotsane Programme were referred to relevant stakeholders/ institutions to be resolved. |
| Bua le Supra | Responded to 3 300 SMS's and e-mails. |
| Thusong Centre | The Office audited all Thusong Centres in the Province and arrangements are underway to resuscitate those that are dysfunctional. |
| Walk-ins | 62 walk-ins were conducted while 35 were resolved |

3.3. Organisational environment

The reconfiguration of Departments as proclaimed by the Premier resulted in the review of the Department's organisational structure. The aim was to align the Office's organisational structure to the Premier's pronouncements and mandate of the 5th Administration. The reconfiguration of Departments led to the transfer of the Chief Directorate: Special Programmes from Office of the Premier to the Department of Social Development. There was also a transfer of Community Development Workers from the Department of Local Government and Traditional Affairs to the Office of the Premier. The incorporation of Community Development Workers in the Office of the Premier resulted in an increase of the Office Establishment by almost 300 employees.

The Chief Financial Officer from the Department of Local Government and Human Settlements was seconded to the Office of the Premier. He was subsequently seconded from Office of the Premier to Ditsobotla Local Municipality during the 4th quarter of 2014/2015 financial year

3.4. Key policy developments and legislative changes

There were two major policy changes during the 2014/15 financial year.

The first major policy change related to the amendment of the Directive on HR Planning. The amendment transferred the HR Planning coordination function from Department of Public Service and Administration to Offices of the Premier. The implementation of the amended directive was effective from July 2014. This amendment tasked the Office with the coordination, development, implementation, assessment and reporting of HR plans and HR Plan Implementation Reports across the province.

The second policy change was the transfer of the planning function from the Department of Finance to Office of the Premier. The function relates to coordination and monitoring of the development of Strategic Plans and Annual Performance Plan.

3. STRATEGIC OUTCOME ORIENTED GOALS

OUTPUT: HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

Sub-output: HR Planning, Skills Development and Cadre Development

Human Resource Planning (HRP)

The amended DPSA directive on the development and reporting on HRP in the Public Service requires that provincial departments submit their MTEF HRP and Annual HR Plan Implementation reports to their relevant Office of the Premier by 30th June and 31st May of every year, respectively. This amended directive was circulated to all provincial departments in order to ensure compliance. During the period under review, eleven (11) provincial departments had approved HR Plans, which translated to 91.6% compliance. Departments now have formal strategies to acquire requisite skills for the achievement of their mandates. The Office of the Premier is providing support to the Department of Social Development to ensure that they comply with the DPSA directive, i.e. to have an approved HR Plan.

Sub- output: Organisational Design

The 5th Administration of the North West Provincial Government reconfigured Provincial Departments as per the relevant Proclamation issued by the Premier. The reconfiguration brought about changes which were intended to create a capable State that will be able to:

- implement the National Development Plan and the Provincial priorities;
- respond to the current challenges; and
- speed up service delivery and improve the lives of communities in the Province.

Following the Proclamation on reconfiguration of Departments, processes were put in place to implement the political decisions. Out of twelve (12) Provincial Departments, 10 Departments were affected by the reconfiguration. This put more pressure on the Province to transfer functions, assets, and budgets as quickly as possible, in order to implement change management programmes that could avert possible labour dissatisfaction.

OUTPUT: SERVICE DELIVERY QUALITY AND ACCESS

Sub-Output: Service User Satisfaction

The Office partnered with the School of Government on Field Assignment to assess service delivery challenges at coalface and compiled a report with recommendations for improvement, the following non-achieving service delivery sites were identified :- Mogwase Driver Learning testing Centre in Moses Kotane Local Municipality, Taung Driver Learning and Testing Centre in Greater Taung Local Municipality, Nic Bodernstein Hospital in Wolmaraanstad, Leeudoringstad Community Health Centre in Maquassi Hills Local Municipality.

A complaint made by a citizen on lack of services at Tsholofelo Clinic in Jourbeton Township (Matlosana Local Municipality). A team was established to go and investigate the complaints of citizens regarding the clinic. A report was compiled for the department of Health and it committed to ensure the improvement of services at the clinic.

A partnership has been established with the Department of Performance Management and Evaluation (Presidency) to implement the Frontline Service Delivery Monitoring Programme and Citizen Based Monitoring to monitoring delivery of services, consult with citizens on the type services they receive, redress mechanisms at service delivery sites, inform citizens on their rights and responsibilities. The following sectors were prioritised for this programme: Health, Education, Justice, SAPS, Social Development, SASSA and Driver Learner Testing Centre & Municipality Customer Care Centre. Visits were conducted across the four districts prioritising depressed service delivery sites.

Sub-output: Access to Government Services

Outreach programmes were conducted during major provincial activities, i.e. Heritage Day Celebration, Provincial Youth IMBIZO, Provincial Reconciliation Healing and Renewal Day and Bua-le-Puso. Through these Outreach programmes government services were brought closer to the citizens. Key service delivery departments and entities such as Home Affairs, Health, SAPS, Labour and SASSA provided services to the citizens.

Output: Human Resource Management and Development

Sub-output: HR Planning, Skills Development and Cadre Development

The Office of the Premier coordinated and monitored the implementation of the Inter-departmental Skills Development and Training Plan for 2014/15 to strengthen the skills base of public officials and training of unemployed youth through short courses, learnerships, internships, AET and bursaries in line with the National Development Plan, the Skills Development Act of 1998 as amended and the National Skills Development Strategy (NSDS) III. The implementation of skills development programmes responds to Outcomes 5 and 12 of the Medium Term Strategic Framework. In the year under review, the following training performance levels were registered:

- Department specific mandatory training -6, 808 (36.6% of annual target of 18, transversal training 617)
- Bursaries for employees - 83 (26.4% of annual target of 314)
- Bursaries for unemployed youth - 255 (84% of annual target of 304)
- Learnerships for employees - 89 (75% of annual target of 118)
- Learnerships for unemployed - 90 (17.5% of annual target of 514)
- Adult Education and Training - 246 (88.5% of annual target of 278)
- Internships - 454 (83,9% of annual target of 541)

The International Scholarship Programmes:

The Province participated in the Indian Technical & Economic Cooperation (ITEC) and Special Commonwealth Assistance for Africa Programme (SCAAP) in the 2014/15 financial year. A total number of twenty (20) application forms were submitted to the office of the High Commissioner of Indian for further processing. Only nine (9) officials were accepted into the training programmes and all of them were trained in India

Mandatory Skills Programmes coordinated/facilitated

Coordinated and facilitated 84 CIP sessions for levels 1-5 and 6-12 and a total number of 1, 489 employees were trained (inducted). Conducted 13 training and 8 impact assessment sessions for the Performance Management and Development System (PMDS) and 331 employees were trained and conducted an impact assessment for 260 employees and managers on the PMDS training. A total of 267 interns were trained in the Breaking Barriers to Entry (BB2E) in the Public Service Programme. Lastly, the Office coordinated a CIP Training-Of-Trainers (TOT) programme for 36 employees.

Skills Development Programmes Partnerships

The Province established a partnership through the Office of the Premier with AngloGold Ashanti Limited and Ngaka Modiri Molema District Municipality as a continuation of a project aimed at training unemployed youth as Artisans for District Municipalities in the Province. 20 Unemployed youth from the Ngaka Modiri Molema District have been recruited and have undergone the pre-entry and medical assessment tests. The three parties have signed the Memorandum of Agreement and implementation of the project will commence in the month of June 2014. Since the commencement of the project in 2008, 40 unemployed youth from the Dr K. Kaunda and Dr R S Mompati Districts have been trained as Artisans and 35 (87%) are permanently employed.

The Provinces has also established a partnership through the Office of the Premier with the Department of Public Service and Administration (DPSA) and the State Information Technology Agency (SITA) to implement the Rural Youth Skills Development Programme (RYDP). The RYDP is targeting to train 50 unemployed youth from two nodal areas namely; Disake, Mokgalwaneng, and Maatlametlong villages in the Moses Kotane Local Municipality (Ward 29) and Piet Plessies in the Kagisano Local Municipality (Ward 1). Training will be in the Information Technology (IT) Learnerships programmes.

Percentage of Departments using their training budget in keeping with policy

The Province managed to achieve 100% submission rate of departmental Workplace Skills Plans (WSPs) in compliance with the Skills Development Act of 1998 as amended. The Province was able to set aside R212, 5 million (1% of personnel salary bill) for skills development programmes, bursaries, internships and learnership programmes for both employees and unemployed youth. The total training expenditure for 2014/15 was R192, 8 million (91% of the annual budget of R212, 5 million).

Sub-output 12.2.1 Performance development, performance agreements and assessments

A provincial report on the signing of Performance Agreements (PAs) by Heads of Department and other SMS members was compiled. The provincial compliance rate for the financial year 2014/15 was at 69, 6%. The aim is to improve the provincial compliance rate on signing of PAs to 100% during the 2015/16 financial year.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 Programme 1: Administration

(a) Programme Purpose

This programme provides strategic and operational (legal, HR and financial) administrative support to the Premier, Director General and the two branches in their execution of their respective mandates. The programme further assists the Executive Council with the coordination of the implementation of policy decisions made at EXCO.

Sub-Programme and Strategic Objective

The programme consists of the following sub-programmes:

Premier Support – Co-ordination and management of administrative and political support to the Premier.

Director General Support – Management of the Office and administrative leadership in the Province

Executive Council Support – The provision of administrative and committee secretariat support to the Executive Council and the Director General in his/her capacity secretary to the Executive Council.

Finance and Administration – Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations

Security Services – This programme provides security and anti-corruption services within the department and North West Provincial Government (NWPG).

Forensic Management – This programme coordinated and manages forensic management services in the North West Provincial Government

Human Resource Management – This programme provides internal human resource management services in the Office of the Premier.

Strategic objectives, performance indicators planned targets and actual achievements

Strategic objectives

| Programme Name: Administration | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Provide co-ordination and management of administrative and political support to the Premier. | 67 | 13 | 7 | 6 | |
| The provision of administrative and committee secretarial support to the Executive Council and to the Director General in her capacity as a secretary to the Executive Council. | 97 | 8 | 7 | 1 | The 3rd Quarter Lekgotla was supposed to be the Budget Lekgotla, instead there was a variation that took place in that there was an Extended EXCO meeting on 29 October 2014 to discuss the budget. This was due to a congested programme. |
| Management of the Office and administrative leadership in the Province | 34 | 7 | 5 | 2 | The deviation is as a result of the postponement of the establishment Rapid Response Unit which was deferred to the 2015/16 financial year. |

| Programme Name: Administration | | | | | |
|---|-------------------------------------|---------------------------------|-------------------------------------|--|---|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| To manage the provision of organizational risk services and compliance | - | 37 | 34 | 3 | Meetings were postponed because members did not form a quorum |
| The provision of comprehensive forensic management Services | 33 | 15 | 22 | 7 | |
| Facilitation and monitoring of the implementation of Minimum Information Security Standards (MISS) | 17 | 16 | 16 | 0 | |
| To provide compliance and enforcement services to departments for misconduct management through advocacy training, investigations and prosecutions. | - | 12 | 12 | 0 | |
| To provide supply chain, Transport and Asset Management services | - | 26 | 26 | 0 | |

| Programme Name: Administration | | | | | |
|--|-------------------------------------|---------------------------------|-------------------------------------|--|------------------------------|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations | 109 | 50 | 50 | 0 | |
| Provide effective and efficient human resource management services | 28 | 16 | 16 | 0 | |
| Provide effective and efficient strategic management services | - | 8 | 8 | 0 | |

Performance indicators

| Programme / Sub-programme: Premier Support | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective: Provide co-ordination and management of administrative and political support to the Premier. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| State of the Province Address delivered at the Opening of the Legislature. | 1 | 1 | 1 | 0 | |
| Reports on the Reconciliation, Healing and Renewal Programme produced. | - | 2 | 2 | 0 | |
| Monthly reports on Premier's Schedule /activities. | 1 | 4 | 4 | 0 | |
| Number of reports on Outreach Programmes (Setsokotsane) produced. | - | 4 | 2 | 2 | Two Outreach programmes (Setsokotsane) were not held due to the refocusing of the 5 th Administration Priorities for the new financial year. |
| Number of reports addressing Call Centre complains produced. | - | 1 | 1 | 0 | |
| Number of reports on the coordination of Bokone – Bophirima Soccer Challenge produced. | - | 1 | 0 | 1 | The soccer challenge was not held and has since being re-packaged into the Maize Meal Triangle to be held in 2015/16. |

| Programme / Sub-programme: Executive Council | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective: The provision of administrative and committee secretarial support to the Executive Council and to the Director General in her capacity as a secretary to the Executive Council. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of EXCO, EXCO Cluster, EXTECH and NWPCC reports produced for submission to the DG | - | 4 | 4 | 0 | |
| Number of reports on EXCO Makgotla produced for submission to the DG | 0 | 4 | 3 | 1 | The 3rd Quarter Lekgotla was supposed to be the Budget Lekgotla, instead there was an Extended EXCO meeting on 29 October 2014 to discuss the budget. |

| Programme / Sub-programme: Director General | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective : Management of the Office and administrative leadership in the Province | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Reports on establishment of Provincial Rapid-Response Unit produced | - | 1 | 0 | 1 | The establishment of the unit was deferred to the 2015/16 financial year. |
| Number of performance information reports received and reviewed from PCA | - | 4 | 4 | 0 | |
| Number of Reports on Mahikeng Rebranding, Repositioning and Renewal Project | - | 2 | 2 | 0 | |

| Programme / Sub-programme: Security Services | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: Facilitation and monitoring of the implementation of Minimum Information Security Standards (MISS). | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of status report on screening and vetting compiled | 8 | 8 | 8 | 0 | |
| Number of Security Committee & Security Forum meetings arranged | 4 | 4 | 4 | 0 | |
| Number of quarterly security status reports compiled | 4 | 4 | 4 | 0 | |

| Programme / Sub-programme: Forensic Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-------------------------------|
| Strategic Objective : The provision of comprehensive forensic management Services | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of output reports on investigation of cases referred to the Unit compiled. | 4 | 4 | 4 | 0 | |
| Number of Anti-Corruption, Ethics and Forensic Investigation workshops coordinated for Departments and Municipalities. | 4 | 2 | 2 | 0 | |
| Number of Anti-Corruption Forum Meetings held to discuss implementation of PoA | 11 | 4 | 4 | 0 | |
| Number of Anti-Corruption Conference held | 1 | 1 | 0 | 1 | The Conference was postponed. |
| Number of Provincial Anti-Corruption Technical and Ethics Committee Meetings held | 3 | 4 | 4 | 0 | |

| Programme / Sub-programme: Management Accounting and Financial Administration | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Cash Flow requisitions submitted to Provincial Treasury for monitoring purposes. | 12 | 12 | 12 | 0 | |
| Annual Financial Statements submitted to Auditor-General for compliance purposes. | 1 | 1 | 1 | 0 | |
| Number of MTEF Budget and Adjustment Budget submissions to Provincial Treasury for compliance purposes. | 2 | 2 | 2 | 0 | |
| Number of Financial Management Performance Indicators compliance certificates submitted to Provincial Treasury for monitoring purposes. | 12 | 12 | 12 | 0 | |
| Number of Monthly In-Year Monitoring reports to Provincial Treasury for compliance purposes. | 12 | 12 | 12 | 0 | |

| Programme / Sub-programme: Management Accounting and Financial Administration | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of quarterly financial Performance Information Reports submitted to Accounting Officer and Provincial Treasury for monitoring purposes. | 4 | 4 | 4 | 0 | |
| Number of irregular Expenditure Reports submitted to Accounting Officer and Provincial Treasury for condonation purposes. | 4 | 4 | 4 | 0 | |
| Number of Cluster Audit Committee reports prepared and submitted to the Cluster Audit Committee for monitoring purpose. | - | 4 | 4 | 0 | |

| Programme / Sub-programme: Human Resource Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: Provide effective and efficient human resource management services. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Organisational Development reports produced | - | 4 | 4 | 0 | |
| Number of HR Administration reports produced. | - | 4 | 4 | 0 | |
| Number of HR Support reports produced. | - | 4 | 4 | 0 | |
| Number of Human Resource Development reports produced. | - | 4 | 4 | 0 | |

| Programme / Sub-programme: Strategic Management Services | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : Provide effective and efficient strategic management services | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Departmental APP developed. | - | 1 | 1 | 0 | |
| Number of Departmental Strategic Plan Developed | - | 1 | 1 | 0 | |
| Number of Reports on the implementation of Departmental Transformation Programmes compiled. | - | 4 | 4 | 0 | |
| Number of reports on implementation of the Internal Communication strategy compiled | - | 2 | 2 | 0 | |

| Programme / Sub-programme: Risk Management | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective : To manage the provision of organizational risk services and compliance | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of risk policies, plans and strategies revised and approved by the Accounting Officer for implementation purpose. | - | 6 | 6 | 0 | |
| Number of risk Assessment report produced and submitted to the Accounting Officer | 1 | 2 | 2 | 0 | |
| Number of Risks awareness workshops held and outcome reports produced and submitted to the accounting officer for implementation. | - | 4 | 4 | 0 | |
| Number of quarterly risk Management implementation reports submitted to the Accounting Officer and Provincial Treasury for monitoring purposes. | 4 | 4 | 4 | 0 | |
| Number of quarterly risk management committee meeting held and progress on the implementation of | - | 4 | 1 | 3 | Meetings were postponed because members did not form a quorum |

| Programme / Sub-programme: Risk Management | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : To manage the provision of organizational risk services and compliance | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| resolutions submitted to the accounting officer for monitoring purpose. | | | | | |
| Number of annual compliance audit plan developed and approved by the Accounting Officer for implementation purposes. | - | 1 | 1 | 0 | |
| Number of quarterly financial internal control systems reports submitted to the Accounting Officer for implementation purposes. | - | 4 | 4 | 0 | |
| Number of status report on the implementation of auditor general and internal audit action plans submitted to the Accounting Officer. | - | 12 | 12 | 0 | |

| Programme / Sub-programme: Misconduct services Strategic Objective: To provide compliance and enforcement services to departments for misconduct management through advocacy training, investigations and prosecutions | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Advocacy trainings conducted. | - | 4 | 4 | 0 | |
| Number of Reports on outcome of investigation compiled | - | 4 | 4 | 0 | |
| Number of Progress reports on disciplinary enquiry for approval by Accounting Officer compiled. | - | 4 | 4 | 0 | |

| Programme / Sub-programme: Chief State Law Advisory Services Strategic Objective: Provision of Legal Services | | | | | |
|---|---------------------------------|-----------------------------|---------------------------------|---|-----------------------|
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on the coordination and drafting of the Legislative Review compiled and submitted to the DG. | 4 | 4 | 4 | 0 | |
| Number of reports on the management of litigation matters compiled and submitted to the DG | 4 | 4 | 4 | 0 | |
| Number of reports on the rendering of legal opinions, drafting and editing of contracts and Memoranda of Understanding (MOU's) Compiled and submitted to DG | 4 | 4 | 4 | 0 | |

| Programme / Sub-programme: Supply Chain Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : Management of financial systems and controls according to the Public Finance Management Act and Treasury Regulations | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Assets Management Reports produced. | - | 2 | 2 | 0 | |
| Number of loss asset register reports produced. | - | 12 | 12 | 0 | |
| Number of Transport Management Reports produced | - | 4 | 4 | 0 | |
| Number of Supply Chain Management reports produced | - | 4 | 4 | 0 | |
| Number of report on Asset Maintenance of IT equipment produced for monitoring | - | 4 | 4 | 0 | |

Strategy to overcome areas of under performance

- The Office will ensure proper planning to align set targets with the reporting timeframes.
- The Office will review the schedule for EXCO meetings.

Changes to planned targets

There were no changes to the targets.

Linking performance with budgets

All functions performed were in line with the approved budget for the programme

Sub-programme expenditure

| Programme 1: Administration | | | | | | | | | |
|---|------------------------|-------------------|----------------|---------------------|--------------------|---------------|---|---------------------|--------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | |
| 1. Premier Support | 195 297 | - | - | 195 297 | 144 597 | 50 700 | 74.0% | 35 022 | 36 061 |
| 2. Executive Council Support | 5 300 | - | - | 5 300 | 4 803 | 497 | 90.6% | 4 892 | 3 851 |
| 3. Director-General Support | 28 831 | - | (3 500) | 25 331 | 23 861 | 1 470 | 96.4% | 6 027 | 7 214 |
| 4. Financial Management | 21 416 | - | - | 21 416 | 18 069 | 3 347 | 84.4% | 17 968 | 15 464 |
| | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |
| Economic classification | | | | | | | | | |
| Current payments | 86 933 | - | (3 500) | 83 433 | 80 020 | 3 413 | 95.9% | 42 565 | 39 875 |
| Compensation of employees | 52 747 | - | (3 500) | 49 247 | 45 460 | 3 787 | 93.5% | 28 224 | 27 437 |
| Salaries and wages | 49 642 | - | (3 500) | 46 142 | 40 479 | 5 663 | 89.0% | 26 768 | 24 903 |
| Social contributions | 3 105 | - | - | 3 105 | 4 981 | (1 876) | 160.4% | 1 456 | 2 534 |
| Goods and services | 34 186 | - | - | 34 186 | 34 560 | (374) | 101.1% | 14 341 | 12 438 |
| Administrative fees | 75 | - | - | 75 | 75 | - | 100.0% | 75 | 53 |
| Advertising | 397 | - | - | 397 | 189 | 208 | 47.6% | 329 | 248 |
| Minor assets | 135 | - | - | 135 | 196 | (61) | 145.2% | 118 | 99 |
| Audit costs: External | 4 120 | - | - | 4 120 | 5 137 | (1 017) | 124.7% | 2 048 | 1 959 |
| Catering: Departmental activities | 677 | - | - | 677 | 474 | 203 | 70.0% | 509 | 379 |
| Communication (G&S) | 1 400 | - | - | 1 400 | 1 180 | 220 | 84.3% | 1 553 | 1 369 |
| Computer services | 200 | - | - | 200 | 1 082 | (882) | 541.0% | 100 | 121 |
| Consultants: Business and advisory services | 574 | - | - | 574 | 397 | 177 | 69.2% | 20 | - |
| Contractors | 17 380 | - | - | 17 380 | 15 124 | 2 256 | 87.0% | 220 | 208 |
| Agency and support / outsourced services | - | - | - | - | 51 | (51) | - | - | - |
| Fleet services (including government motor transport) | 1 336 | - | - | 1 336 | 1 293 | 43 | 96.8% | 1 840 | 1 698 |

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| | | | | | | | | | |
|--|----------------|-----------------|----------------|----------------|----------------|---------------|--------------|---------------|---------------|
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | 16 | - |
| Inventory: Food and food supplies | 155 | - | - | 155 | (54) | 209 | (34.8%) | 115 | 94 |
| Consumable supplies | 280 | - | - | 280 | 424 | (144) | 151.4% | 245 | 190 |
| Consumable: Stationery, printing and office supplies | 1 294 | - | - | 1 294 | 884 | 410 | 68.3% | 1 038 | 1 003 |
| Operating leases | 679 | - | - | 679 | 442 | 237 | 65.1% | 454 | 144 |
| Property payments | 76 | - | - | 76 | 1 | 75 | 1.3% | 10 | 2 |
| Travel and subsistence | 4 383 | - | - | 4 383 | 5 967 | (1 584) | 136.1% | 4 369 | 4 025 |
| Training and development | 345 | - | - | 345 | 203 | 142 | 58.8% | 350 | 176 |
| Operating payments | 40 | - | - | 40 | 261 | (221) | 652.5% | - | - |
| Venues and facilities | 640 | - | - | 640 | 1 234 | (594) | 192.8% | 932 | 670 |
| Transfers and subsidies | 23 310 | 50 000 | - | 73 310 | 72 963 | 347 | 99.5% | 19 288 | 19 257 |
| Departmental agencies and accounts | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 |
| Social security funds | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 |
| Public corporations and private enterprises | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Other transfers to public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Households | 2 790 | - | - | 2 790 | 2 443 | 347 | 87.6% | 935 | 904 |
| Social benefits | 670 | - | - | 670 | 697 | (27) | 104.0% | 33 | 27 |
| Other transfers to households | 2 120 | - | - | 2 120 | 1 746 | 374 | 82.4% | 902 | 877 |
| Payments for capital assets | 140 601 | (50 000) | - | 90 601 | 38 347 | 52 254 | 42.3% | 2 056 | 2 441 |
| Buildings and other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Machinery and equipment | 601 | - | - | 601 | 617 | (16) | 102.7% | 2 056 | 2 441 |
| Transport equipment | - | - | - | - | - | - | - | 1 320 | 1 313 |
| Other machinery and equipment | 601 | - | - | 601 | 617 | (16) | 102.7% | 736 | 1 128 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 1 017 |
| | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |

5.1. Programme 2: institutional development support and integrity management

(a) Description of the Programme

The programme is primarily mandated to provide strategic leadership and support to all provincial departments through the coordination of the implementation of policy frameworks, strategies and programmes related to human resource management and development, government communication, information communication technologies. The programme is also mandated to promote integrity management in the provincial administration.

Sub-Programme and Strategic Objective

Human Resource Management And Development: Establish Appropriately Skilled, Sufficiently Motivated and Healthy Human Resource Base and Provide Effective and Efficient Strategic Leadership within the Province in the Discipline of Human Resource Management.

Government Information Technology Office: The effective and efficient use of the latest information, communication and technologies in compliance with National ICT frameworks.

Communications: To communicate about government's Programme of Action, challenges and shortcomings in the province and give credible record of how government is doing in implementing action plans and promoting coordinated and integrated communication across all spheres.

Strategic objectives, performance indicators planned targets and actual achievements

Strategic objectives

| Programme Name :Institutional Development Support and Integrity Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective :Establish appropriately skilled, sufficiently motivated and healthy human resource base and provide effective and efficient strategic leadership within the province in the discipline of Human Resource Management | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Provide Strategic leadership and coordination in relation to Human Resource Practices and Administration | - | 12 | 12 | 0 | |
| To provide advice and support on Organisational Development Programmes | - | 26 | 26 | 0 | |
| To coordinate, facilitate, monitor, and evaluate the development/ review and implementation of Human Resource Development (HRD) and Performance Management Development System (MDS) policies, strategies and programmes | - | 12 | 10 | 2 | The Premier's Advisory Committee of International Scholarships and Exchange Programmes has been discontinued due to new directives. |
| To contribute to the establishment of a healthy, skilled and motivated human resource base in government | - | 23 | 20 | 3 | The target relating to workshops could not be achieved due to the policy directives of the new term. |

| Programme Name :Institutional Development Support and Integrity Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective :Establish appropriately skilled, sufficiently motivated and healthy human resource base and provide effective and efficient strategic leadership within the province in the discipline of Human Resource Management | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| To coordinate, monitor, evaluate labour relations practices with a view to support departments to attain compliance with policies. | - | 16 | 16 | 0 | |
| To manage the development of Infrastructure solutions, server and network. | - | 11 | 11 | 0 | |
| To Manage and analyse the production of Application systems | - | 10 | 10 | 0 | |
| Responsible for Management of IT Services and Administration of the IT Operations | - | 14 | 14 | 0 | |
| The Provision and Maintenance of IT Governance, Planning and Risk Management | - | 20 | 20 | 0 | |

| Programme Name :Institutional Development Support and Integrity Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective :Establish appropriately skilled, sufficiently motivated and healthy human resource base and provide effective and efficient strategic leadership within the province in the discipline of Human Resource Management | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| To provide Strategic support and coordination of Government Communication | 21 | 29 | 22 | 7 | The deviation is as a result of indicator on reports of publicity support. The report could not be compiled because no roving EXCO was organised/held during the period under review. |

Performance indicators

| Sub-sub-programme: Human Resource Practices and Administration | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: Provide Strategic leadership and coordination in relation to Human Resource Practices and Administration. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on the compliant implementation of the Public Service Strategy to improve the recruitment period and reduce the vacancy rate submitted. | 4 | 4 | 4 | 0 | |
| Number of reports on the compliant implementation of the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR) submitted. | 4 | 4 | 4 | 0 | |
| Number of reports on the updated employees' Human Resource records submitted. | 4 | 4 | 4 | 0 | |

| Sub-sub-programme: Organisational Development | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To provide efficient and effective organisational development services | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of compliance reports on the implementation of HR Plans compiled and submitted to HODs Forum for monitoring. | 2 | 2 | 2 | 0 | |
| Number of compliance reports on the development and implementation of delegations register submitted to HODs forum. | - | 2 | 2 | 0 | |
| Number of reports on the implementation of departmental EE plans submitted to HODs forum for monitoring. | - | 4 | 4 | 0 | |
| Number of compliance reports on the implementation of Batho Pele and Outreach Programmes compiled and submitted to HODs forum for monitoring. | 3 | 4 | 4 | 0 | |

| Sub-sub-programme: Organisational Development | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To provide efficient and effective organisational development services | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of compliance reports on the implementation of Service Delivery Programme complied and submitted to HODs forum for monitoring. | 2 | 2 | 2 | 0 | |
| Number of Provincial Job Evaluation, Organisational Design and Human Resource Planning; Batho Pele and Employment Equity Forum meetings held. | - | 8 | 8 | 0 | |
| Number of compliance reports on the implementation of the Ministerial determinations and directives on Job Evaluation compiled and submitted to HODs forum for monitoring. | 2 | 2 | 2 | 0 | |

| Sub-sub-programme: Organisational Development | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To provide efficient and effective organisational development services | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of analytical reports on the alignment of Organisational Structures with strategic plans and generic models compiled and submitted to HODs forum for monitoring. | 2 | 2 | 2 | 0 | |

| Sub-sub-programme: Human Resource Utilization & Capacity Development | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective : To coordinate, facilitate, monitor, and evaluate the development/ review and implementation of Human Resource Development (HRD) and Performance Management Development System (MDS) policies, strategies and programmes | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Annual Inter-departmental Skills Development and Training Plans developed | 1 | 1 | 1 | 0 | |
| Number of monitoring reports on the implementation of the Annual Inter-departmental Skills Development and Training Plan compiled. | 3 | 4 | 4 | 0 | |
| Number of reports on the Premier's International Scholarship and Exchange Programmes compiled. | 1 | 2 | 0 | 2 | The Premier's Advisory Committee of International Scholarship and Exchange Programmes has been dissolved. |

| Sub-sub-programme: Human Resource Utilization & Capacity Development | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : To coordinate, facilitate, monitor, and evaluate the development/ review and implementation of Human Resource Development (HRD) and Performance Management Development System (MDS) policies, strategies and programmes | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Provincial Human Resource Development (HRD) and Performance Management & Development System (PMDS) Fora meetings convened. | - | 4 | 4 | 0 | |
| Number of reports on the signing of Performance Agreements by SMS members compiled. | 1 | 1 | 1 | 0 | |

| Sub-sub-programme: Employee Health and Wellness | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective: To contribute to the establishment of a healthy, skilled and motivated human resource base in government | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Provincial EHW Policy Frameworks developed | - | 1 | 1 | 0 | |
| Number of reports on the review of department-specific EHW Policies | 1 | 2 | 2 | 0 | |
| Number of Provincial EHW implementation reports compiled | 4 | 4 | 3 | 1 | At the time of compiling the 4th Quarter Report, the departments had not submitted their 4 Quarter Reports. |
| Number of Employee Wellness Forum meetings coordinated | 6 | 4 | 2 | 2 | The acting arrangement and poor planning of Public Service activities impacted on the successfully coordination of PEHW Forum Meetings. |
| Number of Departments participating in identified EHW trainings/workshops | 12 | 12 | 12 | 0 | |

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| Sub-sub-programme: Employee Relations and People Management Strategic Objective: To coordinate, monitor, evaluate labour relations practices with a view to support departments to attain compliance with policies. | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports reflecting the level of compliance by departments with respect to Labour Relations legislation, prescripts, practices and collective agreements to HOD's for intervention. | 4 | 4 | 4 | 0 | |
| Number of reports on the implementation of collective agreements concluded in the PSCBC and GPSSBC and / or decisions of the respective Chambers to HODs to ensure compliance. | 4 | 4 | 4 | 0 | |
| Number of reports on the national and provincial labour relations forum output to DG for implementation by affected Departments. | 4 | 4 | 4 | 0 | |

| Sub-sub-programme: Employee Relations and People Management | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: To coordinate, monitor, evaluate labour relations practices with a view to support departments to attain compliance with policies. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on the interventions made through training / capacity building, facilitation and investigation in order to improve on Labour Relations practices to HODs to action recommendation. | 4 | 4 | 3 | 1 | Quarter 1 report was not complied because there was no request from departments on training /capacity interventions. |

| Sub-sub-programme : Infrastructure Strategic Objective: To managed the Development of Infrastructure solutions, server and network. | | | | | |
|--|---------------------------------|-----------------------------|---------------------------------|--|-----------------------|
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on Disaster Recovery Plan (DRP) tests Conducted | 2 | 2 | 2 | 0 | |
| Number of reports on usage and consumption of hardware monitored to enable proper planning of hardware procurement | 4 | 4 | 4 | 0 | |
| Number of reports on software upgraded to ensure that patch management process is followed | - | 4 | 4 | 0 | |
| Report on the implementation of Broadband | - | 1 | 1 | 0 | |

| Sub-sub-programme:Application Services | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To Manage and analyse the production of Application systems | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on Software upgraded to ensure that patch management process are followed | - | 4 | 4 | 0 | |
| Number of reports on websites maintained to ensure compliance with SLA by departments. | - | 4 | 4 | 0 | |
| Number of reports on financial data archived per financial year is archived to ensure that historical financial data is archived from the on-line system. | - | 1 | 1 | 0 | |
| A Concept document or paper on the multi-digital Communication portal to be developed | - | 1 | 1 | 0 | |

| Sub-sub-programme: Customer Relations | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: Responsible for Management of IT Services and Administration of the IT Operations | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on ICT Business Engagements conducted with Provincial Departments to monitor agreed service levels. | - | 2 | 2 | 0 | |
| Number of reports on Incidents and Service requests from provincial departments to measure effectiveness and efficiency of Support Services. | - | 12 | 11 | 1 | There were no requests received in the first month of the financial year under review. |

| Sub-sub-programme:E Governance | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective : The Provision and Maintenance of IT Governance, Planning and Risk Management | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on the implementation of the Corporate Governance of ICT tabled at Broader Extech for monitoring. | - | 4 | 4 | 0 | |
| Number of provincial ICT Workshops arranged | 4 | 4 | 4 | 0 | |
| Number of monthly PGITOC meetings arranged | 9 | 10 | 10 | 0 | |
| Number of assessment reports on the ICT environment, capabilities and performance produced and submitted to the HOD. | - | 1 | 1 | 0 | |
| Number of Reports on ICT Third Party Suppliers engagements submitted to the HoD for monitoring | - | 1 | 1 | 0 | |

| Programme / Sub-programme: Communication | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective : To provide Strategic support and coordination of Government Communication | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reviewed Provincial communication Strategy developed | 0 | 1 | 1 | 0 | |
| Number of reports on the events and campaigns coordinated compiled | 4 | 4 | 3 | 1 | The fourth quarter could not be compiled because there were no events coordinated during the fourth quarter. |
| Number of reports on publicity support for roving EXCO; compiled | - | 4 | 0 | 4 | Reports on publicity support could not be compiled because no roving EXCO was held/organised during the period under review. |
| Number of reports on Public relation meeting held; compiled | - | 8 | 2 | 6 | Inability to implement PR activities due to capacity constraints |
| Number of Corporate Communication reports compiled. | 0 | 4 | 3 | 1 | The third quarter report corporate communication report could not be compiled because unavailability of the graphic designer. For the other |

| | | | | | |
|--|---|---|---|---|---|
| | | | | | quarters, the services of a graphic designer from other departments were used. |
| Number of Government publications produced | - | 4 | 1 | 3 | The three publications could not be produced because Layout Artist post is vacant and is to still be filled. |
| Number of calendar of events compiled | 1 | 1 | 1 | 0 | |
| Number of Districts Communicators Forum reports compiled | - | 4 | 3 | 1 | The third quarter district communicators' forum could not be held because of the Public Service Month activities which overlapped into the 3 rd Quarter. |

Strategy to overcome areas of under performance

The Office will ensure proper planning to align set targets with the reporting timeframes.

Changes to planned targets

There were no changes to planned targets.

Linking performance with budgets

All functions performed were in line with the approved budget for the programme

Sub-programme expenditure

| Programme 2: Institutional Development | | | | | | | | | |
|---|------------------------|-------------------|--------------|---------------------|--------------------|------------|---|---------------------|--------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | |
| 1. Strategic Human Resource | 44 766 | 500 | (6 000) | 39 266 | 35 372 | 3 894 | 90.8% | 61 700 | 56 546 |
| 2. Information Communication Technology | 80 359 | (500) | (2 200) | 77 659 | 75 864 | 1 795 | 97.9% | 75 775 | 76 003 |
| 3. Legal Services | 13 566 | - | - | 13 566 | 9 144 | 4 422 | 68.6% | 17 281 | 12 597 |
| 4. Communication Services | 31 899 | (56) | 16 000 | 47 843 | 51 902 | (4 059) | 107.2% | 48 770 | 51 423 |
| 5. Programme Support | 12 052 | 56 | - | 12 108 | 17 379 | (5 271) | 143.5% | 10 896 | 13 873 |
| | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |

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| Economic classification | | | | | | | | | |
|---|----------------|------------|--------------|----------------|----------------|--------------|--------------|----------------|----------------|
| Current payments | 172 310 | 845 | 7 800 | 180 955 | 178 561 | 2 394 | 98.7% | 197 069 | 193 114 |
| Compensation of employees | 88 322 | (3 671) | - | 83 322 | 84 578 | (1 256) | 101.5% | 89 263 | 88 703 |
| Salaries and wages | 80 101 | (6 120) | - | 73 981 | 74 609 | (628) | 100.8% | 81 551 | 77 405 |
| Social contributions | 8 221 | 2 449 | - | 9 341 | 9 969 | (628) | 106.7% | 7 712 | 11 298 |
| Goods and services | 83 988 | 4 516 | 7 800 | 97 633 | 93 983 | 3 650 | 96.3% | 107 805 | 104 411 |
| Advertising | 2 130 | - | - | 2 130 | 1 485 | 645 | 69.7% | 1 238 | 1 207 |
| Minor assets | 793 | (412) | - | 381 | 221 | 160 | 58.0% | 485 | 264 |
| Audit costs: External | 420 | - | - | 420 | - | 420 | - | 2 043 | 2 030 |
| Catering: Departmental activities | 1 681 | (107) | - | 1 574 | 545 | 1 029 | 34.6% | 2 688 | 5 969 |
| Communication (G&S) | 11 300 | 4 259 | - | 15 559 | 13 769 | 1 790 | 88.5% | 5 305 | 6 386 |
| Computer services | 17 435 | (6 081) | - | 12 683 | 15 204 | (2 521) | 119.9% | 24 226 | 22 034 |
| Consultants: Business and advisory services | 930 | (234) | - | 696 | 143 | 553 | 20.5% | 2 036 | 4 551 |
| Legal services | 3 010 | (110) | - | 2 900 | 1 768 | 1 132 | 61.0% | 3 400 | 1 997 |
| Contractors | 22 636 | 9 380 | 7 800 | 39 816 | 44 588 | (4 772) | 112.0% | 46 629 | 44 896 |
| Agency and support / outsourced services | 257 | (59) | - | 198 | 214 | (16) | 108.1% | 410 | 301 |
| Fleet services (including government motor transport) | 1 083 | (395) | - | 688 | 499 | 189 | 72.5% | 604 | 2 |
| Inventory: Clothing material and accessories | 62 | - | - | 62 | - | 62 | - | 30 | - |
| Inventory: Food and food supplies | 523 | - | - | 523 | - | 523 | - | 117 | 68 |
| Inventory: Learner and teacher support material | 361 | - | - | 361 | - | 361 | - | - | - |
| Inventory: Materials and supplies | 117 | (117) | - | - | - | - | - | - | - |
| Inventory: Medical supplies | - | - | - | - | - | - | - | 15 | 126 |
| Inventory: Medicine | 115 | - | - | 115 | - | 115 | - | - | - |
| Consumable supplies | 337 | - | - | 337 | 475 | (138) | 140.9% | 719 | 566 |
| Consumable: Stationery, printing and office supplies | 2 657 | 33 | - | 2 690 | 2 824 | (134) | 105.0% | 3 970 | 2 661 |

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| | | | | | | | | | |
|---|----------------|--------------|--------------|----------------|----------------|----------------|---------------|----------------|----------------|
| Operating leases | 4 937 | (660) | - | 4 277 | 3 751 | 526 | 87.7% | 4 328 | 3 592 |
| Property payments | 145 | (59) | - | 86 | 29 | 57 | 33.7% | 131 | - |
| Transport provided: Departmental activity | 140 | - | - | 140 | 6 436 | (6 296) | 4597.1% | 182 | - |
| Travel and subsistence | 7 200 | (688) | - | 6 512 | 804 | 5 708 | 12.3% | 5 931 | 5 425 |
| Training and development | 1 242 | - | - | 1 242 | - | 1 242 | - | 1 103 | 747 |
| Operating payments | 2 747 | (190) | - | 2 557 | 268 | 2 289 | 10.5% | 353 | 261 |
| Venues and facilities | 1 730 | (44) | - | 1 686 | 960 | 726 | 56.9% | 1 862 | 1 328 |
| Interest and rent on land | - | - | - | - | - | - | - | 1 | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | 1 | - |
| Transfers and subsidies | 2 600 | - | - | 2 600 | 3 177 | (577) | 122.2% | 15 296 | 14 160 |
| Households | 2 600 | - | - | 2 600 | 3 177 | (577) | 122.2% | 15 296 | 14 160 |
| Social benefits | 680 | - | - | 680 | 249 | 431 | 36.6% | 491 | 481 |
| Other transfers to households | 1 920 | - | - | 1 920 | 2 928 | (1 008) | 152.5% | 14 805 | 13 679 |
| Payments for capital assets | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Machinery and equipment | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Other machinery and equipment | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 541 |
| | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |

PROGRAMME 3: POLICY, PLANNING AND MONITORING AND EVALUATION

a. Description of the Programme

This programme is mandated to contribute information and knowledge with regard to provincial growth and development policy and planning formulation and rendering of Outcome Based Management (OBM), performance monitoring and evaluation. The functional responsibilities of The Policy, Planning and Monitoring and Evaluation Branch reflect the fundamental change from short and medium term planning to long-term planning that now characterise the planning environment in the country. This also led to the establishment of the Provincial Planning Commission. This Commission was established in 2011 with the mandate to develop the long-term provincial vision and strategic plan to achieve the political objectives of social justice, economic development, environmental protection, co-operative governance, freedom and security. This includes the formulation and implementation of policy, strategy and long term planning across provincial and local spheres of government.

Programme 3 is also mandated to promote international relations and intergovernmental cooperative governance across all three spheres of government and social partnerships. This incorporates programmes to promote awareness, equality and care of transformation challenges faced by women, youth, children, the elderly and people with disabilities in communities and the country.

Sub-Programme and Strategic Objective

Youth, Moral Regeneration and Social Cohesion: To promote positive values, social cohesion and institutionalise youth development.

Stakeholder Management, Cooperative Governance and Protocol: To manage and coordinate the implementation of stakeholder management, cooperative governance and protocol programmes.

Planning Commission Secretariat (Administrative Support): The provision of secretariat services to the Planning Commission.

Planning Commission Secretariat (Strategic Support): The provision of secretariat and strategic support functions to the Planning Commission.

Research and Population: The management and coordination of provincial research and population dynamics.

Policy Analysis & Coordination: Facilitation of integrated policy formulation and analysis between provincial and local government in line with the national mandate.

Strategic Planning and Support: To Provide advice and support on medium and long term strategic planning to support the imperatives of the NDP and the PDP.

Information and Knowledge management: facilitate information management and create knowledge products for planning.

Programme and Project Management Capacity Building: to coordinate and support programme and project planning and management at provincial and local level.

Provincial Performance, Monitoring, Evaluation and Reporting: To ensure full implementation of M&E policies, systems and programmes by 2019.

M&E systems, Data management and Capacity Building Support: To ensure full implementation of M&E policies, systems and programmes by 2019.

Institutional and Service Delivery Intervention: To ensure full implementation of M&E policies, systems and programmes by 2019.

Strategic objectives, performance indicators planned targets and actual achievements

Strategic objectives

| Programme Name : Policy, Planning and Monitoring and Evaluation | | | | | |
|---|-------------------------------------|---------------------------------|-------------------------------------|--|---|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| To promote positive values, social cohesion and institutionalise youth development (Moral Regeneration) | - | 10 | 5 | 5 | The target could not be achieved due to the redefinition of the mandate in the new term. |
| To promote positive values, social cohesion and institutionalise youth development (Youth Development) | 25 | 9 | 3 | 6 | |
| To manage and coordinate the implementation of stakeholder management, cooperative governance and protocol programmes | 21 | 15 | 13 | 2 | CDWs were officially transferred to the Directorate only from 01 October 2014. The Directorate could only report for 3rd and 4th quarter of 2014/2015 performance year. |

| Programme Name : Policy, Planning and Monitoring and Evaluation | | | | | |
|--|-------------------------------------|---------------------------------|-------------------------------------|--|---|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| The provision of secretariat services to the Planning Commission | - | 6 | 2 | 4 | The four meetings of the Planning Commission were not held due to the new term to re-design the planning function and wind down. |
| The provision of secretariat and strategic support functions to the Planning Commission | 14 | 16 | 12 | 4 | The four meetings of the Planning Commission were not held due to the new term to re-design the planning function and wind down. |
| The management and coordination of provincial research and population dynamics | 14 | 9 | 9 | 0 | |
| Facilitation of integrated policy formulation and analysis between provincial and local government in line with the national mandate | - | 6 | 6 | 0 | |
| To Provide advice and support on medium and long term strategic planning to support the imperatives of the NDP and the PDP | - | 20 | 18 | 2 | The PSDF project has a fifteen months timeframe. The Bid was awarded in December 2014. Implementation kick-started in January 2015. |

| Programme Name : Policy, Planning and Monitoring and Evaluation | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective: | | | | | |
| Strategic Objective | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Facilitate information management and create knowledge products for planning | - | 26 | 26 | 0 | |
| To coordinate and support programme and project planning and management at provincial and local level | - | 8 | 8 | 0 | |
| To ensure full implementation of M&E policies, systems and programmes by 2020 | - | 66 | 67 | 1 | The FSDM Schedule, JAP was revised in order to accommodate and to comply with the national DPME requirement of covering all sectors during each financial year of implementation. |

| Programme / Sub-programme: Youth, Moral Regeneration and Social Cohesion | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Sub-Directorate: Moral Regeneration and Social Cohesion | | | | | |
| Strategic Objective : To promote positive values, social cohesion and institutionalise youth development | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Annual Moral Regeneration Plan of Action produced in consultation with stakeholders | 1 | 1 | 0 | 1 | The target could not be achieved due to the redefinition of the mandate in the new term |
| Number of Reports prepared on the implementation of moral regeneration programmes | - | 4 | 1 | 3 | The target could not be achieved due to the redefinition of the mandate in the new term |
| Number of Social dialogues and summit arranged on the charter of positive values. | - | 1 | 1 | 0 | |
| Number of community based Projects supporting moral regeneration coordinated | - | 2 | 1 | 1 | The target could not be achieved due to the redefinition of the mandate in the new term. |
| Number of ethics training workshops arranged for public servants and leadership structures | 3 | 2 | 2 | 0 | |

| Sub-sub programme: Youth, Moral Regeneration and Social Cohesion | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|---|
| Sub - Directorate: Youth Development | | | | | |
| Strategic Objective: To promote positive values, social cohesion and institutionalise youth development | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Annual plan of action on Youth Development Programmes produced for implementation. | 1 | 1 | 0 | 1 | Annual Plan of Action on youth development programme could not be produced due to capacity constraints. |
| Number of reports on Youth Development programmes produced. | - | 1 | 0 | 1 | Reports on Youth Development could not be compiled due to non-development of the Annual Plan of Action |
| Number of Provincial Youth Dialogues arranged. | - | 4 | 1 | 3 | The office of the Premier is currently going through a change management process and the dialogues are re-aligned to the mandate of the new term. |
| An Annual youth profile compiled and submitted to the DG for monitoring. | 1 | 1 | 1 | 0 | |
| Report on establishment of Youth Enterprise Development | - | 1 | 1 | 0 | |
| Report on the establishment of Youth Centre | - | 1 | 0 | 1 | Due to the changes of the new term that are taking place within Office of the Premier, the establishment of Youth Entrepreneurship Services was not |

| | | | | | |
|--|--|--|--|--|--------------|
| | | | | | established. |
|--|--|--|--|--|--------------|

| Sub-sub programme: Stakeholder Management, Cooperative Governance and Protocol | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: Contribute to quality service delivery through frameworks, structures and systems of cooperative governance and knowledge management that places government in a position to take decisions on merit in the best interest of the province and its people. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on IGR produced. | 1 | 4 | 4 | 0 | |
| Number of Impact Assessment reports on the country relations with Bokone Bophirima Province produced. | 1 | 1 | 1 | 0 | |
| Number of Advocacy workshops on International Relations produced. | - | 2 | 2 | 0 | |
| Number of Reports on Public Participation, Thusong Centres and the Presidential Hotline produced. | 4 | 4 | 3 | 1 | The first quarter report could not be compiled in the Chief Directorate: Communication due to lack of HR capacity, hence the decision to transfer it |

| Sub-sub programme: Stakeholder Management, Cooperative Governance and Protocol | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective: Contribute to quality service delivery through frameworks, structures and systems of cooperative governance and knowledge management that places government in a position to take decisions on merit in the best interest of the province and its people. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| | | | | | to the Directorate: Stakeholder Management, Cooperative Governance and Protocol in the 2 nd Quarter. |
| Number of reports on the implementation of the Community Development Workers Activities produced. | - | 4 | 2 | 2 | CDWs were officially transferred to the Directorate only from 01 October 2014. The Directorate could only report for 3rd and 4th quarter of 2014/2015 performance year. |

| Sub-sub programme: Planning Commission Secretariat (Administrative Support): Strategic Objective The provision of secretariat services to the Planning Commission | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Report on the resuscitation of Premier's Economic Advisory Council | - | 1 | 1 | 0 | |
| Number of Round Tables organised to enhance the realization of the NDP/PDP objectives | 2 | 2 | 1 | 1 | The Round Tables were not organized on time. |
| Number of reports on the activities of the Infrastructure Commission | - | 3 | 0 | 3 | The Infrastructure Commission has not yet been established. |

| Sub-sub programme: Planning Commission Secretariat (Strategic Support): | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective : The provision of secretariat and strategic support functions to the Planning Commission | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports on alignment of social economic and governance priorities and outcomes to budget frameworks | - | 2 | 2 | 0 | |
| Number of reports on costing of sectors of the provincial long-term plan and proposals | - | 2 | 0 | 2 | There were no funds available to carry out the costing model study which would have led to costing of the potential sectors. |
| Number of socio-economic reports to facilitate evidence-based decision making in support of the NDP/PDP | - | 4 | 4 | 0 | |
| Provincial Development and Implementation plan updated | - | 1 | 0 | 1 | The Provincial Development Plan was not implemented because it is still to be approved. |
| Long Term NW Development Plan reviewed | - | 0 | 0 | 0 | |

| Sub-sub programme: Planning Commission Secretariat (Strategic Support): | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective : The provision of secretariat and strategic support functions to the Planning Commission | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Round Tables organised to enhance the realization of the NDP/PDP objectives | 2 | 2 | 1 | 1 | The Round Tables were not organized on time. |
| Number of reports on analysis on Policy gaps to identify future research compiled | - | 3 | 3 | 0 | |
| Number of reports on the provision of technical support and advice on research, policy and M & E issues compiled | - | 2 | 2 | 0 | |

| Sub-sub programme: Research and Population: | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|---|
| Strategic Objective : The management and coordination of provincial research and population dynamics | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| A Provincial Research Agenda developed, approved and implemented | 1 | 1 | 1 | 0 | |
| Provincial Research Co-ordination and Management report developed | - | 1 | 1 | 0 | |
| Number of reports on the implementation of the Provincial Research Agenda produced | 4 | 2 | 2 | 0 | |
| Research projects implemented and concluded | - | 4 | 3 | 1 | The directorate could not achieve Q1 and Q2 targets due to the delay in approval of the Terms of Reference. |
| Number of Capacity building and advocacy workshops on population analysis and integration into developmental plans conducted | - | 1 | 1 | 0 | |

| Sub-sub programme: Policy Analysis & Coordination | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: Facilitation of integrated policy formulation and analysis between provincial and local government in line with the national mandate | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of developmental Policies/Strategies analysed or reviewed | - | 2 | 1 | 1 | The research study was being developed in collaboration with North West Business Forum and could not be finalised during the quarter under review. |
| Number of provincial diagnostic studies produced | 4 | 1 | 1 | 0 | |
| Provincial Policy review and alignment framework produced and updated | 1 | 1 | 1 | 0 | |
| Number of Urban Renewal Concept document produced | - | 1 | 1 | 0 | |
| Number of reports on ownership equity compliance produced. | - | 1 | 1 | 0 | |

| Programme / Sub-programme: Strategic Planning and Support | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: To Provide advice and support on medium and long term strategic planning to support the imperatives of the NDP and the PDP | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Departmental & District Municipal Strategic Planning sessions workshops conducted. | - | 13 | 13 | 0 | |
| Number of Planning Cycle framework guide produced and updated | - | 1 | 1 | 0 | |
| Number of Provincial Departmental Strategic and APP alignment assessment report produced | - | 1 | 0 | 1 | The draft report was compiled but it had to be expanded to accommodate changes introduced to the assessment process. |
| Number of District Integrated Municipal Plan assessment reports produce | - | 4 | 4 | 0 | |

| Programme / Sub-programme: Strategic Planning and Support | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: To Provide advice and support on medium and long term strategic planning to support the imperatives of the NDP and the PDP | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Provincial Spatial Development Framework produced & updated | - | 1 | 0 | 1 | The Provincial Spatial Development Framework project has a fifteen months timeframe. The Bid was awarded in December 2014. Implementations kick starts in January and will commence with the development of an inception report. |

| Programme / Sub-programme: Information and Knowledge Management | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: facilitate information management and create knowledge products for planning | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Provincial Statistical Information Chapters updated | 8 | 8 | 8 | 0 | |
| Number of Maps and Statistical Bulletins released | 3 | 4 | 4 | 0 | |
| Number of provincial sectorial spatial datasets compiled | - | 7 | 7 | 0 | |
| Number of statistical and spatial data (GIS) analyses developed | 5 | 6 | 6 | 0 | |
| A Geographic e-Library updated in support of integrated planning | 5 | 1 | 1 | 0 | |

| Programme / Sub-programme: Programme and Project Management Capacity Building | | | | | |
|---|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To coordinate and support programme and project planning and management at provincial and local level | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of Frameworks for identification and coordination of high impact projects developed and updated. | - | 1 | 1 | 0 | |
| Number of Central Project Management Information Systems reviewed and updated. | - | 1 | 1 | 0 | |
| Number of reports on the assessment of programme and project planning in the province submitted to the Planning Commissioner. | - | 2 | 2 | 0 | |
| Number of programme and project planning and management capacity building initiatives undertaken. | 1 | 4 | 4 | 0 | |

| Programme / Sub-programme: Provincial Performance, Monitoring, Evaluation and Reporting | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: To ensure full implementation of M&E policies, systems and programmes by 2019. | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of assessment reports on the alignment of departmental indicators produced. | - | 1 | 0 | 1 | The assessment report could not be produced because there was a pronouncement by the Premier for ALL departments to review their Strategic Plans and APPs to incorporate the directives and new planned initiatives. The process of assessing the APPs overlapped into the next quarter thus resulting in the unit not being able to report because the 4th Quarter Report was long finalised and submitted) |
| Number of monitoring reports on the implementation of Provincial Priorities/Plans produced and submitted to stakeholders | - | 4 | 4 | 0 | |
| Number of Provincial Evaluation Plans developed and submitted to EXCO for approval. | 0 | 1 | 0 | 1 | The draft Provincial Evaluation Plan has been developed. However, it has not been approved due to the need to adjust the evaluation studies proposed to be in line with priorities of the new administration. |

| | | | | | |
|--|---|---|---|---|--|
| Number of reports on the implementation of Provincial Evaluation Plan Produced and submitted to stakeholders | - | 4 | 4 | 0 | |
|--|---|---|---|---|--|

| Programme / Sub-programme: M&E systems, Data management and Capacity Building Support | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|-----------------------|
| Strategic Objective: To ensure full implementation of M&E policies, systems and programmes by 2019 | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| M&E data management system for storing provincial data developed. | 1 | 1 | 1 | 0 | |
| Number of Provincial M&E Capacity Building Plan reviewed and approved by Broader Extech. | - | 1 | 1 | 0 | |
| Number of Provincial M&E Capacity Building Reports produced and submitted to stakeholders | 2 | 2 | 2 | 0 | |

| Programme / Sub-programme: Institutional and Service Delivery Intervention | | | | | |
|--|------------------------------|--------------------------|------------------------------|---|--|
| Strategic Objective: To ensure full implementation of M&E policies, systems and programmes by 2019 | | | | | |
| Performance Indicator | Actual Achievement 2013/2014 | Planned Target 2014/2015 | Actual Achievement 2014/2015 | Deviation from planned target to Actual Achievement for 2014/2015 | Comment on deviations |
| Number of reports compiled on Frontline Service Delivery Monitoring (FSDM) visits conducted. | - | 48 | 50 | 2 | The Frontline Service Delivery Monitoring (FSDM) Schedule, JAP was revised in order to accommodate and to comply with the national DPME requirement of covering all sectors during the financial year of implementation. |
| Number of Consolidated Frontline Service Delivery Monitoring (FSDM) analysis reports produced | - | 2 | 2 | 0 | |
| Number of MPAT Analysis reports produced. | - | 2 | 2 | 0 | |

Strategy to overcome areas of under performance

The Office will ensure that drafts documents are approved in time for implementation within the stipulated period. The Organisational structure is under review to align functions with the mandate of the firth administration.

Changes to planned targets

There were no changes to the planned targets

The Special Programmes Chief Directorate was transferred to the Department of Social Development. Only directorate Youth, Moral Regeneration and Social Cohesion was not transferred.

Linking performance with budgets

All functions performed were in line with the approved budget

Programme expenditure

| Programme 3: Policy and Governance | | | | | | | | | |
|--|---------------------------|----------------------|----------------|------------------------|-----------------------|---------------|---|------------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | |
| 1. Inter-Governmental Relations | 6 173 | - | - | 6 173 | 1 757 | 4 416 | 28.5% | 5 480 | 5 812 |
| 2. Provincial Policy Management | 308 497 | - | (4 300) | 304 197 | 256 258 | 47 939 | 84.2% | 58 101 | 57 375 |
| 3. Premier's Priority Programmes | 5 842 | - | - | 5 842 | 3 497 | 2 345 | 59.9% | 5 296 | 3 889 |
| 4. Programme Support | 2 687 | - | - | 2 687 | 46 061 | (43 374) | 1714.2% | 12 536 | 14 020 |
| 5. Special Programmes | - | - | - | - | 256 | (256) | - | - | - |
| | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 |

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| Economic classification | | | | | | | | | |
|---|----------------|--------------|----------------|----------------|----------------|---------------|--------------|---------------|---------------|
| Current payments | 154 718 | (500) | (4 300) | 149 918 | 137 520 | 12 398 | 91.7% | 79 635 | 56 729 |
| Compensation of employees | 102 625 | - | - | 102 625 | 108 271 | (5 646) | 105.5% | 37 145 | 37 132 |
| Salaries and wages | 89 825 | - | - | 89 825 | 92 926 | (3 101) | 103.5% | 35 046 | 32 980 |
| Social contributions | 12 800 | - | - | 12 800 | 15 345 | (2 545) | 119.9% | 2 099 | 4 152 |
| Goods and services | 52 093 | (500) | (4 300) | 47 293 | 29 249 | 18 044 | 61.8% | 42 490 | 19 597 |
| Advertising | 359 | - | - | 359 | 30 | 329 | 8.4% | 561 | 519 |
| Minor assets | 235 | - | - | 235 | 114 | 121 | 48.5% | 277 | 255 |
| Catering: Departmental activities | 1 318 | (500) | - | 818 | 675 | 143 | 82.5% | 1 246 | 890 |
| Communication (G&S) | 1 210 | - | - | 1 210 | 1 132 | 78 | 93.6% | 797 | 271 |
| Computer services | 250 | - | - | 250 | 96 | 154 | 38.4% | 240 | 97 |
| Consultants: Business and advisory services | 26 591 | - | - | 26 591 | 5 154 | 21 437 | 19.4% | 26 022 | 6 315 |
| Contractors | 10 660 | - | (4 300) | 6 360 | 9 777 | (3 417) | 153.7% | 584 | (1 065) |
| Entertainment | - | - | - | - | - | - | - | 11 | 4 |
| Fleet services (including government motor transport) | 101 | - | - | 101 | - | 101 | - | 264 | - |
| Inventory: Food and food supplies | - | - | - | - | - | - | - | 2 | - |
| Consumable supplies | 584 | - | - | 584 | 92 | 492 | 15.8% | 285 | 83 |
| Consumable: Stationery, printing and office supplies | 1 372 | - | - | 1 372 | 1 101 | 271 | 80.2% | 1 410 | 879 |
| Operating leases | 3 413 | 520 | - | 3 933 | 3 169 | 764 | 80.6% | 3 966 | 3 698 |
| Property payments | 22 | - | - | 22 | - | 22 | - | 74 | 73 |
| Transport provided: Departmental activity | 437 | (310) | - | 127 | 807 | (680) | 635.4% | 311 | 408 |
| Travel and subsistence | 3 792 | - | - | 3 792 | 6 067 | (2 275) | 160.0% | 4 182 | 5 531 |
| Training and development | 471 | - | - | 471 | 446 | 25 | 94.7% | 578 | 96 |
| Operating payments | 136 | - | - | 136 | 200 | (64) | 147.1% | 162 | 130 |
| Venues and facilities | 1 142 | (210) | - | 932 | 389 | 543 | 41.7% | 1 518 | 1 413 |
| Transfers and subsidies | 167 462 | - | - | 167 462 | 167 240 | 222 | 99.9% | 1 250 | 24 002 |

*Annual Report Financial Year
Vote 1: Department of Office of the Premier
North West Province*

| | | | | | | | | | |
|---|----------------|------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|
| Departmental agencies and accounts | 166 142 | - | - | 166 142 | 166 142 | - | 100.0% | 350 | 332 |
| Departmental agencies (non-business entities) | 166 142 | - | - | 166 142 | 166 142 | - | 100.0% | 350 | 332 |
| Non-profit institutions | 840 | - | - | 840 | 840 | - | 100.0% | 840 | 840 |
| Households | 480 | - | - | 480 | 258 | 222 | 53.8% | 60 | 22 830 |
| Social benefits | 480 | - | - | 480 | 258 | 222 | 53.8% | 60 | 30 |
| Other transfers to households | - | - | - | - | 6 | (6) | - | - | 22 800 |
| Payments for capital assets | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 |
| Machinery and equipment | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 |
| Other machinery and equipment | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 |

5. SUMMARY OF FINANCIAL INFORMATION

6.1. Departmental receipts

None.

6.2. Programme Expenditure

| North West: Office of The Premier | | | | | | | | | | |
|---|---|------------------------|-------------------|----------|---------------------|--------------------|----------|---|---------------------|--------------------|
| Appropriation Statement | | | | | | | | | | |
| for the year ended 31 March 2015 | | | | | | | | | | |
| Appropriation per programme | | | | | | | | | | |
| | | 2014/15 | | | | | | 2013/14 | | |
| | | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| Voted funds and Direct charges | | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Programme | | | | | | | | | | |
| 1. | Administration | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |
| 2. | Institutional Development | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |
| 3. | Policy and Governance | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 |
| Programme sub total | | 756 685 | - | - | 756 685 | 688 820 | 67 865 | 91.0% | 359 744 | 354 128 |
| TOTAL | | 756 685 | - | - | 756 685 | 688 820 | 67 865 | 91.0% | 359 744 | 354 128 |
| Reconciliation with Statement of Financial Performance | | | | | | | | | | |
| Add: | | | | | | | | | | |
| | Departmental receipts | | | | 20 | | | | 1 171 | |
| Actual amounts per Statement of Financial Performance (Total Revenue) | | | | | 756 705 | | | | 360 915 | |
| | | | | | | - | | | | |
| Actual amounts per Statement of Financial Performance Expenditure | | | | | | 688 820 | | | | 354 128 |

6.3. Transfer payments, excluding public entities

None

6.4. Public Entities

| DEPARTMENT/AGENCY/ACCOUNT | TRANSFER ALLOCATION | | | | TRANSFER | | 2013/14 |
|---------------------------------------|------------------------|------------|-------------|-----------------|-----------------|----------------------------------|-------------------|
| | Adjusted appropriation | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds transferred | Appropriation Act |
| | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 |
| North West Provincial Council on Aids | 20 520 | | | 20 520 | 20 520 | 100% | 18 353 |
| North West Parks and Tourism Board | 166 142 | | | 166 142 | 166 142 | 100% | - |
| North West Youth Development Trust | - | | | - | | | 332 |
| | | | | - | | | |
| | | | | - | | | |
| | | | | - | | | |
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| | | | | - | | | |
| | | | | - | | | |
| | | | | - | | | |
| | 186 662 | - | - | 186 662 | 186 662 | | 18 685 |

6.5. Conditional grants and earmarked funds paid

R89m

6.6. Conditional grants and earmarked funds received

R167m

6.7. Donor Funds

None

6.8. Capital investment, maintenance and asset management plan

To be updated

| Infrastructure projects | 2013/2014 | | | 2014/2015 | | |
|--|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
| | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| New and replacement assets | Nil | Nil | Nil | Nil | Nil | Nil |
| Existing infrastructure assets | Nil | Nil | Nil | Nil | Nil | Nil |
| - Upgrades and additions | Nil | Nil | Nil | Nil | Nil | Nil |
| - Rehabilitation, renovations and refurbishments | Nil | Nil | Nil | 90 000 | 37 730 | 52 270 |
| - Maintenance and repairs | Nil | Nil | Nil | Nil | Nil | Nil |
| Infrastructure transfer | Nil | Nil | Nil | Nil | Nil | Nil |

| | 2013/2014 | | | 2014/2015 | | |
|-------------------------|---------------------------|--------------------------|--------------------------------|---------------------------|--------------------------|--------------------------------|
| Infrastructure projects | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 | Final Appropriation R'000 | Actual Expenditure R'000 | (Over)/Under Expenditure R'000 |
| - Current | Nil | Nil | Nil | Nil | Nil | Nil |
| - Capital | Nil | Nil | Nil | Nil | Nil | Nil |
| | | | | | | |
| Total | Nil | Nil | Nil | 90 000 | 37 730 | 52 270 |

PART C: GOVERNANCE

1. INTRODUCTION

The Office is committed to maintain high standards of governance in order to effectively, efficiently and economically utilize the state resources which is funded by the tax payer.

2. RISK MANAGEMENT

- The department has approved risk management policy and strategy which has been communicated to all employees in the Department.
- Strategic risk assessment sessions were held during the financial year under review. Risk register was also developed and monitored on a quarterly basis.
- The department has Risk Management Committee during the financial year under review. This committee met on a quarterly basis to discuss the status of risk management and the effectiveness of internal control systems.
- The audit committee as an oversight body provided guidance on the risk management issues and monitored the progress of implementing risk management treatment plan on a quarterly basis.
- Although the department had effective risk management systems, the risk management unit is not adequately capacitated to service the department.

3. FRAUD AND CORRUPTION

- The department's fraud prevention plan and the progress made in implementing the fraud prevention plan
The Department has the following adopted Policies
 - Fraud Prevention Plan
 - Fraud Implementation Plan
 - Whistle blowing Policy

Progress made in the Implementation of Fraud Prevention Plan

- Facilitation of Awareness Campaign's in Local and District Municipalities
- Anti-Corruption training for Provincial Departments
- Anti-Corruption Training for District and Local Municipalities
- Ethics Training for Departments and Anti-Corruption Forum members
- Forensic Investigation training for Provincial Departments
- Coordination of the following committees to fight corruption
 - Provincial Anti-Corruption Technical & Ethics Committee
 - Provincial Anti-Corruption Forum
 - District Anti-Corruption Forum
 - Local Anti-Corruption forum
 - Provincial Risk Management Committee

- Mechanisms in place to report fraud and corruption and how these operate.eg: Whistle blowing - The need for officials to make confidential disclosure about suspect fraud and corruption

Fraud and Corruption is reported in the following manner

- Through National Anti-Corruption Hotline – 0800 701 701
- By Walk-inns
- Through referral by Departments and Public entities
- Through ad-hoc mandate by the Premier
- Through ad-hoc mandate by the Director General
- Through anonymous reporting, Emails &Faxes
- Provincial HOTLINE Bua le Puso

The need for officials to make confidential disclosures

- Popularizing the toll free number to report corruption
- The right to remain anonymously when reporting
- Designed Tipp-off forms to report fraud and corruption

- How these cases are reported and what action is taken
 - Hotline cases are reported through National Anti-Corruption Hotline
 - Cases are investigated by the dedicated Unit
 - Reports with recommendations are sent to relevant client Departments and other State Institutions
 - Reporting cases with criminal elements are reported to SAPS

4. MINIMISING CONFLICT OF INTEREST

Minimising conflict of interest is achieved through:

- Through Electronic financial disclosures
- Application of external remunerative work
- Departmental gift register
- Conduct awareness programme to educate officials on ethics, good governance anti-corruption measures
- Appointment of Ethics officers
- Appointment of Ethics Champion.

5. CODE OF CONDUCT

The Department is fully adhering to the Public Service Code of conduct in the following manner:

- Employees sign the code of conduct on their appointment to the Department and is kept in their personal files.
- Code of conduct road shows are conducted quarterly in the Department.

The code of conduct as a whole has an effect in the Department, relationship amongst employees, and amongst employees and their managers, relationship with the Legislature and the Executive, relationship with the Public, and performance of duties, are all observed in terms of the Departmental Labour Relations database, grievances and disciplinary cases.

Any breach of the code of conduct by the employee is dealt with in terms of the PSCBC Resolution 1 of 2003, the disciplinary code and procedure for the Public Service.

The information provided above is a true reflection and supporting documents will/can be provided as per the request by the receiver.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Description and nature of Health Safety and Environment issues:

- (a) Slippery floors
- (b) Offices without open windows
- (c) Air conditions malfunctioning
- (d) Lack of emergency exists
- (e) Theft due to partitioned offices
- (f) Toilet odour – pipes worn-out, overpopulation in the building
- (g) Water problem – both for sanitation and drinking
- (h) Clinic and Gym sharing space.

The effects it has on the department:

- (a) Injury on duty
- (b) Occupational diseases
- (c) Lost items in case of theft (financial, trauma implications) that would also lead to low productivity and low morale.
- (d) Non adherence to emergency plans - more trauma for employees in case of emergency – stampede.

7. SCOPA RESOLUTIONS

| Resolution No. | Finding | Recommendation | Response by the department | Comment |
|--|---|--|--|---|
| <p>1. Irregular Expenditure</p> | <p>Sufficient appropriate audit evidence could not be obtained that management has properly identified and disclosed all irregular expenditure for the current and prior years due to finance leases concluded and payments made in contravention with supply chain management regulations.</p> | <p>All irregular expenditure for the current and prior years should be investigated and dealt with in terms of section 38 and chapter 10 of the PFMA. A policy should be developed and implemented that will ensure that all irregular expenditure is identified and recorded and the responsible officials should be held accountable for the transgressions.</p> | <p>The Department has incurred Irregular expenditure from the financial year 2008/09 to 2013/14. The Department has completed a process of re-identifying irregular expenditure for the period financial year 2008/09 to 2013/14. The process was completed 28 February 2014. The document has been submitted to the Auditor General on the 28 February 2014. Sufficient appropriate audit evidence is available and has been submitted to the Auditor General.</p> <p>Irregular expenditure has been categorized as follows:</p> <ul style="list-style-type: none"> > Not adhering to three quotations system; > Evaluation points not included; > Amounts over R500 000 not procured through competitive bidding (tender); > Irregular expenditure requiring further investigation due to missing documents etc; | <p>Action not adequately implemented. Still in progress</p> |

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|------------------------------------|---|--|--|-------------------|
| | | | There are different mitigations strategies for different categories. The recommendation stipulates that irregular expenditure incurred due to not adhering to three quotations be condoned by the Accounting Officer. The Office is currently investigating irregular expenditure in line with chapter 10 of the PFMA. | |
| 2. Unauthorised Expenditure | As disclosed in note 13 to the financial statements, unauthorised expenditure of R16 000 000,00 was incurred in the current year. | The unauthorised expenditure of R16 000 000,00 should be investigated and dealt with in terms of section 38 and chapter 10 of the PFMA | The Office of the Premier has investigated the Unauthorized expenditure of R16 million paid to Eskom on behalf of Matlosane Municipality and subsequently wrote to Provincial Treasury requesting that the unauthorized expenditure be included as part of the submission to the Provincial Legislature for approval. The document was submitted to Provincial Treasury on 21 January 2014. The circumstances surrounding the unauthorized expenditure are as follows: >The Office of the Premier has incurred unauthorized expenditure during the financial year 2012/13. The unauthorized expenditure relates to | Still in progress |

| | | | | |
|--|--|--|--|--|
| | | | <p>the emergency payment by the Office of the Premier to Eskom on behalf of the Matlosane Local Municipality. The Executive Mayor of the Matlosane Local Municipality wrote a letter to both Department of Local Government and Traditional Affairs (DLGTA) and Office of the Premier (OOP) requesting assistance with paying the Eskom account which reflected debt of R90 million on the 21 February 2013.</p> <p>>The OOP committed R16 million emanating from the savings in budget spending for the financial year 2012/13. The Premier approved in terms of her discretionary provisions that payment must be fast-tracked directly to Eskom to avoid power cut as both economic and political implications were significantly above the NW Government appetite.</p> <p>>It should be noted that the Premier has discretion to assist to alleviate potential risks which could have negative impact on the wellbeing of the NW province and its people. It was OOP's view that the terminating</p> | |
|--|--|--|--|--|

| | | | | |
|--|--|--|---|--|
| | | | <p>of the power for the DR KK municipality had dire consequences and as such it was prudent for the Premier to intervene.</p> <p>>The motivation together with the approval by the Premier was submitted to the Auditor General for audit. The AG with the Premier's discretionary provisions however the main contradiction was whether the Premier should also intervene in the space of the other lead department. It is AG's opinion that the Department of Finance could have intervened through the emergency fund provisions enacted in the PFMA S25 and as such this payment would be unauthorized. The Premier's discretionary policy is being updated to clarify instances or criteria to be utilized for the Premier to utilize these provisions under different circumstances.</p> | |
|--|--|--|---|--|

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|---------------------------------|---|---|---|--------------------|
| <p>3. Under spending</p> | <p>As disclosed in the appropriation statement, the department has materially under spent the budget on Programmes 2 and 3 by R23 245 000. As a consequence, the department has not fully achieved its objectives of institutional development and policy management.</p> | <p>The department should monitor the actual expenditure versus service delivery per programme on a monthly basis to prevent under spending.</p> | <p>The department has appointed an Acting Director- Financial Management Accounting to assist with the daily monitoring of budgets. The department has assigned budget analysts to various programmes to enable real time budget management. In addition the OOP is investigating procurement of the budget management system to assist in automating some of the budget process.</p> | <p>Implemented</p> |
| <p>4. Variance</p> | <p>Adequate and reliable corroborating evidence could not be provided for 61% major variances as disclosed in the annual performance</p> | <p>Management should ensure that staff members are aware of all requirements of the FMPPI through adequate training.</p> | <p>Training will be conducted during the reviewing of the performance information reporting policy as well as during the one on one session with struggling units. The Office currently conducts verification process to validate the accuracy of the reported outputs for the 2013/14 performance information. Where there are variances, we ensure that the reasons</p> | <p>Implemented</p> |

| | | | | |
|----------------------|--|---|---|-------------|
| | report. | | given for variation corroborate with the portfolio of evidence. The exercise has enhanced comprehension of compilation of POEs by line managers. Consequently, going forward there will be consensus on source documents to be kept as POE for indicators in the APP 2014/15. The said POEs will be confirmed during all levels of combined assurances. | |
| 5. Indicators | A total of 73% of the indicators were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently. This was due to the fact that management was not aware of the requirements of the FMPPI. | Control measures should be implemented to ensure that indicators are well defined in that clear, unambiguous data definitions are available to allow for data to be collected consistently. | Performance indicators and targets have been reviewed by the Auditor General Office for Annual Performance Plan for the financial year 2014/2015. They have been prepared by programme Managers prior to finalization of the APP to ensure that they are SMART compliant. The Office submitted the 2014/2015 Annual Performance Plan of the Office of the Auditor General to audit performance indicators that are not well defined and does not follow the SMART principle. Performance Indicators that were found not to comply with the SMART principle were revised as per the | Implemented |

| | | | | |
|-----------------------------|--|---|--|-------------|
| | | | recommendations of the AG's Office. | |
| 6. Targets Misstated | <p>The FMPPI requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets.</p> <p>Significantly important targets with respect to Programme 2: Institutional Development and Programme 3: Policy and Governance are</p> | <p>Key controls in the relevant systems of collection, collation, verification and storage of actual performance information should be implemented together with oversight revision on a monthly or quarterly basis</p> | <p>Quarterly performance review sessions are held to review the progress made on a Quarterly basis. The findings of the analysis done on the reported outputs are presented at the review sessions. A checklist of the intervention measures formulated is developed to keep track on implementation thereof. The Office has a Quarterly Performance Reporting System (QPR) where manager's report their outcome as per the set target and the analysis for all programmes on the accuracy and correctness of performance reported will be reported to the Programme managers and the Accounting Officer. POE filed is uploaded on the system and safely kept on all internal communications.</p> <p>Further the Office is in the process of reviewing the performance information reporting policy to address the gaps that were identified by Internal Audit Unit.</p> | Implemented |

| | | | | |
|--------------------------|--|---|---|-------------------|
| | materially misstated. This was due to the lack of standard operating procedures for the accurate recording of actual achievements. | | | |
| 7. Non Compliance | Various instances of non-compliance with laws and regulations occurred. | Management should ensure adequate review and monitoring of compliance with applicable laws and regulations. | The Office of the Premier has introduced the monitoring and evaluation controls on performance reporting and compliance. We have established the Internal Audit Steering Committee which focuses on ensuring that quarterly financial and non-financial performance reports are accurate and reliable. The Department has introduced standard operating procedures within the Finance and Admin Chief Directorate, which specifically states that all procurement documents should be scanned, filed manually and electronically as per the approved file plan. | Still in progress |

8. PRIOR MODIFICATIONS TO AUDIT REPORTS

| No | AG's Finding/s | Action plans to address the findings | Responsible Person | Progress |
|----|---|--|------------------------|---|
| 1 | Unauthorized expenditure of R16 000 000 in respect of prior years had not yet been dealt with in accordance with section 34 of the PFMA. | Follow up will be made with the Provincial Treasury to expedite the condonement of unauthorized expenditure. | DDG: Administration | Still waiting for condonement from Provincial Treasury. |
| 2 | Irregular expenditure of R32 257 000 incurred in the current year and irregular expenditure of R236 856 000 from prior years is still awaiting condonation. | 1. A submission requesting the condonement of identified and investigated irregular expenditure will be submitted to the relevant authorities. 2. Consequence management will also be introduced and action will be taken against officials who do not comply with PFMA and treasury regulations. | DDG: Administration | The Chief Financial Officer was investigated in 2011 and subsequently resigned. The other CFO has resigned in July 2014. The 2013/2014 irregular expenditure were identified by the internal control systems of the department. The exercise of categorizing irregular expenditure has been completed. Letters requesting for condonement has been prepared and submitted to relevant authorities. |

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|----------|---|---|---|---|
| 3 | Fruitless and wasteful expenditure of R22 800 000 for the current year and R880 000 from prior years had not yet been resolved | <p>1. Investigations will be conducted to determine the root cause of the fruitless and wasteful expenditure and action will be taken against officials who transgressed rules and regulations.</p> <p>2. Request for condonement will be made to NW Legislature after completing investigations.</p> | DDG: Administration | Still under investigation. |
| 4 | The FMPPI requires that performance indicators must be well defined by having clear data definitions so that data can be collected consistently and is easy to understand and use. Performance indicators were not well defined. This was due to a lack of proper systems and processes (including technical indicator descriptions) developed by management. | Strategic Planning directorate will be capacitated so that it can assist the department to develop performance indicators that are in line with the National Treasury Framework for Managing Programme and Performance Information (FMPPI). | CD: Corporate Management Services | The directorate has now have four officials |

| | | | | |
|---|--|--|--|---|
| 5 | <p>The department did not have and maintain effective, efficient and transparent systems of risk management and internal control regarding performance management, which described and represented how the department's processes of performance monitoring, measurement, review and reporting were conducted, organized and managed as required by section 38(1)(a)(i) of the PFMA.</p> | <p>System description of the annual performance plan for 2014/2015 will be developed and monitored on a quarterly basis. The development of the system description will assist the department to monitor steps that have to be followed before reaching the expected targets. A detailed checklist will also be developed to ensure that internal control systems of performance information management are operating as intended.</p> | <p>CD: Corporate Management Services</p> | <p>System descriptions of performance indicators have been developed.</p> <p>A detailed checklist has been developed and implemented.</p> |
| 6 | <p>The financial statements submitted for auditing were not prepared in line with the requirements of the prescribed financial reporting framework and supported by full and proper records as required by section 40(1)(a) of the PFMA. Material misstatements of expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected resulting in the financial statements receiving an unqualified audit opinion.</p> | <p>The filling of all strategic vacant posts in Finance Chief Directorate will be expedited to ensure that the department obtains clean audit in 2014/2015 financial year. Financial statements will be reviewed on a quarterly basis to ensure accuracy and reliability of the information captured.</p> | <p>DDG: Administration</p> | <p>The department has the Acting CFO from the department of Local Government.</p> |

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|---|---|---|------------------------|---|
| 7 | The accounting officer did not take effective steps to prevent irregular and fruitless and wasteful expenditure, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1. | A policy has been developed to assist specifically with emergency trips. The policy will be approved for implementation before the end of December 2014. | DG | <p>The policy has been submitted to Chief of Staff for inputs and then will be presented to the Acting DG.</p> <p>The policy was submitted to the new Chief of Staff for final consideration before it can be submitted to the Acting DG for approval.</p> |
| 8 | Proper control systems to safeguard and maintain assets were not implemented, as required by section 38(1)(d) of the PFMA and Treasury Regulations 10.1.1(a). | <p>IT assets (Two Computer Router Wan amount to R 11 497.11, Date of purchase 2004/02/04 Switch Network data amount to R32 103.27 bought in 2011/09/30 could not be traced as they might have been disposed during preventative maintenance however to mitigate the risks the following internal control measures will be introduced:</p> <ol style="list-style-type: none"> 1. Electronic asset management system will be introduced to monitor the movement of assets. 2. Asset controllers from different programmes will be nominated and trained so that movement of assets in the department is properly coordinated and managed. 3. Consequence management will be applied against officials who abuse and misuse assets. | DDG: Administration | <p>Physical verification of assets has been conducted to ensure that all assets do exist and are properly kept.</p> <p>Assets controllers have been appointed to assist asset management unit. Appointment letters are available for inspection.</p> <p>Electronic asset management system is in place to monitor the movement of assets in the department.</p> |

| | | | | |
|-----------|---|--|------------------------|--|
| 9 | The responsible authority did not conduct investigations into allegations of financial misconduct committed by officials and the accounting officer, as required by Treasury Regulations 4.1.1 and 4.1.3 respectively. | <p>1. Investigation of unauthorized expenditure of R22 800 000 will be conducted and appropriate action will be taken against officials who committed such an expenditure.</p> <p>2. Irregular expenditure incurred in 2013/2014 and previous years will be condoned as they were identified and investigated by the department during 2013/2014 financial year.</p> | Acting DG | <p>1. The fruitless and wasteful expenditure of R22 800 000 is still under investigation.</p> <p>2. Submissions were sent to National Treasury and Provincial Treasury requesting the condonement of Irregular Expenditure for 2013/2014 and previous years.</p> |
| 10 | Effective and appropriate disciplinary steps were not taken against officials who made and permitted unauthorised, irregular, fruitless and wasteful expenditure, as required by section 38(1)(h)(iii) of the PFMA and Treasury Regulation 9.1.3. This was because instances of irregular and fruitless and wasteful expenditure were not investigated. | <p>1. Investigation of unauthorised expenditure of R22 800 000 will be conducted and appropriate action will be taken against officials who committed such an expenditure.</p> <p>2. Irregular expenditure incurred in 2013/2014 and previous years will be condoned as they were identified and investigated by the department during 2013/2014 financial year.</p> | DG | <p>1. The fruitless and wasteful expenditure of R22 800 000 is still under investigation.</p> <p>2. Submissions were sent to National Treasury and Provincial Treasury requesting the condonement of Irregular Expenditure for 2013/2014 and previous years.</p> |
| 11 | Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation 16A.6.1. | SCM Workshops will be held with chief users on a quarterly basis to ensure that requests for quotations are submitted on time. | DDG: Administration | Three workshops were held with chief users and newly appointed staff member. SCM Accounts and risk checklists have been updated to accommodate issues raised by Internal Auditors. |

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| 12 | Goods and services of a transaction value above R500 000 were procured without inviting competitive bids, as required by Treasury Regulation 16A.6.1 | Proper planning of international trips will be enhanced and all international trips will be included in the updated procurement plan. | DDG: Administration | One critical vacant post in SCM has been advertised and interviews have been conducted. |
| 13 | Contracts and quotations were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, which is prescribed in order to comply with Treasury Regulation 16A.8.3. | Right people with relevant skills will be appointed in SCM to implement internal control measures (checklists and turnaround strategy). Consequence management will also be applied against officials who do not comply with rules and regulations | DDG: Administration | One critical vacant post in SCM has been advertised and short listing has already been conducted. |
| 14 | The leadership did not exercise adequate oversight over financial and performance reporting and related internal controls. | Quarterly reports on the status of financial, performance information and internal control will be submitted to the Accounting Officer and Executive Authority for monitoring and intervention. | DDG: Administration | Quarterly reports on the status of financial, performance information and internal control are now submitted to the Accounting Officer for oversight purposes. |
| 15 | Management did not adequately implement controls to ensure that information in the financial statements and the report on predetermined objectives was reliable before submission for auditing. | Skills audit will be conducted to ensure that officials in Management Accounting and Financial Administration have sufficient skills to perform accounting functions. Vacant funded posts will be filled. | DDG: Administration | A deputy Director has been seconded to assist Strategic planning directorate to ensure that reports on predetermined objectives are reliable The Financial Management skills audit not yet done. The Directorate is in the process of absorbing three Accounts from the Department of Local Government and Traditional Affairs |

| | | | | |
|----|---|---|------------------------|---|
| 16 | Non-compliance with laws and regulations could have been prevented had compliance been properly reviewed and monitored and control measure implemented. | Departmental compliance checklist for 2014/2015 financial year has been developed to curb risks of non-compliance with rules and regulations. Progress reports on the implementation of compliance checklist will be submitted to the Accounting Officer. | DDG: Administration | Compliance audit team has already begun the process of implementing the compliance checklist. |
| 17 | The risks identified during the risk assessment process relating to financial, performance reporting and compliance with laws and regulations were not adequately monitored by management. This resulted in the internal control environment weaknesses which resulted in the findings on financial and performance information and compliance with laws and regulations. | The department will consider to appoint an independent chairperson of the Risk Management Committee to enhance the impartiality of the committee. Risk management structure should be reviewed to accommodate new functions as a result of reconfiguration of departments. | DG: | The submission to appoint the independent Chairperson of Risk Management Committee has been approved on 06 March 2015. Two posts have been advertised in August 2014 and interviews were held in January 2015 |
| 18 | Although the audit committee and internal audit fulfilled their functions they had limited impact due to the lack of implementation of their recommendations by the department resulting in an inadequate control environment over financial and performance reporting and compliance with laws and regulations. | The department will work together with the Audit Committee to ensure that all issues resolved are properly captured and action plan is developed for implementation purposes. Internal Audit Action plan has been developed and all issues raised by Internal Auditors will be monitored through weekly internal audit steering committee meetings. | DG: | The department is currently implementing recommendations by the Audit Committee relating to governance, finance and compliance with rules and regulations. |

| | | | | |
|-----------|--|---|-----------------------------------|---|
| 19 | Vacant funded posts are not advertised and filled on time. | The Sub-directorate to be overhauled due to poor functionality. A plan is already in place to mitigate this finding. | CD: Corporate Management Services | |
| 20 | Processes and procedures are not in place to ensure annual leave is captured timeously on PERSAL. | Electronic system will developed to assist in enhancing controls regarding the management of leave. SoP's for leave management to be introduced. Disciplinary action to be instituted against staff & supervisors in the Department who fail to manage leave in their respective units. | CD: Corporate Management Services | Electronic system has been developed to assist in managing leave in the Office of the Premier. |
| 21 | The department did not have a proper system of record management that provides for the maintenance of information that supports the reported performance contained in the annual performance report. This includes information that relates to the collection, collation, verification, storing and reporting of actual performance information. | Strategic Planning directorate will be capacitated to ensure that it fulfills its mandate. | CD: Corporate Management Services | Four officials have been transferred to the unit to assist in APP and internal monitoring and evaluation. |

| | | | | |
|----|---|---|-----------------------|--|
| 22 | The current culture is focused on reacting to issues that arise and responding to audit findings rather than proactively anticipating risk and establishing a cost effective control and monitoring process to provide management assurance regarding the state of the entity controls. | | GITO | The GITO unit has created a function in the e-Governance directorate to proactively look at the key audit matters such as IT Governance Security Service Continuity User Account Management |
| 23 | No individual was specifically responsible for information security and whose primary job function is to develop and recommend policies and establish procedures and practices. | Deputy Director ICT Security is appointed. Currently we are busy developing and establishing policies and procedures (e.g - User Management Account, Security Policies) | GITO | Mr K. Mocuminyane, Deputy Director ICT Security is appointed Currently we have reviewed the following policies and procedures 1. FireWall policy 2. Remote Access Policy 3. Resource Access Control Facility (RACF) Procedure 4. User Account Management Policy |
| 24 | There is inadequate demonstrable management support for the implementation of an Information Security program within the entity. | A request submitted to COMSEC to assist the province with assessment on the security part, that will influence the development of an ICT Security Strategy | GITO / Infrastructure | A Security Risk assessment was conducted by the Security officer; and an ICT Security Strategic Plan was developed |
| 25 | An IT Strategy has not been developed. | | GITO | An IT Security strategy is developed |

| | | | | |
|-----------|---|---|------|--|
| 26 | There is a lack of segregation of duties due to lack of technical knowledge or availability of adequate personnel to manage the system. | ICT Security Deputy Director post is filled (Kago Mocuminyana) | GITO | Disaggregated the function of the personnel on the transversal system and the RACF procedure stipulates varying roles and responsibilities |
| 27 | Management has not developed an understanding of the business impact of a loss of confidentiality, integrity or availability of information, and therefore documented procedures to be carried out to mitigate that risk. | Information security programs are conducted together with security services unit. | GITO | A Security Risk assessment was conducted by the Security officer with recommendations to mitigate security risks |
| 28 | Prior year's action plans were not adhered to as per the agreed date | | GITO | This has been resolved through weekly meetings of the unit to address the audit findings; which have been captured on the intranet; repeat findings will be tracked and alternative actions will be employed in the case of recurrence of findings |
| 29 | There is uncertainty regarding the assignment of roles and responsibilities between Provincial PERSAL Manager and the entity/HR. | | GITO | This finding must be transferred to the provincial Persal System controller in dept Finance. |

| | | | | |
|-----------|--|---|---|--|
| 30 | The entity did not establish or enforce sufficient written policies and procedures related to account management. Additionally, due to limited resources, the entity did not feel it was necessary to monitor user access. | Policy has been developed and circulated to Departmental GITOS's. We are busy in a procurement of a software that will ensure efficient user account management | DDG: Admin/ GITO / Infrastructure | User account management policy developed |
| 31 | The system administrators were not technically knowledgeable and trained to support the RACF configurations. | | GITO | The RACF procedure manual was developed to assist the system administrators |
| 32 | Limited staffing resources may have contributed to the OTP not timely correcting the security vulnerabilities. | Deputy Director ICT Security is appointed. | GITO / Infrastructure | There is adequate staff; currently there are 3 staff members in the ICT Security sub-Directorate |
| 33 | Failure to comply with cost containment measures introduced by National Treasury with effect from January 2014 | SCM checklist will be updated to accommodate the cost containment measures. | CRO | The SCM checklist has been updated to accommodate new treasury requirements |

| | | | | |
|-----------|---|---|------|--|
| 34 | Failure to comply with National Treasury prescribed funding requirements for the write-off of irrecoverable debt applicable to all departments, which are effective from 1 April 2014 | The detailed internal control checklist will include the requirement of national treasury instruction note 02 and 02A of 2013-2014 and monitoring will be conducted on an ongoing basis. | CRO | The detailed internal control checklist has been developed and monitored on a regular basis. |
| 35 | Failure to comply with Phase 1 and 2 of corporate governance of ICT | 1. Progress on the implementation of the outstanding Phase 1 deliverables will be closely monitored. 2. Action plan to address phase 2 deliverables have been developed and will be monitored on a monthly basis to ensure full compliance by 31 March 2015. | GITO | Phase 1 All the deliverables were completed except the Disaster Recovery plan Phase 2 The draft Strategic, Implementation and Operational plans have been developed |

9. INTERNAL CONTROL UNIT

The Office does not have an Internal Audit. The function is centralised at the department of Finance and services all the departments. However the Office has established the departmental internal audit steering committee specifically to monitor implementation of the AG's Plan. Internal audit steering committee sits on weekly basis.

10. AUDIT COMMITTEE REPORT

Report of the Provincial Audit Committee

We are pleased to present our final report for the financial year ended 31 March 2015.

Audit Committee Members and Attendance

The Audit Committee consists of the members listed hereunder and should meet at least four times per annum as the Central Audit Committee and also four times per annum as the Cluster Audit Committee as per its approved terms of reference. During the current year four meetings were held by the Central Audit Committee and five meetings was held by the Cluster Audit Committee

Central Audit Committee

| Name | Role | Scheduled Meetings | | Special Meetings | |
|-----------------|-------------------|--------------------|----------|------------------|----------|
| | | Held | Attended | Held | Attended |
| Mr. M. Mohohlo | Chairperson | 4 | 4 | 2 | 2 |
| Ms. P. Mzizi | External Member | 4 | 3 | 2 | 2 |
| Ms. N. Mtebele | External Member | 4 | 3 | 2 | 2 |
| Mr. P. Tjie | External Member | 4 | 2 | 2 | 1 |
| Mr. F. Gondwe | External Member | 4 | 4 | 2 | 1 |
| Mr. N. Kunene** | Ex Officio Member | 4 | 1 | 2 | 1 |
| Mr. M. Raedani* | Ex Officio Member | 4 | 1 | 2 | Na |
| Mr. G. Paul | Ex Officio Member | 4 | 3 | 2 | Na |

*Head of Department resigned 30 October 2014

** Acting Head of Department

Cluster Audit Committee

| Name | Role | Scheduled Meetings | | Special Meetings | |
|-------------------|-----------------|--------------------|----------|------------------|----------|
| | | Held | Attended | Held | Attended |
| Ms. P. Mzizi | Chairperson | 4 | 4 | 1 | 1 |
| Ms. M. Morata | External Member | 4 | 3 | 1 | 1 |
| Mr. F. Sinthumule | External Member | 4 | 3 | 1 | 1 |
| Ms. O. Bodigelo | Internal Member | 4 | 2 | 1 | 0 |
| Mr. K. Sehularo | Internal Member | 4 | 2 | 1 | 1 |

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a)(ii) of the PFMA and Treasury Regulation 3.1.

The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

In line with the PFMA, internal audit provides the audit committee and management with assurance that the internal controls are appropriate and effective. This is achieved by evaluating internal control, risk management and governance processes to determine their effectiveness and efficiency, and also by developing recommendations for the enhancement or improvement thereof.

Through our analysis of internal and external audit reports and engagement with the Department, the Audit Committee can report that the system of internal controls for the period under review was not adequate and effective with regard to internal controls relating to financial reporting, reporting on Pre-determined Objectives and compliance with laws and regulations.

A matter of concern for the Audit Committee is that the department is currently not implementing all external and internal audit action plans agreed upon.

Based on the quarterly reviews performed, the departmental fraud and risk management system can be further improved to realise the full benefit thereof for the Department and to attain departmental objectives.

During the year under review the Executive Council of the Province commissioned a forensic investigation at the Department. At the time of writing this report the investigation was still in progress and the outcome and impact of the investigation on the fraud management system and the annual financial statements is uncertain.

The Audit Committee remains concerned with the slow progress in the finalisation of unauthorised, irregular and, fruitless and wasteful expenditure.

In-Year Management and Quarterly Reporting

The Provincial Treasury has confirmed that the department has reported to the Treasury as is required by the PFMA. The quality of the in-year financial and performance reporting including interim financial statements are however a concern to the Audit Committee.

Reconfiguration of Departments

During the year under review the Department was reconfigured as part of the provincial reconfiguration announced by the Premier in May 2014. The Province implemented various control measures to manage this process. The Audit Committee reviewed this process during its quarterly meetings and made recommendations in this regard.

Evaluation of Financial Statements

The Audit Committee advised the accounting officer to ensure that all the review notes and comments of the Internal Audit and Audit Committee are fully addressed prior to submission of the annual financial statements to the Auditor General South Africa.

The Audit Committee has:

- reviewed and discussed the external audit outcomes on the audited annual financial statements to be included in the annual report with the Auditor General South Africa and the Accounting Officer;
- reviewed the Auditor General South Africa's management report and management's responses thereto; and
- reviewed significant adjustments resulting from the audit.

Evaluation of reporting on Pre-determined Objectives

The Audit Committee advised the Accounting Officer to ensure that all the review notes and comments of Internal Audit and the Audit Committee are fully addressed prior to submission to Auditor General South Africa.

The Audit Committee has discussed the external audit outcomes on the reporting on Predetermined Objectives to be included in the annual report with the Auditor General South Africa and the Accounting Officer.

Internal audit

The Audit Committee is satisfied that the internal audit function operated effectively during the year under review. The Audit Committee noted that the deficiencies in the risk management system mentioned above impact on the implementation of the risk based audit approach. However the Audit Committee is satisfied that adequate alternative risk assessments were performed to ensure that audit plans are risk based.

Auditor General South Africa


The Audit Committee is not aware of any unresolved issues with respect to the current audit.

The Audit Committee concurs with and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

General

The Audit Committee strongly recommends that the Department must prioritise adequate and effective implementation and frequent monitoring of the audit action plans for both internal and external audits so as to achieve clean administration.

Signed on behalf of the Cluster Audit Committee by:



.....

P. Mzizi CA(SA)
Chairperson of the Governance Cluster Audit Committee
Date: 02nd August 2015

The above report was presented to, considered and approved by the Central Audit Committee at a meeting held on 02nd August 2015 and is signed by:



.....
M.M. Mohohlo

Chairperson of the Provincial Audit Committee
Date: 02 August 2015

PART D: HUMAN RESOURCE MANAGEMENT

1. LEGISLATURE THAT GOVERN HR MANAGEMENT

The information provided in this part is prescribed by the Public Service Regulations (Chapter 1, Part III J.3 and J.4).

2. INTRODUCTION

Below find HR related information for the Office of the Premier

3. HUMAN RESOURCE OVERSIGHT STATISTICS

3.1. Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme

| Programme | Total expenditure (R'000) | Personnel expenditure (R'000) | Training expenditure (R'000) | Professional and special services expenditure (R'000) | Personnel expenditure as a % of total expenditure | Average personnel cost per employee (R'000) |
|---------------------------|---------------------------|-------------------------------|------------------------------|---|---|---|
| ADMINISTRATION | 191 330 | 45 460 | 203 | 397 | 24 | 733 |
| INSTITUTIONAL DEVELOPMENT | 189 661 | 84 578 | 804 | 143 | 45 | 309 |
| POLICY & GOVERNANCE | 307 829 | 108 271 | 446 | 5 154 | 35 | 286 |
| Total | 688 820 | 238 309 | 1 453 | 5 694 | 35 | 333 |

Table 3.1.2 Personnel costs by salary band for the period 1 April 2014 and 31 March 2015

| Salary band | Personnel expenditure (R'000) | % of total personnel cost | No. of employees | Average personnel cost per employee (R'000) |
|--|-------------------------------|---------------------------|------------------|---|
| Lower skilled (Levels 1-2) | 2 240 | 0.94 | 24 | 93 |
| Skilled (level 3-5) | 16 848 | 7.07 | 96 | 175 |
| Highly skilled production (levels 6-8) | 96 086 | 40.32 | 372 | 258 |
| Highly skilled supervision (levels 9-12) | 75 901 | 31.85 | 150 | 506 |
| Senior and Top management (levels 13-16) | 31 385 | 13.17 | 31 | 1 012 |
| Contracts | 15 657 | 6.57 | 50 | 313 |
| Abnormal Appointment | 191 | 0.08 | 1 | 191 |
| Total | 238 309 | 100 | 724 | 329 |

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2014 and 31 March 2015

| Programme | Salaries | | Overtime | | Home Owners Allowance | | Medical Aid | |
|---|-----------------|------------------------------------|----------------|------------------------------------|-----------------------|-------------------------------|----------------|---------------------------------------|
| | Amount (R'000) | Salaries as a % of personnel costs | Amount (R'000) | Overtime as a % of personnel costs | Amount (R'000) | HOA as a % of personnel costs | Amount (R'000) | Medical aid as a % of personnel costs |
| 01000029 Administration | R 15,091,865.59 | 67 | R 169,611.98 | 1 | R 764,064.00 | 3 | R 1,258,804.05 | 6 |
| 01000030: Institutional Development | R 100,515.66 | 48 | R 1,855.86 | 1 | R 3,600.00 | 2 | R 6,520.00 | 3 |
| 01000034 Policy & Governance | R 48,452,088.36 | 71 | R 54,007.09 | 0 | R 1,937,942.00 | 3 | R 3,337,320.50 | 5 |
| 03000001 Programme 1.Administration | R 15,239,856.55 | 66 | R 43,259.78 | 0 | R 288,663.00 | 1 | R 489,846.98 | 2 |

| | | | | | | | | |
|---|-------------------------|-----------|---------------------|----------|-----------------------|----------|------------------------|----------|
| 03000002 Programme 2:Institutional Development | R 58,100,066.22 | 71 | R 532,807.41 | 1 | R 1,445,363.60 | 2 | R 2,431,510.25 | 3 |
| 03000003 Programme 3:Policy And Governance | R 1,673,144.41 | 70 | R 2,326.13 | 0 | R 79,062.00 | 3 | R 105,280.00 | 4 |
| Local Government Transfers | R 25,539,862.02 | 65 | R 0.00 | 0 | R 1,333,800.00 | 3 | R 2,649,777.03 | 7 |
| Total | R 164,197,398.81 | 69 | R 803,868.25 | 0 | R 5,852,494.60 | 3 | R 10,279,058.81 | 4 |

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2014 and 31 March 2015

| Salary band | Salaries | | Overtime | | Home Owners Allowance | | Medical Aid | |
|--|-------------------------|------------------------------------|---------------------|------------------------------------|-----------------------|-------------------------------|------------------------|---------------------------------------|
| | Amount (R'000) | Salaries as a % of personnel costs | Amount (R'000) | Overtime as a % of personnel costs | Amount (R'000) | HOA as a % of personnel costs | Amount (R'000) | Medical aid as a % of personnel costs |
| Skilled (level 1-2) | R 1,538,050.04 | 69 | R 6,695.03 | 0 | R 146,700.00 | 7 | R 214,968.50 | 10 |
| Skilled (level 3-5) | R 11,349,485.43 | 68 | R 168,024.68 | 1 | R 862,710.00 | 5 | R 1,354,180.72 | 8 |
| Highly skilled production (levels 6-8) | R 66,415,558.85 | 69 | R 467,818.91 | 1 | R 3,402,900.00 | 4 | R 6,432,872.53 | 7 |
| Highly skilled supervision (levels 9-12) | R 55,070,818.02 | 73 | R 125,747.38 | 0 | R 979,197.00 | 1 | R 1,793,898.08 | 2 |
| Senior management (level 13-16) | R 19,362,658.50 | 62 | 0 | 0 | R 321,565.60 | 1 | R 444,974.00 | 1 |
| Total | R 164,197,398.81 | 69 | R 803,868.25 | 0 | R 5,852,494.60 | 3 | R 10,279,058.81 | 4 |

3.2. Employment and Vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2015

| Programme | Number of posts on approved establishment | Number of posts filled | Vacancy Rate | Number of employees additional to the establishment |
|--|---|------------------------|--------------|---|
| 01000029:Administration | 108 | 86 | 20 | 4 |
| 01000034 Policy & Governance | 394 | 362 | 8 | 11 |
| 03000001 Programme 1:Administration | 63 | 45 | 29 | 4 |
| 03000002 Programme 2:Institutional Development | 242 | 184 | 24 | 11 |
| 03000003 Programme 3:Policy And Governance | 11 | 9 | 18 | 1 |
| Total | 818 | 686 | 16 | 31 |

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2015

| Salary band | Number of posts on approved establishment | Number of posts filled | Vacancy Rate | Number of employees additional to the establishment |
|-----------------------------------|---|------------------------|--------------|---|
| Lower skilled (1-2) | 43 | 43 | 0 | 24 |
| Skilled(3-5) | 99 | 89 | 10 | 3 |
| Highly skilled production (6-8) | 428 | 362 | 15 | 1 |
| Highly skilled supervision (9-12) | 199 | 154 | 23 | 1 |
| Senior management (13-16) | 49 | 38 | 22 | 2 |
| Total | 818 | 686 | 16 | 31 |

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2015

| Critical occupation | Number of posts on approved establishment | Number of posts filled | Vacancy Rate | Number of employees additional to the establishment |
|--|---|------------------------|--------------|---|
| Administrative Related | 158 | 125 | 21 | 1 |
| Advocates | 5 | 5 | 0 | 0 |
| Cleaners in Offices Workshops Hospitals etc. | 45 | 43 | 4 | 0 |
| Community Development Workers | 293 | 275 | 6 | 0 |
| Computer Programmers. | 6 | 2 | 67 | 0 |
| Computer System Designers and Analysts. | 1 | 1 | 0 | 0 |
| Financial and Related Professionals | 5 | 2 | 60 | 0 |
| Financial Clerks and Credit Controllers | 13 | 11 | 15 | 0 |

| | | | | |
|--|----|----|-----|----|
| Head of Department/Chief Executive Officer | 1 | 0 | 100 | 0 |
| Human Resources & Organisational Development & Relate Profession | 21 | 12 | 43 | 0 |
| Human Resources Clerks | 1 | 1 | 0 | 0 |
| Information Technology Related | 4 | 4 | 0 | 0 |
| Language Practitioners Interpreters & Other Commun | 5 | 4 | 20 | 0 |
| Library Mail and Related Clerks | 8 | 5 | 38 | 0 |
| Messengers Porters and Deliverers | 17 | 14 | 18 | 0 |
| Other Administrative & Related Clerks and Organisers | 26 | 25 | 4 | 25 |
| Other Administrative Policy and Related Officers | 55 | 35 | 36 | 1 |

| | | | | |
|---|------------|------------|-----------|-----------|
| Other Information Technology Personnel. | 69 | 50 | 28 | 1 |
| Other Occupations | 1 | 1 | 0 | 0 |
| Professional Nurse | 1 | 1 | 0 | 0 |
| Secretaries & Other Keyboard Operating Clerks | 31 | 29 | 7 | 1 |
| Security Officers | 4 | 3 | 25 | 0 |
| Senior Managers | 47 | 37 | 21 | 2 |
| Statisticians And Related Professionals | 1 | 1 | 0 | 0 |
| Total | 818 | 686 | 16 | 31 |

Notes

The CORE classification, as prescribed by the DPSA, should be used for completion of this table.

3.3. Job Evaluation

The following table summarises the number of jobs 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 by Salary band for the period 1 April 2014 and 31 March 2015

| Salary band | Number of posts on approved establishment | Number of Jobs Evaluated | % of posts evaluated by salary bands | Posts Upgraded | | Posts downgraded | |
|--|---|--------------------------|--------------------------------------|----------------|----------------------|------------------|----------------------|
| | | | | Number | % of posts evaluated | Number | % of posts evaluated |
| Lower Skilled (Levels 1-2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled (Levels 3-5) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled production (Levels 6-8) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled supervision (Levels 9-12) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band B | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band C | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band D | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded.

Table 3.3.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2014 and 31 March 2015

| Beneficiary | African | Asian | Coloured | White | Total |
|-----------------------------|---------|-------|----------|-------|-------|
| Female | 0 | 0 | 0 | 0 | 0 |
| Male | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| Employees with a disability | | | | | 0 |

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 3.3.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2014 and 31 March 2015

| Occupation | Number of employees | Job evaluation level | Remuneration level | Reason for deviation |
|-------------------------------------|---------------------|----------------------|--------------------|----------------------|
| N/A | N/A | N/A | N/A | N/A |
| N/A | N/A | N/A | N/A | N/A |
| N/A | N/A | N/A | N/A | N/A |
| N/A | N/A | N/A | N/A | N/A |
| Percentage of total employed | | | | |

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.3.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2014 and 31 March 2015

| Beneficiary | African | Asian | Coloured | White | Total |
|------------------------------------|---------|-------|----------|-------|-------|
| Female | N/A | N/A | N/A | N/A | N/A |
| Male | N/A | N/A | N/A | N/A | N/A |
| Total | N/A | N/A | N/A | N/A | N/A |
| Employees with a disability | N/A | N/A | N/A | N/A | N/A |

| | |
|--|------|
| Total Number of Employees whose remuneration exceeded the grade determined by job evaluation in 2014/15 | None |
|--|------|

3.4. Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations.

Table 3.4.1 Annual turnover rates by salary band for the period 1 April 2014 and 31 March 2015

| Salary Band | Number of employees at beginning of period-April 2012 | Appointments and transfers into the department | Terminations and transfers out of the department | Turnover rate |
|--|--|---|---|----------------------|
| Lower skilled (Levels 1-2) | 16 | 10 | 0 | 0 |
| Skilled (Levels3-5) | 89 | 15 | 9 | 10 |
| Highly skilled production (Levels 6-8) | 99 | 305 | 29 | 29 |
| Highly skilled supervision (Levels 9-12) | 132 | 25 | 13 | 10 |
| Senior Management Service Bands A | 24 | 1 | 2 | 8 |
| Senior Management Service Bands B | 7 | 0 | 2 | 29 |
| Senior Management Service Bands C | 2 | 0 | 1 | 50 |
| Senior Management Service Bands D | 1 | 1 | 1 | 100 |
| Contracts | 1 | 50 | 25 | 2500 |
| Periodical Remuneration | 0 | 0 | 0 | 0 |
| Abnormal Appointment | 2 | 0 | 1 | 50 |
| Total | 373 | 407 | 83 | 22 |

Table 3.4.2 Annual turnover rates by critical occupation for the period 1 April 2014 and 31 March 2015

| Critical Occupation | Number of employees at beginning of period-April 2012 | Appointments and transfers into the department | Terminations and transfers out of the department | Turnover rate |
|--|---|--|--|---------------|
| Administrative Related | 87 | 290 | 20 | 23 |
| Advocates | 3 | 1 | 0 | 0 |
| Agriculture Related | 1 | 0 | 0 | 0 |
| Bus And Heavy Vehicle Drivers | 1 | 0 | 0 | 0 |
| Cleaners In Offices Workshops Hospitals Etc. | 32 | 10 | 5 | 16 |
| Communication And Information Related | 9 | 0 | 0 | 0 |
| Community Development Workers | 0 | 10 | 0 | 0 |
| Computer Programmers. | 3 | 1 | 1 | 33 |
| Engineering Sciences Related | 2 | 0 | 0 | 0 |
| Finance And Economics Related | 1 | 0 | 0 | 0 |

| Critical Occupation | Number of employees at beginning of period-April 2012 | Appointments and transfers into the department | Terminations and transfers out of the department | Turnover rate |
|--|--|---|---|----------------------|
| Financial And Related Professionals | 7 | 1 | 3 | 43 |
| Financial Clerks And Credit Controllers | 7 | 0 | 4 | 57 |
| General Legal Administration & Rel. Professionals | 0 | 1 | 0 | 0 |
| Head Of Department/Chief Executive Officer | 1 | 0 | 1 | 100 |
| Human Resources & Organisation Development & Relate Profession | 13 | 3 | 2 | 15 |
| Human Resources Clerks | 10 | 0 | 3 | 30 |
| Human Resources Related | 10 | 1 | 1 | 10 |
| Information Technology Related | 6 | 1 | 1 | 17 |
| Language Practitioners Interpreters & Other Commun. | 3 | 0 | 0 | 0 |

| Critical Occupation | Number of employees at beginning of period-April 2012 | Appointments and transfers into the department | Terminations and transfers out of the department | Turnover rate |
|--|--|---|---|----------------------|
| Library Mail And Related Clerks | 8 | 0 | 2 | 25 |
| Light Vehicle Drivers | 1 | 0 | 0 | 0 |
| Messengers Porters And Deliverers | 11 | 2 | 2 | 18 |
| Motor Vehicle Drivers | 2 | 0 | 0 | 0 |
| Other Administrat. & Related Clerks And Organisers | 21 | 43 | 7 | 33 |
| Other Administrative Policy and Related Officers | 17 | 18 | 7 | 41 |
| Other Information Technology Personnel. | 55 | 7 | 11 | 20 |
| Other Occupations | 1 | 1 | 1 | 100 |
| Photographic Lithographic And Related Workers | 1 | 0 | 0 | 0 |

| Critical Occupation | Number of employees at beginning of period-April 2012 | Appointments and transfers into the department | Terminations and transfers out of the department | Turnover rate |
|---|--|---|---|----------------------|
| Professional Nurse | 1 | 0 | 0 | 0 |
| Risk Management And Security Services | 1 | 0 | 0 | 0 |
| Road Workers | 4 | 0 | 0 | 0 |
| Secretaries & Other Keyboard Operating Clerks | 34 | 6 | 3 | 9 |
| Security Officers | 3 | 0 | 0 | 0 |
| Senior Managers | 38 | 11 | 9 | 24 |
| Statisticians And Related Professionals | 1 | 0 | 0 | 0 |
| Total | 395 | 407 | 83 | 21 |

Notes

The CORE classification, as prescribed by the DPSA, should be used for completion of this table.

Table 3.4.3 Reasons why staff left the department for the period 1 April 2014 and 31 March 2015

| Termination Type | Number | % of Total Resignations |
|--|-----------|-------------------------|
| Death | 4 | 7 |
| Resignation | 22 | 38 |
| Expiry of contract | 23 | 40 |
| Dismissal – operational changes | 0 | 0 |
| Dismissal – misconduct | 1 | 2 |
| Dismissal – inefficiency | 0 | 0 |
| Discharged due to ill-health | 0 | 0 |
| Retirement | 8 | 14 |
| Transfer to other Public Service Departments | 2 | 2 |
| Other | 23 | 28 |
| Total number of employees who left as a % of total employment | 83 | 10.9 |

Table 3.4.4 Promotions by critical occupation

| Occupation | Employees 1 April 2014 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progression as a % of employees by occupation |
|--|------------------------|------------------------------------|---|---|---|
| Administrative Related | 87 | 10 | 12 | 56 | 64 |
| Advocates | 3 | 1 | 33 | 3 | 100 |
| Agriculture Related | 1 | 0 | 0 | 0 | 0 |
| Bus and Heavy Vehicle Drivers | 1 | 0 | 0 | 0 | 0 |
| Cleaners in Offices Workshops Hospitals Etc. | 32 | 0 | 0 | 29 | 91 |
| Communication and Information Related | 9 | 0 | 0 | 7 | 78 |
| Computer Programmers. | 3 | 0 | 0 | 3 | 100 |
| Engineering Sciences Related | 2 | 1 | 50 | 3 | 150 |
| Finance and Economics Related | 1 | 0 | 0 | 1 | 100 |

| Occupation | Employees 1 April 2014 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progression as a % of employees by occupation |
|--|------------------------|------------------------------------|---|---|---|
| Financial and Related Professionals | 7 | 0 | 0 | 4 | 57 |
| Financial Clerks and Credit Controllers | 7 | 0 | 0 | 2 | 29 |
| Head of Department/Chief Executive Officer | 1 | 0 | 0 | 0 | 0 |
| Human Resources & Organisat. Developm. & Related Prof. | 13 | 0 | 0 | 6 | 46 |
| Human Resources Clerks | 10 | 0 | 0 | 9 | 90 |
| Human Resources Related | 10 | 0 | 0 | 8 | 80 |
| Information Technology Related | 6 | 1 | 17 | 5 | 83 |
| Language Practitioners Interpreters & Other Commun. | 3 | 0 | 0 | 2 | 67 |
| Legal Related | 0 | 0 | 0 | 1 | 0 |

| Occupation | Employees 1 April 2014 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progression as a % of employees by occupation |
|---|------------------------|------------------------------------|---|---|---|
| Library Mail and Related Clerks | 8 | 0 | 0 | 8 | 100 |
| Light Vehicle Drivers | 1 | 0 | 0 | 1 | 100 |
| Messengers Porters and Deliverers | 11 | 0 | 0 | 5 | 46 |
| Motor Vehicle Drivers | 2 | 0 | 0 | 2 | 100 |
| Other Administrat & Related Clerks and Organisers | 21 | 0 | 0 | 12 | 57 |
| Other Administrative Policy and Related Officers | 17 | 0 | 0 | 9 | 53 |
| Other Information Technology Personnel. | 55 | 3 | 6 | 36 | 66 |
| Other Occupations | 1 | 0 | 0 | 0 | 0 |
| Photographic Lithographic | 1 | 0 | 0 | 0 | 0 |

| Occupation | Employees 1 April 2014 | Promotions to another salary level | Salary level promotions as a % of employees by occupation | Progressions to another notch within a salary level | Notch progression as a % of employees by occupation |
|---|------------------------|------------------------------------|---|---|---|
| And Related Workers | | | | | |
| Professional Nurse | 1 | 0 | 0 | 0 | 0 |
| Risk Management and Security Services | 1 | 0 | 0 | 0 | 0 |
| Road Workers | 4 | 0 | 0 | 0 | 0 |
| Secretaries & Other Keyboard Operating Clerks | 34 | 0 | 0 | 30 | 88 |
| Security Officers | 3 | 0 | 0 | 0 | 0 |
| Senior Managers | 38 | 0 | 0 | 18 | 47 |
| Statisticians and Related Professionals | 1 | 0 | 0 | 0 | 0 |
| TOTAL | 395 | 16 | 4 | 260 | 66 |

Table 3.4.5 Promotions by salary band for the period 1 April 2014 and 31 March 2015

| Salary Band | Employees 1 April 2014 | Promotions to another salary level | Salary bands promotions as a % of employees by salary level | Progressions to another notch within a salary level | Notch progression as a % of employees by salary bands |
|---|---------------------------|--|--|--|--|
| Lower skilled (Levels 1-2) | 16 | 0 | 0 | 9 | 56 |
| Skilled (Levels3-5) | 89 | 0 | 0 | 72 | 81 |
| Highly skilled production (Levels 6-8) | 99 | 3 | 3 | 60 | 61 |
| Highly skilled supervision (Levels 9- 12) | 132 | 12 | 9 | 97 | 74 |
| Senior Management (Level 13-16) | 34 | 1 | 3 | 22 | 65 |
| Contracts | 23 | 0 | 0 | 0 | 0 |
| Periodical Remuneration | 0 | 0 | 0 | 0 | 0 |

| Salary Band | Employees 1 April 2014 | Promotions to another salary level | Salary bands promotions as a % of employees by salary level | Progressions to another notch within a salary level | Notch progression as a % of employees by salary bands |
|----------------------|---------------------------|--|--|--|--|
| Abnormal Appointment | 2 | 0 | 0 | 0 | 0 |
| Total | 395 | 16 | 4 | 260 | 66 |

3.5. Employment Equity

Table 3.5.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2015

| Occupational category | Male | | | | Female | | | | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Legislators, senior officials and managers | 23 | 1 | 1 | 1 | 10 | | 1 | 0 | 37 |
| Professionals | 61 | 2 | 2 | 8 | 49 | 1 | 0 | 1 | 124 |
| Technicians and associate professionals | 164 | 3 | 0 | 0 | 212 | 4 | 0 | 3 | 386 |

| Occupational category | Male | | | | Female | | | | Total |
|--|------------|----------|----------|----------|------------|----------|----------|----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Clerks | 42 | 0 | 0 | 0 | 68 | 2 | 1 | 2 | 115 |
| Service and sales workers | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 4 |
| Skilled agriculture and fishery workers | | 0 | 0 | 0 | | 0 | 0 | 0 | |
| Craft and related trades workers | 1 | 0 | 0 | 0 | | 0 | 0 | 0 | 1 |
| Plant and machine operators and assemblers | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 4 |
| Elementary occupations | 7 | 0 | 0 | 0 | 45 | 0 | 0 | 0 | 52 |
| Total | 304 | 6 | 3 | 9 | 387 | 7 | 2 | 6 | 724 |
| Employees with disabilities | 7 | 0 | 0 | 1 | 5 | 0 | 0 | 0 | 13 |

Table 3.5.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2015

| Occupational band | Male | | | | Female | | | | Total |
|---|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 |
| Senior Management | 13 | 2 | 1 | 3 | 8 | | 1 | 1 | 29 |
| Professionally qualified and experienced specialists and mid-management | 75 | 3 | 2 | 3 | 62 | 3 | 0 | 2 | 150 |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 162 | 1 | | 2 | 205 | 2 | 0 | 0 | 372 |
| Semi-skilled and discretionary decision making | 27 | 0 | 0 | 0 | 64 | 2 | 1 | 2 | 96 |
| Unskilled and defined decision making | 1 | 0 | 0 | 0 | 23 | 0 | 0 | | 24 |
| Contracts | 24 | 0 | 0 | 1 | 24 | 0 | 0 | 1 | 50 |

| Occupational band | Male | | | | Female | | | | Total |
|-----------------------------|------------|----------|----------|----------|------------|----------|----------|----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Periodical Remuneration | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Abnormal Appointment | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 304 | 6 | 3 | 9 | 387 | 7 | 2 | 6 | 724 |
| Employees with disabilities | 7 | 0 | 0 | 1 | 5 | 0 | 0 | 0 | 13 |

Table 3.5.3 Recruitment for the period 1 April 2014 to 31 March 2015

| Occupational band | Male | | | | Female | | | | Total |
|---|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior Management | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professionally qualified and experienced specialists and mid-management | 7 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 15 |
| Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Semi-skilled and discretionary decision making | 7 | 0 | 0 | 0 | 6 | 0 | 1 | 0 | 14 |
| Unskilled and defined decision making | 1 | 0 | 0 | 0 | 9 | 0 | 0 | 0 | 10 |
| Contracts | 23 | 0 | 0 | 1 | 25 | 0 | 0 | 1 | 50 |
| Total | 40 | 0 | 0 | 1 | 48 | 0 | 1 | 1 | 91 |

| Occupational band | Male | | | | Female | | | | Total |
|--|------------|----------|----------|----------|------------|----------|----------|----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Transfers to the Department | 134 | 1 | 0 | 0 | 180 | 1 | 0 | 0 | 316 |
| Total Including Transfers to Department | 174 | 1 | 0 | 1 | 228 | 1 | 1 | 1 | 407 |
| Employees with disabilities | 5 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 8 |

Table 3.5.4 Promotions

| Occupational band | Male | | | | Female | | | | Total |
|---|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| <i>Top Management</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Professionally qualified and experienced specialists and mid-management | 3 | 0 | 0 | 0 | 9 | 0 | 0 | 0 | 12 |
| Skilled technical and academically qualified workers, junior management, supervisors, | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 3 |

| Occupational band | Male | | | | Female | | | | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| foreman and superintendents | | | | | | | | | |
| Semi-skilled and discretionary decision making | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled and defined decision making | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Total</i> | 5 | 1 | 0 | 0 | 10 | 0 | 0 | 0 | 16 |
| <i>Employees with disabilities</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Table 3.5.5 Terminations for the period 1 April 2014 to 31 March 2015

| Occupational band | Male | | | | Female | | | | Total |
|---|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 2 |
| Senior Management | 2 | 0 | 0 | 0 | | 0 | 0 | 0 | 2 |
| Professionally qualified and experienced specialists and mid-management | 2 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 |
| Skilled technical and academically qualified | 10 | 0 | 0 | 0 | 7 | 0 | 0 | 0 | 17 |

| Occupational band | Male | | | | Female | | | | Total |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| workers, junior management, supervisors, foreman and superintendents | | | | | | | | | |
| Semi-skilled and discretionary decision making | 2 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 6 |
| Unskilled and defined decision making | | 0 | 0 | 0 | | 0 | 0 | 0 | 0 |
| Contracts | 12 | 0 | 0 | 1 | 11 | 0 | 0 | 1 | 25 |
| Periodical Remuneration | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Abnormal Appointment | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 29 | 0 | 0 | 2 | 26 | 0 | 0 | 1 | 58 |
| Transfer of a Person to another Persal Bureau | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 2 |
| Inter Departmental Transfer (Within Nwpg) | 10 | | 1 | | 11 | 0 | 0 | 1 | 23 |

| Occupational band | Male | | | | Female | | | | Total |
|---|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Total Including Transfers out of Persal | 39 | 0 | 1 | 2 | 39 | 0 | 0 | 2 | 83 |
| Employees With Disabilities | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |

Table 3.5.6 Disciplinary action for the period 1 April 2014 to 31 March 2015

| Disciplinary action | Male | | | | Female | | | | Total |
|---------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Table 3.5.7 Skills development for the period 1 April 2014 to 31 March 2015

| Occupational category | Male | | | | Female | | | | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Legislators, senior officials and managers | 23 | 2 | 1 | 3 | 10 | 0 | 1 | 1 | 41 |
| Professionals | 75 | 3 | 2 | 3 | 66 | 3 | 0 | 2 | 154 |
| Technicians and associate professionals | 42 | 0 | 0 | 1 | 37 | 2 | 0 | 1 | 83 |
| Clerks | 148 | 1 | 0 | 1 | 215 | 2 | 1 | 2 | 370 |
| Service and sales workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled agriculture and | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Occupational category | Male | | | | Female | | | | Total |
|--|------------|----------|----------|----------|------------|----------|----------|----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| fishery workers | | | | | | | | | |
| Craft and related trades workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | 1 | 0 | 0 | 0 | 43 | 0 | 0 | 0 | 44 |
| Total | 289 | 6 | 3 | 8 | 371 | 7 | 2 | 6 | 692 |
| Employees with disabilities | 7 | 0 | 0 | 1 | 5 | 0 | 0 | 0 | 13 |

3.6. Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability), salary bands and critical occupations.

Table 3.6.1 Performance Rewards by race, gender and disability for the period 1 April 2013 to 31 March 2014

| Race and Gender | Beneficiary Profile | | | Cost | |
|-----------------|-------------------------|---------------------|-------------------------|----------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within group | Cost (R'000) | Average cost per employee |
| African | | | | | |
| Male | 129 | 279 | 46 | R 2,262,475.75 | R 17,538.60 |
| Female | 194 | 363 | 53 | R 3,244,178.92 | R 16,722.60 |
| Asian | | | | | |
| Male | 3 | 3 | 100 | R 113,082.91 | R 37,694.30 |
| Female | 0 | 2 | 0 | 0 | R 0.00 |
| Coloured | | | | | |
| Male | 3 | 6 | 50 | R 95,406.35 | R 31,802.10 |
| Female | 6 | 7 | 86 | R 256,482.07 | R 42,747.00 |
| White | | | | | |
| Male | 5 | 8 | 63 | R 179,080.08 | R 35,816.00 |

| Race and Gender | Beneficiary Profile | | | Cost | |
|-----------------------------|-------------------------|---------------------|-------------------------|-----------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within group | Cost (R'000) | Average cost per employee |
| Female | 3 | 5 | 60 | R 42,742.89 | R 14,247.60 |
| Total | 343 | 673 | 51 | R 6,193,448.97 | R 18,056.70 |
| Employees with Disabilities | 2 | 11 | 18 | R 46,296.93 | R 23,148.50 |

Table 3.6.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2013 to 31 March 2014.

| Salary band | Beneficiary Profile | | | Cost | | Total cost as a % of the total personnel expenditure |
|---|-------------------------|---------------------|--------------------------------|-----------------------|---------------------------|--|
| | Number of beneficiaries | Number of employees | % of total within salary bands | Total Cost (R'000) | Average cost per employee | |
| Lower Skilled (Levels 1-2) | 4 | 24 | 17 | R 22,176.52 | R 5,544.10 | 0 |
| Skilled (level 3-5) | 37 | 96 | 39 | R 270,397.76 | R 7,308.00 | 0 |
| Highly skilled production (level 6-8) | 239 | 372 | 64 | R 4,087,752.43 | R 17,103.60 | 2 |
| Highly skilled supervision (level 9-12) | 55 | 150 | 37 | R 1,458,787.87 | R 26,523.40 | 1 |
| Total | 335 | 642 | 52 | R 5,839,114.58 | R 17,430.20 | 2 |

Table 3.6.3 Performance Rewards by critical occupation for the period 1 April 2014 to 31 March 2015

| Critical occupation | Beneficiary Profile | | | Cost | |
|--|-------------------------|---------------------|------------------------------|--------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within occupation | Total Cost (R'000) | Average cost per employee |
| Administrative Related | 219 | 356 | 62 | R 4,211,523.89 | R 19,230.70 |
| Advocates | | 5 | 0 | | R 0.00 |
| Agriculture Related | | 1 | 0 | | R 0.00 |
| Bus And Heavy Vehicle Drivers | 1 | 1 | 100 | R 5,718.71 | R 5,718.70 |
| Cleaners In Offices Workshops Hospitals Etc. | 19 | 45 | 42 | R 123,358.03 | R 6,492.50 |
| Communication And Information Related | 2 | 9 | 22 | R 35,235.78 | R 17,617.90 |
| Community Development Workers | 6 | 10 | 60 | R 89,048.97 | R 14,841.50 |

| Critical occupation | Beneficiary Profile | | | Cost | |
|--|-------------------------|---------------------|------------------------------|--------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within occupation | Total Cost (R'000) | Average cost per employee |
| Computer Programmers. | 1 | 3 | 33 | R 11,586.41 | R 11,586.40 |
| Engineering Sciences Related | 0 | 2 | 0 | R 0.00 | R 0.00 |
| Finance And Economics Related | 1 | 1 | 100 | R 42,923.09 | R 42,923.10 |
| Financial And Related Professionals | 3 | 5 | 60 | R 30,674.83 | R 10,224.90 |
| Financial Clerks And Credit Controllers | 1 | 3 | 33 | R 5,605.59 | R 5,605.60 |
| Human Resources & Organisat Developm & Relate Prof | 2 | 13 | 15 | R 23,890.16 | R 11,945.10 |
| Human Resources Clerks | 5 | 8 | 63 | R 48,377.95 | R 9,675.60 |
| Human Resources Related | 8 | 10 | 80 | R 187,463.09 | R 23,432.90 |

| Critical occupation | Beneficiary Profile | | | Cost | |
|--|-------------------------|---------------------|------------------------------|--------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within occupation | Total Cost (R'000) | Average cost per employee |
| Information Technology Related | 3 | 7 | 43 | R 69,015.60 | R 23,005.20 |
| Language Practitioners Interpreters & Other Commun | | 3 | 0 | R 0.00 | R 0.00 |
| Library Mail And Related Clerks | 2 | 6 | 33 | R 12,371.60 | R 6,185.80 |
| Light Vehicle Drivers | 1 | 1 | 100 | R 3,778.88 | R 3,778.90 |
| Messengers Porters And Deliverers | 2 | 6 | 33 | R 17,709.29 | R 8,854.60 |
| Motor Vehicle Drivers | 1 | 2 | 50 | R 6,091.29 | R 6,091.30 |
| Other Administrat & Related Clerks And Organisers | 9 | 34 | 27 | R 104,769.47 | R 11,641.10 |

| Critical occupation | Beneficiary Profile | | | Cost | |
|--|-------------------------|---------------------|------------------------------|--------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within occupation | Total Cost (R'000) | Average cost per employee |
| Other Administrative Policy And Related Officers | 12 | 24 | 50 | R 403,188.80 | R 33,599.10 |
| Other Information Technology Personnel. | 25 | 49 | 51 | R 341,154.80 | R 13,646.20 |
| Other Occupations | 0 | 1 | 0 | 0 | R 0.00 |
| Photographic Lithographic And Related Workers | | 1 | 0 | | R 0.00 |
| Professional Nurse | 0 | 1 | 0 | 0 | R 0.00 |
| Risk Management And Security Services | 0 | 1 | 0 | 0 | R 0.00 |
| Secretaries & Other Keyboard Operating Clerks | 14 | 36 | 39 | R 127,013.13 | R 9,072.40 |
| Security Officers | 0 | 3 | 0 | 0 | R 0.00 |

| Critical occupation | Beneficiary Profile | | | Cost | |
|---|-------------------------|---------------------|------------------------------|-----------------------|---------------------------|
| | Number of beneficiaries | Number of employees | % of total within occupation | Total Cost (R'000) | Average cost per employee |
| Senior Managers | 6 | 25 | 24 | R 292,949.61 | R 48,824.90 |
| Statisticians And Related Professionals | 0 | 1 | 0 | R0.00 | R 0.00 |
| Total | 343 | 673 | 51 | R 6,193,448.97 | R 18,056.70 |

Table 3.6.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2013 to 31 March 2014

| Salary band | Beneficiary Profile | | | Cost | | Total cost as a % of the total personnel expenditure |
|-------------|-------------------------|---------------------|--------------------------------|--------------------|---------------------------|--|
| | Number of beneficiaries | Number of employees | % of total within salary bands | Total Cost (R'000) | Average cost per employee | |
| Band A | 5 | 24 | 21 | R 206,393.21 | R 41,278.60 | 0 |
| Band B | 2 | 5 | 40 | R 55,851.75 | R 27,925.90 | 0 |

| Salary band | Beneficiary Profile | | | Cost | | Total cost as a % of the total personnel expenditure |
|--------------|-------------------------|---------------------|--------------------------------|---------------------|---------------------------|--|
| | Number of beneficiaries | Number of employees | % of total within salary bands | Total Cost (R'000) | Average cost per employee | |
| Band C | 1 | 1 | 100 | R 92,089.43 | R 92,089.40 | 0 |
| Band D | | 1 | 0 | R 0.00 | R 0.00 | 0 |
| Total | 8 | 31 | 26 | R 354,334.39 | R 44,291.80 | 0 |

3.7. Foreign Workers

Table 3.7.1 Foreign workers by salary band for the period 1 April 2014 and 31 March 2015

| Salary band | 01 April 2014 | | 31 March 2015 | | Change | |
|--------------------------------------|---------------|------------|---------------|------------|--------|----------|
| | Number | % of total | Number | % of total | Number | % Change |
| Lower skilled | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled production (Lev. 6-8) | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled supervision (Lev. | 0 | 0 | 0 | 0 | 0 | 0 |

| Salary band | 01 April 2014 | | 31 March 2015 | | Change | |
|------------------------|---------------|------------|---------------|------------|----------|----------|
| | Number | % of total | Number | % of total | Number | % Change |
| 9-12) | | | | | | |
| Contract (level 9-12) | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (level 13-16) | 1 | 50 | 1 | 50 | 0 | 0 |
| Total | 1 | 50 | 1 | 50 | 0 | 0 |

Table 3.7.2 Foreign workers by major occupation for the period 1 April 2014 and 31 March 2015

| Major occupation | 01 April 2014 | | 31 March 2015 | | Change | |
|------------------------|---------------|------------|---------------|------------|----------|----------|
| | Number | % of total | Number | % of total | Number | % Change |
| ADMINISTRATIVE RELATED | 1 | 50 | 1 | 50 | 0 | 0 |
| SENIOR MANAGERS | 1 | 50 | 1 | 50 | 0 | 0 |
| Grand Total | 2 | 100 | 2 | 100 | 0 | 0 |

3.8. Leave utilisation

Table 3.8.1 Sick leave for the period 1 January 2014 to 31 December 2014

| Salary band | Total days | % Days with Medical certification | Number of Employees using sick leave | % of total employees using sick leave | Average days per employee | Estimated Cost (R'000) |
|---|-------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|
| Lower Skills (Level 1-2) | 184 | 92 | 27 | 8 | 7 | R 66,135.28 |
| Skilled (levels 3-5) | 494 | 88 | 73 | 21 | 7 | R 283,741.17 |
| Highly skilled production (levels 6-8) | 668 | 87 | 123 | 35 | 5 | R 689,361.01 |
| Highly skilled supervision (levels 9 -12) | 711 | 83 | 98 | 28 | 7 | R 1,385,748.35 |
| Top and Senior management (levels 13-16) | 179 | 77 | 28 | 8 | 6 | R 605,481.43 |
| Total | 2236 | 85 | 349 | 100 | 6 | R 3,030,467.24 |

Table 3.8.2 Disability leave (temporary and permanent) for the period 1 January 2014 to 31 December 2014

| Salary band | Total days | % Days with Medical certification | Number of Employees using disability leave | % of total employees using disability leave | Average days per employee | Estimated Cost (R'000) |
|--|------------|-----------------------------------|--|---|---------------------------|------------------------|
| Lower skilled (Levels 1-2) | 2 | 100 | 2 | 13 | 1 | R 657.10 |
| Skilled (Levels 3-5) | 116 | 100 | 7 | 44 | 17 | R 75,028.72 |
| Highly skilled production (Levels 6-8) | 1 | 100 | 1 | 6 | 1 | R 792.52 |
| Highly skilled supervision (Levels 9-12) | 35 | 100 | 6 | 38 | 6 | R 56,159.34 |
| Senior management (Levels 13-16) | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 154 | 100 | 16 | 100 | 10 | R132 637.68 |

Table 3.8.3 Annual Leave for the period 1 January 2014 to 31 December 2014

| Salary band | Total days taken | Number of Employees using annual leave | Average per employee |
|---|------------------|--|----------------------|
| Lower skilled (Levels 1-2) | 728 | 71 | 10 |
| Skilled Levels 3-5) | 2364 | 117 | 20 |
| Highly skilled production (Levels 6-8) | 3357 | 388 | 9 |
| Highly skilled supervision(Levels 9-12) | 3418 | 171 | 20 |
| Senior management (Levels 13-16) | 881 | 50 | 18 |
| Total | 10748 | 797 | 13 |

Table 3.8.4 Capped leave for the period 1 January 2014 to 31 December 2014

| Salary band | Total days of capped leave taken | Number of Employees using capped leave | Average number of days taken per employee | Average capped leave per employee as on 31 March 2015 |
|--|----------------------------------|--|---|---|
| Lower skilled (Levels 1-2) | 0 | 0 | 0 | 2 |
| Skilled Levels 3-5) | 15 | 1 | 15 | 21 |
| Highly skilled production (Levels 6-8) | 3 | 2 | 2 | 8 |
| Highly skilled supervision (Levels 9-12) | | | 0 | 16 |
| Senior management (Levels 13-16) | 5 | 2 | 3 | 17 |
| Total | 23 | 5 | 5 | 12 |

Table 3.8.5 Leave pay-outs for the period 1 April 2014 and 31 March 2015

| Reason | Total amount (R'000) | Number of employees | Average per employee (R'000) |
|--|-----------------------|---------------------|------------------------------|
| Leave pay-out for 2015/15 due to non-utilisation of leave for the previous cycle | R 266,143.79 | 11 | R 24,195.00 |
| Capped leave pay-outs on termination of service for 2015/15 | R 0.00 | 0 | R 0.00 |
| Current leave pay-out on termination of service for 2015/15 | R 1,129,990.67 | 59 | R 19,152.00 |
| Total | R 1,396,134.46 | 70 | R 19,945.00 |

3.9. HIV/AIDS & Health Promotion Programmes

Table 3.9.1 Steps taken to reduce the risk of occupational exposure

| Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any) | Key steps taken to reduce the risk |
|--|------------------------------------|
| None | None |
| | |

Table 3.9.2 Details of Health Promotion and HIV/AIDS Programmes

| 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, 2001? If so, provide her/his name and position. | x | | MS AD Michael Director : HRM |
| 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. | x | | The Department has an internal Employee Wellness unit, which is responsible for implementing the Employee Health & Wellness strategy for the Public service that is inclusive of the workplace HIV and AIDS and TB management. There is a Deputy Director, Assistant Director, Professional Nurse and Administrative Officer who are supported by the Wellness Buddy/Peer Educators Network. The unit has been allocated 0,05% of the personnel budget since 2015/2015 as per EXCO resolution€ |
| 3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme. | x | | The Department is implementing the Employee Health & Wellness strategy for the Public service that has four priority areas, viz; <ul style="list-style-type: none"> • HIV and AIDS Management to provide among others prevention and care and support services to employees, • Health and Productivity Management to provide among others general disease management , health education and promotion to employees, • Safety, Health, Environment, Risk and |

| Question | Yes | No | Details, if yes |
|---|-----|----|--|
| | | | <p>Quality Assurance management to promote among others occupational health and safety issues among employees and</p> <ul style="list-style-type: none"> Wellness Management to promote individual and organisational wellness. |
| 4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent. | | x | The Wellness Buddies structure serves as a committee for all EHW activities including HIV and AIDS and TB Management. Their appointment letters were renewed. |
| 5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed. | x | | <p>The Department is guided among others by the following policy frameworks in its employment practices to ensure that there is no unfair discrimination against employees on the basis of their HIV status :</p> <ul style="list-style-type: none"> The Public Service Regulation as amended, Guidelines on the Management of HIV and AIDS in the workplace , and The HIV and AIDS & TB Management Policy for the Public Service. Approved OOP HIV & AIDS and TB Management policy. |
| 6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures. | x | | <p>The Disciplinary code and procedure for the Public service as well as the following elements as stated in the Departmental HIV and AIDS & TB Management policy:</p> <ul style="list-style-type: none"> Non – discrimination Confidentiality and disclosure Ethical Behaviour |

| Question | Yes | No | Details, if yes |
|--|-----|----|---|
| 7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved. | x | | The Department promoted and provided HIV counselling and testing, on site, during the financial year under review 73 employees tested at the onsite clinic and know their HIV status. |
| 8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators. | x | | The following indicators are used to monitor and to evaluate the health promotion programme and its impact: <ul style="list-style-type: none"> • The number of educational material distributed. • The number of employees attending health promotion information sessions. • The number of employees using onsite clinic. • The number of employees taking part in health screenings. • The monthly Wellness Buddy reports and meetings. • The beneficiaries feedback using evaluation forms (only for clinic at this stage) |

3.10. Labour Relations

Table 3.10.1 Collective agreements

| | |
|---------------------------------------|------|
| Total number of Collective agreements | None |
|---------------------------------------|------|

Table 3.10.2 Misconduct and disciplinary hearings finalised for the period 1 April 2014 and 31 March 2015

| Outcomes of disciplinary hearings | Number | % of total |
|-----------------------------------|----------|------------|
| Correctional counselling | 0 | 0 |
| Verbal warning | 0 | 0 |
| Written warning | 0 | 0 |
| Final written warning | 1 | 33.33 |
| Suspended without pay | 0 | 0 |
| Fine | 0 | 0 |
| Demotion | 1 | 33.33 |
| Dismissal | 1 | 33.34 |
| Not guilty | 0 | 0 |
| Case withdrawn | 0 | 0 |
| Total | 3 | 100 |

Table 3.10.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2014 and 31 March 2015

| Type of misconduct | Number | % of total |
|--------------------------|-----------|------------|
| Insubordination | 2 | 20 |
| Fraud | 1 | 10 |
| Gross Negligence | 3 | 30 |
| Dereliction of Duty | 1 | 10 |
| Incitement | 1 | 10 |
| Wrongful appointment | 1 | 10 |
| Misuse of State Property | 1 | 10 |
| Total | 10 | 100 |

Table 3.10.4 Grievances logged for the period 1 April 2014 and 31 March 2015

| Grievances | Number | % of Total |
|--|-----------|-------------|
| Number of grievances resolved | 11 | 100% |
| Number of grievances not resolved | 0 | |
| Total number of grievances lodged | 11 | 100% |

Table 3.10.5 Disputes logged with Councils for the period 1 April 2014 and 31 March 2015

| Disputes | Number | % of Total |
|--|----------|------------|
| Number of disputes upheld | 2 | 66 |
| Number of disputes dismissed | 1 | 33 |
| Total number of disputes lodged | 3 | 100 |

Table 3.10.6 Strike actions for the period 1 April 2014 and 31 March 2015

| | |
|---|-----|
| Total number of persons working days lost | Nil |
| Total costs working days lost | N/A |
| Amount (R'000) recovered as a result of no work no pay | N/A |

Table 3.10.7 Precautionary suspensions for the period 1 April 2014 and 31 March 2015

| | |
|---|-----|
| Number of people suspended | Nil |
| Number of people who's suspension exceeded 30 days | N/A |
| Average number of days suspended | N/A |
| Cost (R'000) of suspension | N/A |

3.11. Skills development

Table 3.11.1 Training needs identified for the period 1 April 2015 and 31 March 2015

| Occupational category | Gender | Number of employees as at 1 April 2014 | Training needs identified at start of the reporting period | | | |
|--|--------|--|--|---|-------------------------|-------|
| | | | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
| Legislators, senior officials and managers | Female | 14 | 0 | 46 | 0 | 60 |
| | Male | 25 | 0 | 60 | 0 | 85 |
| Professionals | Female | 45 | 0 | 70 | 0 | 115 |
| | Male | 68 | 0 | 55 | 0 | 123 |
| Technicians and associate professionals | Female | 55 | 0 | 16 | 0 | 71 |
| | Male | 51 | 0 | 39 | 0 | 90 |
| Clerks | Female | 59 | 0 | 23 | 88 | 167 |
| | Male | 28 | 0 | 42 | 66 | 134 |
| Service and sales workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Skilled agriculture and fishery workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 40 | 0 | 68 | 0 | 108 |
| | Male | 7 | 0 | 57 | 0 | 67 |

| Occupational category | Gender | Number of employees as at 1 April 2014 | Training needs identified at start of the reporting period | | | |
|-----------------------|--------|--|--|---|-------------------------|-------------|
| | | | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
| Sub Total | Female | 208 | 0 | 223 | 88 | 519 |
| | Male | 185 | 0 | 253 | 66 | 504 |
| Total | | 398 | 0 | 476 | 154 | 1023 |

Table 3.11.2 Training provided for the period 1 April 2015 and 31 March 2015

| Occupational category | Gender | Number of employees as at 1 April 2014 | Training provided within the reporting period | | | |
|--|--------|--|---|---|-------------------------|-------|
| | | | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
| Legislators, senior officials and managers | Female | 14 | 0 | 17 | 0 | 17 |
| | Male | 25 | 0 | 9 | 0 | 9 |
| Professionals | Female | 45 | 0 | 37 | 0 | 37 |
| | Male | 68 | 0 | 36 | 0 | 36 |
| Technicians and associate professionals | Female | 55 | 0 | 37 | 0 | 37 |
| | Male | 51 | 0 | 28 | 0 | 28 |

| Occupational category | Gender | Number of employees as at 1 April 2014 | Training provided within the reporting period | | | |
|--|--------|--|---|---|-------------------------|------------|
| | | | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
| Clerks | Female | 59 | 0 | 113 | 0 | 113 |
| | Male | 28 | 0 | 236 | 0 | 236 |
| Service and sales workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Skilled agriculture and fishery workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 40 | 0 | 21 | 0 | 21 |
| | Male | 7 | 0 | 1 | 0 | 1 |
| Sub Total | Female | 208 | 0 | 225 | 0 | 225 |
| | Male | 185 | 0 | 310 | 0 | 310 |
| Total | | 398 | 0 | 535 | 0 | 535 |
| | | | | | | |

3.12. Injury on duty

Table 3.12.1 Injury on duty for the period 1 April 2014 and 31 March 2015

| Nature of injury on duty | Number | % of total |
|---------------------------------------|----------|------------|
| Required basic medical attention only | 2 | 100 |
| Temporary Total Disablement | 0 | 0 |
| Permanent Disablement | 0 | 0 |
| Fatal | 0 | 0 |
| Total | 2 | 100 |

3.13. Utilisation of Consultants

Table 3.13.1 Report on consultant appointments using appropriated funds for the period 1 April 2014 and 31 March 2015

| Project Title | Total number of consultants that worked on project | Duration (work days) | Contract value in Rand |
|---|--|----------------------|------------------------|
| Events Management | 1 (Megaworks T/A Showtime) | 36 months | R250 000 and above |
| Design and implementation of a monitoring and evaluation system | 1(Core project management) | 36 months | R7 183 368 |
| Forensic investigations on D Account (Tribal Authority Account) | 1(OMC Chartered Accountants) | 18 months | R 1 478 000 |
| Project Management | 1(Bunengi origin) (Livifusion) | 36 months | 1.55% per project |
| Improve information gathering purpose of effective planning and evaluation or impacts of delivery in the NW province. | 1 (Merlio Capital) | 36 months | Per invoice |

Table 3.13.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2014 and 31 March 2015

| Project Title | Percentage ownership by HDI groups | Percentage management by HDI groups | Number of Consultants from HDI groups that work on the project |
|---|------------------------------------|-------------------------------------|--|
| Events Management | 100% | 100% | 2 |
| Design and implementation of a monitoring and evaluation system | 100% | 100% | 7 |
| Forensic investigations on D Account (Tribal Authority Account) | 100% | 100% | 6 |
| Project Management | 100% | 100% | 2 |
| Improve information gathering purpose of effective planning and evaluation or impacts of delivery in the NW province. | None | None | None |

Table 3.13.3 Report on consultant appointments using Donor funds for the period 1 April 2014 and 31 March 2015

| Project Title | Total Number of consultants that worked on project | Duration Work days | Donor and Contract value in Rand |
|----------------|--|--------------------|----------------------------------|
| Not Applicable | Not Applicable | Not Applicable | Not Applicable |
| | | | |

Table 3.13.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2014 and 31 March 2015

| Project Title | Percentage ownership by HDI groups | Percentage management by HDI groups | Number of Consultants from HDI groups that work on the project |
|----------------|------------------------------------|-------------------------------------|--|
| Not Applicable | Not Applicable | Not Applicable | Not Applicable |

PART E: FINANCIAL INFORMATION

1. REPORT OF THE ACCOUNTING OFFICER

This Annual Report is a reflection of how the North West Office of the Premier has performed in the implementation of the Annual Performance Plan and the realization of the vision of a professional and responsive administration for the citizens of the Province as envisioned in the Strategic Plan of the Department.

The Office has been mandated by the Legislature to provide leadership, direction, support and intervention in the Province. The Office also strives to ensure that the Provincial government is applying sound management principles and practises. This includes the rendering of only selective corporative support to establish and maintain uniform procedures and standards in the province, as well as internal services to achieve administrative excellence. The promotion of sustainable Governance and Intergovernmental relations is also one of the key performance areas.

The Office expended 90.4% of the voted funds for the year under review. The notes to the appropriation statement reflect in more detail on expenditure patterns. The objectives of the Office were satisfactorily achieved in this fiscal year. The annual financial statements for the year ended 31 March 2015 are prepared in line with the three programme demarcation by National Treasury.

Apart from the statistics and percentages the various programmes have provided narrative of the significant achievements of targets for the strategic objectives and performance indicators for the financial year under review. The narrative also provides a synopsis on how the achievement of targets has contributed towards achieving the Department's strategic outcome orientated goals, which will invariably impact on the strategic priorities of government.

The Annual Report also provides summary of the actual expenditure in comparison to the adjusted appropriation for both the current year and previous year. The information has been provided at a sub programme level and is in line with the appropriation statement of the audited financial statements. The department also reports on how expenditure contributed to the achievement of outputs.

During the current financial year, as part of the re-configuration of provincial departments, the Community Development Workers unit of the Department of Local Government and Human Settlements was transferred to the Office of Premier. Special Programmes was

also transferred from the Office of the Premier to the Department of Social Development. The Public entity, North West Parks and Tourism Board was transferred from the Department of Economic Development to the Office of the Premier.

Services

The following services are rendered:

Executive support to the Premier, Executive Council and other governance structures on provincial and local government level.

Corporate support in the areas of Information Technology, financial management, Communications, Legal Services, Security and Human Resource utilization

Governance support in the areas of Inter-Governmental Relations and Special Programmes implementation

Policy Management and Coordination through Research, Policy Planning, Monitoring and Evaluation, Information Services and Project Management as well as the custodian of National Development Planning the Province

The granting of bursaries and administration of the North West Provincial Government Bursary scheme.

Management of the Provincial forensic investigation and Anti-Corruption functions.

Overview of the financial results of the Department:

| Programme Name | 2014/2015 | | | 2013/2014 | | |
|---------------------------|---------------------|--------------------|--------------------------|---------------------|--------------------|--------------------------|
| | 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 |
| Administration | 247 344 | 191 330 | 56 014 | 63 909 | 62 590 | 1 319 |
| Institutional Development | 190 442 | 189 661 | 781 | 214 422 | 210 442 | 3 980 |
| Policy and Governance | 318 899 | 307 829 | 11 070 | 81 413 | 81 096 | 317 |
| Total | 756 685 | 688 820 | 67 865 | 359 744 | 354 128 | 5 616 |

Payment of outstanding commitments related to the Mahikeng Rebranding, Repositioning and Renewal Plan, Bokone-Bophirima Soccer Challenge, Call centre, Youth Centre and Youth Enterprise Support.

Departmental receipt

The Department's revenue consists mainly of repayments by default bursars, recoveries on expenditure relating to prior years and commission on insurance and other salary deductions. All revenue collected is paid over to the Provincial Treasury.

Debt write offs

No debts were written off during the year under review.

Programme Expenditure

During the year under review the Department received a budget of R 756,685 million, an increase of 75.7% over previous year's allocation is due to the re-configuration of provincial departments, the Community Development Workers unit of the Department of Local Government and Human Settlements was transferred to the Office of Premier, the transfer of Special Programmes from the Office of the Premier to the Department of Social Development and the transfer of the Public entity, North West Parks and Tourism Board from the Department of Economic Development to the Office of the Premier.

In terms of economic classification, the allocation of compensation was 31.08 % while Capital Expenditure was 13.08% of the Budget. R 684,277 million of this budget, which is 90.4% was spent which resulted in under expenditure amounting to R 72.4 million for the financial year. This was mainly due to the under expenditure on the funds allocated in respect of the Mahikeng Rebranding, Repositioning and Renewal Plan, the Bokone-Bophirima Soccer Challenge, call centre, youth enterprise development and youth centre due to delays with tendering and procurement processes. A roll-over request for the unspent funds has been requested.

Department's Expenditure Pattern per Program: 2013/14 – 2014/15

| FY2014/15 PROGRAMME | AVAILABLE BUDGET | ACTUAL EXPENDITURE YEAR TO DATE | EXPENDTURE % YEAR TO DATE |
|---------------------------|------------------|------------------------------------|------------------------------|
| Administration | 247 344 | 191 899 | 78% |
| Institutional Development | 190 442 | 189 647 | 100% |
| Policy & Governance | 318 899 | 302 731 | 95% |
| | 756 685 | 684 277 | 90% |

| FY2013/14 PROGRAMME | AVAILABLE BUDGET | ACTUAL EXPENDITURE YEAR TO DATE | EXPENDTURE % YEAR TO DATE |
|---------------------------|------------------|------------------------------------|------------------------------|
| Administration | 63 909 | 62 590 | 98% |
| Institutional Development | 214 422 | 210 442 | 98% |
| Policy & Governance | 81 413 | 81 096 | 100% |
| Total | 359 7442 | 354 128 | 98% |

Virements

The Department projected overspending on key items of service delivery, necessitating shifting of funds between economic classifications. Unspent funds within the vote were moved to the needy programmes. All virements were duly approved by the Provincial Treasury in line with Section 43 and 76 (3) of the PFMA.

Affected programmes are as shown in the table below:

| FROM | TO | AMOUNT | REASON |
|-----------------------|------------------------------|---------|--|
| Administration | Institutional Development | R 4 300 | To finance shortfall on events management |
| Policy and Governance | Institutional Development | R 3 500 | To finance shortfall on events management |
| Total | | R 7 800 | |

Future plans of the department

Future plans of the Department as articulated in the Annual Performance Plan for 2014/15 include:

The Office will under the year under review implement the Mahikeng, Rebranding, Repositioning and Renewal Plan to position Mahikeng as the capital city.

Call centre

The Office will focus 60% of the project and goods and services to Villages, Townships and Small Dorpies to improve the economy of the province.

Public Private Partnerships

During the year under review, the Department did not enter into any Public Private Partnership (PPP).

Entities

Transfer payments made during the period under review are as follows:

A – RE - AGENG R 840 000

Total of the department's contribution towards the annual administration costs of the Provincial Growth and Development Advisory Forum.

North West Provincial Council on Aids – R 20 520 000

An additional amount of R 3,5 million was allocated to the entity during the adjustment budget.

North West Parks and Tourism Board – R 166 142 000

Discontinued activities / activities to be discontinued.

North West Youth Development Trust

No transfers have been made as the entity is currently being wound up.

New or proposed activities

There are no new or proposed activities for the following year, except as mentioned under future plans.

Supply chain management

No unsolicited bid proposals were concluded in the year under review.

The list of large bids awarded by the department in the year under review is shown in the table below:

Awarded Contracts for the period under Review:

| NO | DESCRIPTION | BID DESCRIPTION | TOTAL BID PRICE |
|----|--|--|-----------------|
| 1 | North West Provincial Government Edition | North West Provincial Government Edition | R4.6 million |
| 2 | Review of North West Spatial Development Framework | Review of North West Spatial Development Framework | R1.9 million |

Challenges experienced in SCM and how they were resolved

There were no challenges experienced during the year under review.

Gifts and Donations received in kind from non-related parties

No Gifts and Donations were received during the current financial year.

Exemptions and deviations received from the National Treasury

No Exemptions and deviations received from National Treasury

Events after the reporting date

The only significant event after the reporting date was the national and provincial elections. The handover reports were provided to the Executive Authority which ensured a smooth transition.

Inventories

Inventories on hand consist of limited amounts of stationery and other office consumables. Acquisition of inventories were done centrally by the provisioning sub – directorate and issued to officials on request. The New system requires the directorates to submit a request to Procurement unit for inventory. The Procurement unit will then order on behalf of the directorate and ensures that inventory is delivered on time. The Procurement unit submits a report on monthly basis to the Director Financial Management tracking usage while observing principles of value for money.

Interim Financial Statements

The Department prepared interim financial statement for the first, second and third quarters of the financial year in accordance with Treasury instructions.

Shared Audit Committee and Internal Audit

The Department has a shared Audit Committee and shared Internal Audi units as required by section 76(4) (d) and section 38(1) of the Public Finance Management Act as amended. The North West Provincial Government adopted the shared services option as provided by paragraph 3.1.1. and 3.2.3 of the Treasury Regulations.

The Department is not aware of any material fact or circumstance, which may have an effect on the understanding of the financial state of affairs, not addressed elsewhere in this report.

The basic principle underlying the fraud prevention plan is “zero tolerance” for fraud and corruption in the Office of the Premier in particular and the North West Province in general. The current fraud prevention plan was sharpened to curb the emerging fraud and corruption that may threaten the Office of the Premier and the North West Provincial Government. A Risk Management Committee was established and members were appointed accordingly.

Acknowledgement and Appreciation

I acknowledge the advice and active support of our previous Executing Authority, Honourable Premier Supra Mahumapelo, in the formulation of the strategic plan of the Department and throughout the execution of its annual performance plan.

On behalf of the management of the Department, I acknowledge and appreciate the support of all our stakeholders and partners in both the public and private sectors who have, in diverse ways and means, supported the Department in the roll out of the annual performance plan for the year under review.

I also acknowledge the support and active participation of the entire management and staff of the Department in the roll out of the annual performance plan.

Conclusion

I would like to thank all for the concerted effort in placing the Office in a leading position as well as a display of cohesion in promoting and executing service delivery. Lastly, I would like to thank the leadership in affording me to opportunity to lead the team of the Office of the Premier.

2. ACCOUNTING OFFICER'S STATEMENT OF RESPONSIBILITY

Statement of Responsibility for the Annual Financial Statements for the year ended 31 March 2015

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 is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

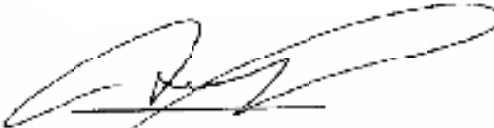
The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments 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 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 2015.



Prof. T.J. Mokgoro
Acting Director-General
Office of the Premier
Date: 29 May 2015



A U D I T O R - G E N E R A L
S O U T H A F R I C A

Auditing to build public confidence

Report of the auditor-general to North West Provincial Legislature on vote no. 1: Office of the Premier

Report on the financial statements

Introduction

1. I have audited the financial statements of the Office of the Premier set out on pages 233 to 288, which comprise the appropriation statement, the statement of financial position as at 31 March 2015, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (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.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with

International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2015 and its financial performance and cash flows for the year then ended, in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and the DoRA.

Emphasis of matters

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

Unauthorised, irregular and fruitless and wasteful expenditure

8. As disclosed in note 9 to the financial statements, unauthorised expenditure of R16 000 000 in respect of prior years had not yet been dealt with in accordance with section 34 of the PFMA.
9. As disclosed in note 24 to the financial statements, irregular expenditure of R10 540 000 was incurred in the current year and irregular expenditure from prior years of R269 133 000 had not yet been resolved.
10. As disclosed in note 25 to the financial statements, fruitless and wasteful expenditure of R224 000 for the current year and R23 680 000 from prior years had not yet been resolved.

Material under spending of the budget

11. As disclosed in the appropriation statement, the department has materially underspent the budget on Programme 1: Administration and Programme 3: Policy and governance by R56 014 000 and R11 070 000 respectively.

Additional matter

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 289 to 297 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

Report on other legal and regulatory requirements

14. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

15. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programme presented in the annual performance report of the department for the year ended 31 March 2015:
- Programme 2: Institutional development support and integrity management on pages 69 to 90
 - Programme 3: Policy, monitoring and evaluation on pages 91 to 115
16. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
17. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I

further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).

18. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I did not identify any material findings on the usefulness and reliability of the reported performance information on any of the selected programme of the Office of the Premier.

Additional matters

20. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programme, I draw attention to the following matters:

Achievement of planned targets

21. Refer to the annual performance report on pages 47 to 115 for information on the achievement of the planned targets for the year.

Adjustment of material misstatements

22. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information for Programme 2: Institutional development support and integrity management and Programme 3: Policy, monitoring and evaluation. As management subsequently corrected the misstatements, I did not identify any material findings on the usefulness and reliability of the reported performance information.

Compliance with legislation

23. I performed procedures to obtain evidence that the department had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Annual financial statements, performance and annual reports

24. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 40(1)(b) of the PFMA. Material misstatements of expenditure and disclosure items identified by the auditors in the

submitted financial statement were subsequently corrected resulting in the financial statements receiving an unqualified audit opinion.

Strategic and performance management

25. Effective, efficient and transparent systems of risk management and internal control with respect to performance information and management was not maintained as required by section 38(1)(a)(i) of the PFMA.

Expenditure management

26. The accounting officer did not take effective steps to prevent irregular and fruitless and wasteful expenditure, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1.

27. Effective internal controls were not in place for payment approval and processing, as required by Treasury Regulation 8.1.1.

28. Money owed by the department were not settled within 30 days, as required by section 38(1)(f) of the PFMA and Treasury Regulation 8.2.3.

Human resource management

29. Funded vacant posts were not filled within 12 months as required by Public Service Regulation 1/VII/C.1A.2.

Asset management

30. Proper control systems to safeguard and maintain assets were not implemented, as required by section 38(1)(d) of the PFMA and Treasury Regulation 10.1.1(a).

Consequence management

31. The responsible authority did not conduct investigations into allegations of financial misconduct committed by officials and the accounting officer, as required by Treasury Regulations 4.1.1 and 4.1.3 respectively.

32. Effective and appropriate disciplinary steps were not taken against officials who made and permitted irregular and fruitless and wasteful expenditure, as required by section 38(1)(h)(iii) of the PFMA and Treasury Regulation 9.1.3. This was because instances of irregular expenditure and fruitless and wasteful expenditure were not all investigated.

Procurement and contract management

33. Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation 16A6.1.
34. Goods and services of a transaction value above R500 000 were procured without inviting competitive bids, as required by Treasury Regulation 16A6.1.
35. The preference point system was not applied in some procurement of goods and services above R30 000 as required by section 2(a) of the Preferential Procurement Policy Framework Act and Treasury Regulation 16A6.3(b).
36. Quotations were awarded to bidders based on preference points that were not allocated and calculated in accordance with the requirements of the Preferential Procurement Policy Framework Act and its regulations.

Internal control

37. I considered internal control relevant to my audit of the financial statements, the annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on non-compliance with legislation included in this report.

Leadership

38. The accounting officer did not adequately exercise appropriate oversight over financial and performance reporting, information technology (IT) systems and related internal controls. Material adjustments were required to financial statements and the annual performance report. Furthermore, IT governance framework was not adequately implemented due to resource constraints which resulted in significant IT control deficiencies.

Financial and performance management

39. Management did not adequately implement controls to ensure that information in the financial statements and the report on predetermined objectives was reliable before submission for audit. This was mainly due to differences identified during key reconciliations not resolved and staff not fully understanding the requirements of the MCS. Non-compliance with laws and regulations could have been prevented had compliance been properly reviewed and monitored and control measures implemented. Furthermore,

effective IT controls were not sufficiently implemented which resulted in deficiencies in security settings, access control, configuration of server and network, server patch and migration of System Management Facilities. Policies and procedures did not always adequately guide financial, performance and IT related activities and action plans to address prior year audit findings.

Governance

40. The risks identified during the risk assessment process relating to financial and performance reporting and compliance with laws and regulations were not adequately monitored by management. Although the audit committee and internal audit fulfilled their functions they had limited impact due to the lack of adequate implementation of their recommendations by the department resulting in an inadequate control environment over financial and performance reporting and compliance with laws and regulations.

Other reports

Investigations

41. An independent consulting firm performed investigations at the request of a former Premier in 2010 into allegations of financial misconduct at a Local Municipality. The investigation was completed but the report has not been tabled.

Auditor-General

Rustenburg

31 July 2015



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNUAL FINANCIAL STATEMENTS

**North West: Office of The Premier
Appropriation Statement
for the year ended 31 March 2015**

Appropriation per programme

| | | 2014/15 | | | | | | 2013/14 | | |
|--|--|------------------------|-------------------|----------|---------------------|--------------------|---------------|---|---------------------|--------------------|
| | | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Voted funds and Direct charges | | | | | | | | | | |
| | Programme | | | | | | | | | |
| ✓ | 1. Administration | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |
| ✓ | 2. Institutional Development | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |
| ✓ | 3. Policy and Governance | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 |
| | Programme sub total | 756 685 | - | - | 756 685 | 688 820 | 67 865 | 91.0% | 359 744 | 354 128 |
| | TOTAL | 756 685 | - | - | 756 685 | 688 820 | 67 865 | 91.0% | 359 744 | 354 128 |
| Reconciliation with Statement of Financial Performance | | | | | | | | | | |
| Add: | | | | | | | | | | |
| | Departmental receipts | | | | 20 | | | | 1 171 | |
| Actual amounts per Statement of Financial Performance (Total Revenue) | | | | | 756 705 | | | | 360 915 | |
| | | | | | | - | | | | |
| Actual amounts per Statement of Financial Performance Expenditure | | | | | | 688 820 | | | | 354 128 |

Annual Report Financial Year
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| Appropriation per economic classification | | | | | | | | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|---------------|---|---------------------|--------------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 413 961 | 345 | - | 414 306 | 396 101 | 18 205 | 95.6% | 319 269 | 289 718 |
| Compensation of employees | 244 694 | (3 671) | (3 500) | 237 523 | 238 309 | (786) | 100.3% | 154 632 | 153 272 |
| Salaries and wages | 220 568 | (6 120) | (3 500) | 210 948 | 208 014 | 2 934 | 98.6% | 143 365 | 135 288 |
| Social contributions | 24 126 | 2 449 | - | 26 575 | 30 295 | (3 720) | 114.0% | 11 267 | 17 984 |
| Goods and services | 169 267 | 4 016 | 3 500 | 176 783 | 157 792 | 18 991 | 89.3% | 164 636 | 136 446 |
| Administrative fees | 75 | - | - | 75 | 75 | - | 100.0% | 75 | 53 |
| Advertising | 2 886 | - | - | 2 886 | 1 729 | 1 157 | 59.9% | 2 128 | 1 974 |
| Minor assets | 1 163 | (412) | - | 751 | 531 | 220 | 70.7% | 880 | 618 |
| Audit costs: External | 4 540 | - | - | 4 540 | 4 839 | (299) | 106.6% | 4 091 | 3 989 |
| Catering: Departmental activities | 3 676 | (607) | - | 3 069 | 1 622 | 1 447 | 52.9% | 4 443 | 7 238 |
| Communication (G&S) | 13 910 | 4 259 | - | 18 169 | 16 197 | 1 972 | 89.1% | 7 655 | 8 026 |
| Computer services | 19 214 | (6 081) | - | 13 133 | 16 382 | (3 249) | 124.7% | 24 566 | 22 252 |
| Consultants: Business and advisory services | 28 095 | (234) | - | 27 861 | 5 694 | 22 167 | 20.4% | 28 078 | 10 866 |
| Legal services | 3 010 | (110) | - | 2 900 | 1 768 | 1 132 | 61.0% | 3 400 | 1 997 |
| Contractors | 50 676 | 9 380 | 3 500 | 63 556 | 69 489 | (5 933) | 109.3% | 47 433 | 44 039 |
| Agency and support / outsourced services | 257 | (59) | - | 198 | 265 | (67) | 133.8% | 410 | 301 |
| Entertainment | - | - | - | - | - | - | - | 11 | 4 |
| Fleet services (including government motor transport) | 1 970 | 155 | - | 2 125 | 1 792 | 333 | 84.3% | 2 708 | 1 700 |
| Inventory: Clothing material and accessories | 62 | - | - | 62 | - | 62 | - | 46 | - |
| Inventory: Food and food supplies | 678 | - | - | 678 | - | 678 | - | 234 | 162 |
| Inventory: Learner and teacher support material | 361 | - | - | 361 | - | 361 | - | - | - |

*Annual Report Financial Year
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| | | | | | | | | | |
|--|----------------|-----------------|----------|----------------|----------------|---------------|---------------|----------------|----------------|
| Inventory: Materials and supplies | 117 | (117) | - | - | - | - | - | - | - |
| Inventory: Medical supplies | - | - | - | - | - | - | - | 15 | 126 |
| Inventory: Medicine | 115 | - | - | 115 | - | 115 | - | - | - |
| Consumable supplies | 1 201 | - | - | 1 201 | 937 | 264 | 78.0% | 1 249 | 839 |
| Consumable: Stationery, printing and office supplies | 5 323 | 33 | - | 5 356 | 4 807 | 549 | 89.7% | 6 418 | 4 543 |
| Operating leases | 9 029 | (140) | - | 8 889 | 7 583 | 1 306 | 85.3% | 8 748 | 7 434 |
| Property payments | 243 | (59) | - | 184 | - | 184 | - | 215 | 75 |
| Transport provided: Departmental activity | 577 | (310) | - | 267 | 836 | (569) | 313.1% | 493 | 408 |
| Travel and subsistence | 15 925 | (1 238) | - | 14 687 | 18 400 | (3 713) | 125.3% | 14 482 | 14 981 |
| Training and development | 2 058 | - | - | 2 058 | 1 453 | 605 | 70.6% | 2 031 | 1 019 |
| Operating payments | 594 | (190) | - | 404 | 810 | (406) | 200.5% | 515 | 391 |
| Venues and facilities | 3 512 | (254) | - | 3 258 | 2 583 | 675 | 79.3% | 4 312 | 3 411 |
| Interest and rent on land | - | - | - | - | - | - | - | 1 | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | 1 | - |
| Transfers and subsidies | 193 372 | 50 000 | - | 243 372 | 243 380 | (8) | 100.0% | 35 834 | 57 419 |
| Departmental agencies and accounts | 186 662 | - | - | 186 662 | 186 662 | - | 100.0% | 18 703 | 18 685 |
| Departmental agencies (non-business entities) | 186 662 | - | - | 186 662 | 186 662 | - | 100.0% | 18 703 | 18 685 |
| Public corporations and private enterprises | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Other transfers to public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Non-profit institutions | 840 | - | - | 840 | 840 | - | 100.0% | 840 | 840 |
| Households | 5 870 | - | - | 5 870 | 5 878 | (8) | 100.3% | 16 291 | 37 894 |
| Social benefits | 1 830 | - | - | 1 830 | 1 198 | 632 | 65.9% | 584 | 538 |
| Other transfers to households | 4 040 | - | - | 4 040 | 4 680 | (640) | 115.8% | 15 707 | 37 356 |
| Payments for capital assets | 149 352 | (50 345) | - | 99 007 | 49 339 | 49 668 | 49.8% | 4 641 | 5 433 |
| Buildings and other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Machinery and equipment | 9 352 | (345) | - | 9 007 | 11 609 | (2 602) | 128.9% | 4 641 | 5 433 |
| Transport equipment | - | - | - | - | - | - | - | 1 320 | 1 313 |
| Other machinery and equipment | 9 352 | (345) | - | 9 007 | 11 609 | (2 602) | 128.9% | 3 321 | 4 120 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 1 558 |
| | 756 685 | - | - | 756 685 | 688 820 | 67 865 | 91.0% | 359 744 | 354 128 |

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Vote 1: Department of Office of the Premier
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| Programme 1: Administration | | | | | | | | | |
|---|------------------------|-------------------|----------------|---------------------|--------------------|---------------|---|---------------------|--------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | |
| 1. Premier Support | 195 297 | - | - | 195 297 | 144 597 | 50 700 | 74.0% | 35 022 | 36 061 |
| 2. Executive Council Support | 5 300 | - | - | 5 300 | 4 803 | 497 | 90.6% | 4 892 | 3 851 |
| 3. Director-General Support | 28 831 | - | (3 500) | 25 331 | 23 861 | 1 470 | 96.4% | 6 027 | 7 214 |
| 4. Financial Management | 21 416 | - | - | 21 416 | 18 069 | 3 347 | 84.4% | 17 968 | 15 464 |
| | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |
| Economic classification | | | | | | | | | |
| Current payments | 86 933 | - | (3 500) | 83 433 | 80 020 | 3 413 | 95.9% | 42 565 | 39 875 |
| Compensation of employees | 52 747 | - | (3 500) | 49 247 | 45 460 | 3 787 | 93.5% | 28 224 | 27 437 |
| Salaries and wages | 49 642 | - | (3 500) | 46 142 | 40 479 | 5 663 | 89.0% | 26 768 | 24 903 |
| Social contributions | 3 105 | - | - | 3 105 | 4 981 | (1 876) | 160.4% | 1 456 | 2 534 |
| Goods and services | 34 186 | - | - | 34 186 | 34 560 | (374) | 101.1% | 14 341 | 12 438 |
| Administrative fees | 75 | - | - | 75 | 75 | - | 100.0% | 75 | 53 |
| Advertising | 397 | - | - | 397 | 189 | 208 | 47.6% | 329 | 248 |
| Minor assets | 135 | - | - | 135 | 196 | (61) | 145.2% | 118 | 99 |
| Audit costs: External | 4 120 | - | - | 4 120 | 5 137 | (1 017) | 124.7% | 2 048 | 1 959 |
| Catering: Departmental activities | 677 | - | - | 677 | 474 | 203 | 70.0% | 509 | 379 |
| Communication (G&S) | 1 400 | - | - | 1 400 | 1 180 | 220 | 84.3% | 1 553 | 1 369 |
| Computer services | 200 | - | - | 200 | 1 082 | (882) | 541.0% | 100 | 121 |
| Consultants: Business and advisory services | 574 | - | - | 574 | 397 | 177 | 69.2% | 20 | - |
| Contractors | 17 380 | - | - | 17 380 | 15 124 | 2 256 | 87.0% | 220 | 208 |
| Agency and support / outsourced services | - | - | - | - | 51 | (51) | - | - | - |
| Fleet services (including government motor transport) | 1 336 | - | - | 1 336 | 1 293 | 43 | 96.8% | 1 840 | 1 698 |

*Annual Report Financial Year
Vote 1: Department of Office of the Premier
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| | | | | | | | | | |
|--|----------------|-----------------|----------------|----------------|----------------|---------------|--------------|---------------|---------------|
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | 16 | - |
| Inventory: Food and food supplies | 155 | - | - | 155 | (54) | 209 | (34.8%) | 115 | 94 |
| Consumable supplies | 280 | - | - | 280 | 424 | (144) | 151.4% | 245 | 190 |
| Consumable: Stationery, printing and office supplies | 1 294 | - | - | 1 294 | 884 | 410 | 68.3% | 1 038 | 1 003 |
| Operating leases | 679 | - | - | 679 | 442 | 237 | 65.1% | 454 | 144 |
| Property payments | 76 | - | - | 76 | 1 | 75 | 1.3% | 10 | 2 |
| Travel and subsistence | 4 383 | - | - | 4 383 | 5 967 | (1 584) | 136.1% | 4 369 | 4 025 |
| Training and development | 345 | - | - | 345 | 203 | 142 | 58.8% | 350 | 176 |
| Operating payments | 40 | - | - | 40 | 261 | (221) | 652.5% | - | - |
| Venues and facilities | 640 | - | - | 640 | 1 234 | (594) | 192.8% | 932 | 670 |
| Transfers and subsidies | 23 310 | 50 000 | - | 73 310 | 72 963 | 347 | 99.5% | 19 288 | 19 257 |
| Departmental agencies and accounts | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 |
| Social security funds | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 |
| Public corporations and private enterprises | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Other transfers to public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - |
| Households | 2 790 | - | - | 2 790 | 2 443 | 347 | 87.6% | 935 | 904 |
| Social benefits | 670 | - | - | 670 | 697 | (27) | 104.0% | 33 | 27 |
| Other transfers to households | 2 120 | - | - | 2 120 | 1 746 | 374 | 82.4% | 902 | 877 |
| Payments for capital assets | 140 601 | (50 000) | - | 90 601 | 38 347 | 52 254 | 42.3% | 2 056 | 2 441 |
| Buildings and other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - |
| Machinery and equipment | 601 | - | - | 601 | 617 | (16) | 102.7% | 2 056 | 2 441 |
| Transport equipment | - | - | - | - | - | - | - | 1 320 | 1 313 |
| Other machinery and equipment | 601 | - | - | 601 | 617 | (16) | 102.7% | 736 | 1 128 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 1 017 |
| | 250 844 | - | (3 500) | 247 344 | 191 330 | 56 014 | 77.4% | 63 909 | 62 590 |

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| Subprogramme: 1.1: Premier Support | 2014/15 | | | | | | | | 2013/14 | |
|---|----------------|-----------------|----------|----------------|----------------|----------------|---------------|---------------|---------------|--|
| | Adjusted | Shifting of | Virement | Final | Actual | | Expendit | Final | Actual | |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 | |
| Economic classification | | | | | | | | | | |
| Current payments | 32 604 | (50) | - | 32 554 | 34 220 | (1 666) | 105.1% | 14 293 | 14 120 | |
| Compensation of employees | 9 896 | - | - | 9 896 | 12 191 | (2 295) | 123.2% | 8 722 | 9 313 | |
| Salaries and wages | 9 382 | - | - | 9 382 | 11 809 | (2 427) | 125.9% | 8 529 | 8 824 | |
| Social contributions | 514 | - | - | 514 | 382 | 132 | 74.3% | 193 | 489 | |
| Goods and services | 22 708 | (50) | - | 22 658 | 22 029 | 629 | 97.2% | 5 571 | 4 807 | |
| Advertising | 267 | - | - | 267 | 158 | 109 | 59.2% | 194 | 167 | |
| Minor assets | 50 | - | - | 50 | 5 | 45 | 10.0% | 38 | 35 | |
| Audit costs: External | - | - | - | - | - | - | - | - | - | |
| Catering: Departmental activities | 250 | - | - | 250 | 121 | 129 | 48.4% | 159 | 142 | |
| Communication (G&S) | 795 | - | - | 795 | 939 | (144) | 118.1% | 550 | 426 | |
| Computer services | - | - | - | - | - | - | - | - | - | |
| Consultants: Business and advisory services | 60 | - | - | 60 | 7 | 53 | 11.7% | - | - | |
| Laboratory services | - | - | - | - | - | - | - | - | - | |
| Contractors | 17 300 | - | - | 17 300 | 15 106 | 2 194 | 87.3% | 184 | 177 | |
| Agency and support / outsourced services | - | - | - | - | - | - | - | - | - | |
| Fleet services (including government motor transport) | - | - | - | - | - | - | - | 10 | 4 | |
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | 6 | - | |
| Inventory: Food and food supplies | 50 | - | - | 50 | - | 50 | 0% | 75 | 74 | |
| Consumable supplies | 20 | - | - | 20 | 80 | (60) | 400.0% | 30 | 45 | |
| Consumable: Stationery, printing and office supplies | 280 | - | - | 280 | 336 | (56) | 120.0% | 353 | 326 | |
| Operating leases | 233 | - | - | 233 | 218 | 15 | 93.6% | 103 | 16 | |
| Property payments | 33 | - | - | 33 | 33 | - | - | - | - | |
| Travel and subsistence | 3 040 | (50) | - | 2 990 | 4 308 | (1 318) | 144.1% | 3 592 | 3 133 | |
| Training and development | 70 | - | - | 70 | 65 | 5 | 92.9% | 75 | 69 | |
| Operating payments | - | - | - | - | 311 | (311) | - | - | - | |
| Venues and facilities | 260 | - | - | 260 | 375 | (115) | 144.2% | 202 | 193 | |
| Transfers and subsidies | 22 640 | 50 000 | - | 72 640 | 72 582 | 58 | 99.9% | 19 233 | 19 250 | |
| Departmental agencies and accounts | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 | |
| Departmental agencies (non-business entities) | 20 520 | - | - | 20 520 | 20 520 | - | 100.0% | 18 353 | 18 353 | |
| Public corporations and private enterprises | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - | |
| Public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - | |
| Subsidies on products and production (pc) | - | - | - | - | - | - | - | - | - | |
| Other transfers to public corporations | - | 50 000 | - | 50 000 | 50 000 | - | 100.0% | - | - | |
| Households | 2 120 | - | - | 2 120 | 2 062 | 58 | 97.3% | 880 | 897 | |
| Social benefits | - | - | - | - | 323 | (323) | - | - | 27 | |
| Other transfers to households | 2 120 | - | - | 2 120 | 1 739 | 381 | 82.0% | 880 | 870 | |
| Payments for capital assets | 140 103 | (50 000) | - | 90 103 | 37 795 | 52 308 | 41.9% | 1 496 | 1 674 | |
| Buildings and other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - | |
| Other fixed structures | 140 000 | (50 000) | - | 90 000 | 37 730 | 52 270 | 41.9% | - | - | |
| Machinery and equipment | 103 | - | - | 103 | 65 | 38 | 63.1% | 1 496 | 1 674 | |
| Transport equipment | - | - | - | - | - | - | - | 1 320 | 1 313 | |
| Other machinery and equipment | 103 | - | - | 103 | 65 | 38 | 63.1% | 176 | 361 | |
| Payment for financial assets | - | - | - | - | - | - | - | - | 1 017 | |
| Total | 195 347 | (50) | - | 195 297 | 144 597 | 50 700 | 74.0% | 35 022 | 36 061 | |

Annual Report Financial Year
Vote 1: Department of Office of the Premier
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| Subprogramme: 1.2: Executive Council Support | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|-------------------|-------------------|-------|----------------|-----------------|------------|---------------|----------------|-----------------|
| | 2014/15 | | | | | | | 2013/14 | |
| Economic classification | Adjusted R'000 | Shifting R'000 | R'000 | Final R'000 | Actual R'000 | R'000 | ure as % % | Final R'000 | Actual R'000 |
| Current payments | 5 200 | - | - | 5 200 | 4 777 | 423 | 91.9% | 4 832 | 3 682 |
| Compensation of employees | 3 926 | - | - | 3 926 | 3 277 | 649 | 83.5% | 3 679 | 2 950 |
| Salaries and wages | 3 653 | - | - | 3 653 | 2 924 | 729 | 80.0% | 3 566 | 2 572 |
| Social contributions | 273 | - | - | 273 | 353 | (80) | 129.3% | 113 | 378 |
| Goods and services | 1 274 | - | - | 1 274 | 1 500 | (226) | 117.7% | 1 153 | 732 |
| Advertising | 30 | - | - | 30 | - | 30 | - | 30 | 6 |
| Minor assets | 25 | - | - | 25 | - | 25 | - | 19 | 12 |
| Audit costs: External | - | - | - | - | - | - | - | - | - |
| Catering: Departmental activities | 220 | - | - | 220 | 149 | 71 | 67.7% | 170 | 141 |
| Communication (G&S) | 105 | - | - | 105 | 19 | 86 | 18.1% | 33 | 43 |
| Computer services | - | - | - | - | - | - | - | - | - |
| Consultants: Business and advisory services | 80 | - | - | 80 | - | 80 | - | - | - |
| Laboratory services | - | - | - | - | - | - | - | - | - |
| Contractors | 10 | - | - | 10 | - | 10 | - | 10 | 2 |
| Agency and support / outsourced services | - | - | - | - | - | - | - | - | - |
| Fleet services (including government motor transport) | - | - | - | - | - | - | - | - | - |
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | - | - |
| Inventory: Food and food supplies | 85 | - | - | 85 | - | 85 | - | - | - |
| Consumable supplies | 35 | - | - | 35 | 85 | (50) | 242.9% | 67 | 33 |
| Consumable: Stationery, printing and office supplies | 75 | - | - | 75 | 49 | 26 | 65.3% | 125 | 100 |
| Operating leases | 66 | - | - | 66 | 65 | 1 | 98.5% | 146 | 30 |
| Property payments | - | - | - | - | - | - | - | - | - |
| Travel and subsistence | 298 | - | - | 298 | 396 | (98) | 132.9% | 28 | 90 |
| Training and development | 45 | - | - | 45 | - | 45 | - | 45 | 38 |
| Operating payments | - | - | - | - | - | - | - | - | - |
| Venues and facilities | 200 | - | - | 200 | 737 | (537) | 368.5% | 480 | 237 |
| Transfers and subsidies | - | - | - | - | 7 | (7) | - | - | - |
| Departmental agencies and accounts | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | - | - | - | - | - | - | - | - | - |
| Public corporations and private enterprises | - | - | - | - | - | - | - | - | - |
| Public corporations | - | - | - | - | - | - | - | - | - |
| Subsidies on products and production (pc) | - | - | - | - | - | - | - | - | - |
| Other transfers to public corporations | - | - | - | - | - | - | - | - | - |
| Households | - | - | - | - | 7 | (7) | - | - | - |
| Social benefits | - | - | - | - | - | - | - | - | - |
| Other transfers to households | - | - | - | - | 7 | (7) | - | - | - |
| Payments for capital assets | 100 | - | - | 100 | 19 | 81 | 19.0% | 60 | 169 |
| Buildings and other fixed structures | - | - | - | - | - | - | - | - | - |
| Other fixed structures | - | - | - | - | - | - | - | - | - |
| Machinery and equipment | 100 | - | - | 100 | 19 | 81 | 19.0% | 60 | 169 |
| Transport equipment | - | - | - | - | - | - | - | - | - |
| Other machinery and equipment | 100 | - | - | 100 | 19 | 81 | 19.0% | 60 | 169 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 5 300 | - | - | 5 300 | 4 803 | 497 | 90.6% | 4 892 | 3 851 |

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| Subprogramme: 1.3- Director-General Support | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | | 8 | | 9 | |
|---|-------------------|-------------------|-------------------|----------------|-----------------|--------------|---------------|----------------|-----------------|---------------|----------------|-----------------|---------|--|---|---------|---|--|
| | 2014/15 | | | | | | | | | | | | 2013/14 | | | 2013/14 | | |
| | Adjusted R'000 | Shifting R'000 | Virement R'000 | Final R'000 | Actual R'000 | | ure as % % | Final R'000 | Actual R'000 | ure as % % | Final R'000 | Actual R'000 | | | | | | |
| Economic classification | | | | | | | | | | | | | | | | | | |
| Current payments | 29 191 | (500) | (3 500) | 25 191 | 23 377 | 1 814 | 92.8% | 5 978 | 7 145 | 95.1% | 5 978 | 7 145 | | | | | | |
| Compensation of employees | 26 806 | - | (3 500) | 23 306 | 21 396 | 1 910 | 91.8% | 4 505 | 5 977 | 94.2% | 4 505 | 5 977 | | | | | | |
| Salaries and wages | 26 433 | | (3 500) | 22 933 | 18 283 | 4 650 | 79.7% | 4 334 | 5 598 | 82.2% | 4 334 | 5 598 | | | | | | |
| Social contributions | 373 | | | 373 | 3 113 | (2 740) | 834.6% | 171 | 379 | 834.6% | 171 | 379 | | | | | | |
| Goods and services | 2 385 | (500) | - | 1 885 | 1 981 | (96) | 105.1% | 1 473 | 1 168 | 105.1% | 1 473 | 1 168 | | | | | | |
| Advertising | - | | | - | - | - | - | 30 | 15 | - | - | - | | | | | | |
| Minor assets | 30 | | | 30 | 180 | (150) | 600.0% | 20 | 12 | - | 30 | 15 | | | | | | |
| Audit costs: External | - | | | - | - | - | - | - | - | 600.0% | 20 | 12 | | | | | | |
| Catering: Departmental activities | 165 | | | 165 | 121 | 44 | 73.3% | 110 | 80 | - | - | - | | | | | | |
| Communication (G&S) | 200 | | | 200 | 144 | 56 | 72.0% | 170 | 167 | 73.3% | 110 | 80 | | | | | | |
| Computer services | - | | | - | - | - | - | - | - | 72.0% | 170 | 167 | | | | | | |
| Consultants: Business and advisory services | 30 | | | 30 | - | 30 | - | 20 | - | - | - | - | | | | | | |
| Laboratory services | - | | | - | - | - | - | - | - | - | 20 | - | | | | | | |
| Contractors | 20 | | | 20 | - | 20 | - | 15 | - | - | 15 | - | | | | | | |
| Agency and support / outsourced services | - | | | - | 50 | (50) | - | - | - | - | - | - | | | | | | |
| Fleet services (including government motor tr | - | | | - | - | - | - | 78 | - | - | 78 | - | | | | | | |
| Inventory: Clothing material and accessories | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Inventory: Food and food supplies | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Consumable supplies | 90 | | | 90 | 63 | 27 | 70.0% | 45 | 33 | 266.7% | 45 | 33 | | | | | | |
| Consumable: Stationery, printing and office s | 230 | | | 230 | 222 | 8 | 96.5% | 135 | 161 | 97.4% | 135 | 161 | | | | | | |
| Operating leases | 200 | | | 200 | 201 | (1) | 100.5% | 65 | 57 | 99.0% | 65 | 57 | | | | | | |
| Property payments | - | | | - | - | - | - | 10 | 2 | - | 10 | 2 | | | | | | |
| Travel and subsistence | 1 230 | (500) | | 730 | 861 | (131) | 117.9% | 505 | 442 | 117.9% | 505 | 442 | | | | | | |
| Training and development | 70 | | | 70 | 17 | 53 | 24.3% | 70 | - | 24.3% | 70 | - | | | | | | |
| Operating payments | 20 | | | 20 | 23 | (3) | 115.0% | - | - | 115.0% | - | - | | | | | | |
| Venues and facilities | 100 | | | 100 | 99 | 1 | 99.0% | 200 | 199 | 99.0% | 200 | 199 | | | | | | |
| Transfers and subsidies | - | - | - | - | 290 | (290) | - | - | - | - | - | - | | | | | | |
| Departmental agencies and accounts | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Departmental agencies (non-business entities) | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Public corporations and private enterprises | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Public corporations | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Subsidies on products and production (pc) | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Other transfers to public corporations | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Households | - | | | - | 290 | (290) | - | - | - | - | - | - | | | | | | |
| Social benefits | - | | | - | 290 | (290) | - | - | - | - | - | - | | | | | | |
| Other transfers to households | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Payments for capital assets | 140 | - | - | 140 | 194 | (54) | 138.6% | 49 | 69 | 138.6% | 49 | 69 | | | | | | |
| Buildings and other fixed structures | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Other fixed structures | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Machinery and equipment | 140 | | | 140 | 194 | (54) | 138.6% | 49 | 69 | 138.6% | 49 | 69 | | | | | | |
| Transport equipment | - | | | - | - | - | - | - | - | - | - | - | | | | | | |
| Other machinery and equipment | 140 | | | 140 | 194 | (54) | 138.6% | 49 | 69 | 138.6% | 49 | 69 | | | | | | |
| Payment for financial assets | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | |
| Total | 29 331 | (500) | (3 500) | 25 331 | 23 861 | 1 470 | 94.2% | 6 027 | 7 214 | 96.4% | 6 027 | 7 214 | | | | | | |

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| <u>Subprogramme: 1.4: Financial Management</u> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---------------|--------------|--------------|---------------|---------------|--------------|---------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted | Shifting | | Final | Actual | | ure as % | Final | Actual |
| Economic classification | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 20 488 | - | - | 20 488 | 17 646 | 2 842 | 86.1% | 17 462 | 14 928 |
| Compensation of employees | 12 119 | - | - | 12 119 | 8 596 | 3 523 | 70.9% | 11 318 | 9 197 |
| Salaries and wages | 10 174 | - | - | 10 174 | 7 463 | 2 711 | 73.4% | 10 339 | 7 909 |
| Social contributions | 1 945 | - | - | 1 945 | 1 133 | 812 | 58.3% | 979 | 1 288 |
| Goods and services | 8 369 | - | - | 8 369 | 9 050 | (681) | 108.1% | 6 144 | 5 731 |
| Administrative fees | 75 | - | - | 75 | 75 | - | 100.0% | 75 | 53 |
| Advertising | 100 | - | - | 100 | 56 | 44 | 56.0% | 75 | 60 |
| Minor assets | 30 | - | - | 30 | 11 | 19 | 36.7% | 41 | 40 |
| Audit costs: External | 4 120 | - | - | 4 120 | 4 839 | (719) | 117.5% | 2 048 | 1 959 |
| Catering: Departmental activities | 42 | - | - | 42 | 11 | 31 | 26.2% | 70 | 16 |
| Communication (G&S) | 300 | - | - | 300 | 194 | 106 | 64.7% | 800 | 733 |
| Computer services | 200 | - | - | 200 | 1 082 | (882) | 541.0% | 100 | 121 |
| Consultants: Business and advisory services | 404 | - | - | 404 | 390 | 14 | 96.5% | - | - |
| Contractors | 50 | - | - | 50 | 18 | 32 | 36.0% | 11 | 29 |
| Agency and support / outsourced services | - | - | - | - | 1 | (1) | - | - | - |
| Fleet services (including government motor transport) | 1 336 | - | - | 1 336 | 1 293 | 43 | 96.8% | 1 752 | 1 694 |
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | 10 | - |
| Inventory: Food and food supplies | 20 | - | - | 20 | 13 | 7 | 65.0% | 40 | 20 |
| Consumable supplies | 135 | - | - | 135 | 129 | 6 | 95.6% | 103 | 79 |
| Consumable: Stationery, printing and office supplies | 709 | - | - | 709 | 275 | 434 | 38.8% | 425 | 416 |
| Operating leases | 180 | - | - | 180 | 179 | 1 | 99.4% | 140 | 41 |
| Property payments | 43 | - | - | 43 | - | 43 | - | - | - |
| Travel and subsistence | 365 | - | - | 365 | 332 | 33 | 91.0% | 244 | 360 |
| Training and development | 160 | - | - | 160 | 121 | 39 | 75.6% | 160 | 69 |
| Operating payments | 20 | - | - | 20 | 8 | 12 | 40.0% | - | - |
| Venues and facilities | 80 | - | - | 80 | 23 | 57 | 28.8% | 50 | 41 |
| Transfers and subsidies | 670 | - | - | 670 | 84 | 586 | 12.5% | 55 | 7 |
| Departmental agencies and accounts | - | - | - | - | - | - | - | - | - |
| Social security funds | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | - | - | - | - | - | - | - | - | - |
| Public corporations and private enterprises | - | - | - | - | - | - | - | - | - |
| Public corporations | - | - | - | - | - | - | - | - | - |
| Other transfers to public corporations | - | - | - | - | - | - | - | - | - |
| Households | 670 | - | - | 670 | 84 | 586 | 12.5% | 55 | 7 |
| Social benefits | 670 | - | - | 670 | 84 | 586 | 12.5% | 33 | - |
| Other transfers to households | - | - | - | - | - | - | - | 22 | 7 |
| Payments for capital assets | 258 | - | - | 258 | 339 | (81) | 131.4% | 451 | 529 |
| Buildings and other fixed structures | - | - | - | - | - | - | - | - | - |
| Other fixed structures | - | - | - | - | - | - | - | - | - |
| Machinery and equipment | 258 | - | - | 258 | 339 | (81) | 131.4% | 451 | 529 |
| Transport equipment | - | - | - | - | - | - | - | - | - |
| Other machinery and equipment | 258 | - | - | 258 | 339 | (81) | 131.4% | 451 | 529 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 21 416 | - | - | 21 416 | 18 069 | 3 347 | 84.4% | 17 968 | 15 464 |

| Programme 2: Institutional Development | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|--|------------------------|-------------------|--------------|---------------------|--------------------|------------|---|---------------------|--------------------|
| | | 2014/15 | | | | | | 2013/14 | | |
| | | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | | |
| 1. | Strategic Human Resource | 44 766 | 500 | (6 000) | 39 266 | 35 372 | 3 894 | 90.8% | 61 700 | 56 546 |
| 2. | Information Communication Technology | 80 359 | (500) | (2 200) | 77 659 | 75 864 | 1 795 | 97.9% | 75 775 | 76 003 |
| 3. | Legal Services | 13 566 | - | - | 13 566 | 9 144 | 4 422 | 68.6% | 17 281 | 12 597 |
| 4. | Communication Services | 31 899 | (56) | 16 000 | 47 843 | 51 902 | (4 059) | 107.2% | 48 770 | 51 423 |
| 5. | Programme Support | 12 052 | 56 | - | 12 108 | 17 379 | (5 271) | 143.5% | 10 896 | 13 873 |
| | | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |

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| Economic classification | | | | | | | | | | |
|---|----------------|------------|--------------|----------------|----------------|--------------|--------------|----------------|----------------|--|
| Current payments | 172 310 | 845 | 7 800 | 180 955 | 178 561 | 2 394 | 98.7% | 197 069 | 193 114 | |
| Compensation of employees | 88 322 | (3 671) | - | 83 322 | 84 578 | (1 256) | 101.5% | 89 263 | 88 703 | |
| Salaries and wages | 80 101 | (6 120) | - | 73 981 | 74 609 | (628) | 100.8% | 81 551 | 77 405 | |
| Social contributions | 8 221 | 2 449 | - | 9 341 | 9 969 | (628) | 106.7% | 7 712 | 11 298 | |
| Goods and services | 83 988 | 4 516 | 7 800 | 97 633 | 93 983 | 3 650 | 96.3% | 107 805 | 104 411 | |
| Administrative fees | - | - | - | - | - | - | - | - | - | |
| Advertising | 2 130 | - | - | 2 130 | 1 485 | 645 | 69.7% | 1 238 | 1 207 | |
| Minor assets | 793 | (412) | - | 381 | 221 | 160 | 58.0% | 485 | 264 | |
| Audit costs: External | 420 | - | - | 420 | - | 420 | - | 2 043 | 2 030 | |
| Bursaries: Employees | - | - | - | - | - | - | - | - | - | |
| Catering: Departmental activities | 1 681 | (107) | - | 1 574 | 545 | 1 029 | 34.6% | 2 688 | 5 969 | |
| Communication (G&S) | 11 300 | 4 259 | - | 15 559 | 13 769 | 1 790 | 88.5% | 5 305 | 6 386 | |
| Computer services | 17 435 | (6 081) | - | 12 683 | 15 204 | (2 521) | 119.9% | 24 226 | 22 034 | |
| Consultants: Business and advisory services | 930 | (234) | - | 696 | 143 | 553 | 20.5% | 2 036 | 4 551 | |
| Infrastructure and planning services | - | - | - | - | - | - | - | - | - | |
| Laboratory services | - | - | - | - | - | - | - | - | - | |
| Scientific and technological services | - | - | - | - | - | - | - | - | - | |
| Legal services | 3 010 | (110) | - | 2 900 | 1 768 | 1 132 | 61.0% | 3 400 | 1 997 | |
| Contractors | 22 636 | 9 380 | 7 800 | 39 816 | 44 588 | (4 772) | 112.0% | 46 629 | 44 896 | |
| Agency and support / outsourced services | 257 | (59) | - | 198 | 214 | (16) | 108.1% | 410 | 301 | |
| Entertainment | - | - | - | - | - | - | - | - | - | |
| Fleet services (including government motor transport) | 1 083 | (395) | - | 688 | 499 | 189 | 72.5% | 604 | 2 | |
| Housing | - | - | - | - | - | - | - | - | - | |

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| | | | | | | | | | |
|--|----------------|--------------|--------------|----------------|----------------|----------------|---------------|----------------|----------------|
| Inventory: Clothing material and accessories | 62 | - | - | 62 | - | 62 | - | 30 | - |
| Inventory: Farming supplies | - | - | - | - | - | - | - | - | - |
| Inventory: Food and food supplies | 523 | - | - | 523 | - | 523 | - | 117 | 68 |
| Inventory: Fuel, oil and gas | - | - | - | - | - | - | - | - | - |
| Inventory: Learner and teacher support material | 361 | - | - | 361 | - | 361 | - | - | - |
| Inventory: Materials and supplies | 117 | (117) | - | - | - | - | - | - | - |
| Inventory: Medical supplies | - | - | - | - | - | - | - | 15 | 126 |
| Inventory: Medicine | 115 | - | - | 115 | - | 115 | - | - | - |
| Medsas inventory interface | - | - | - | - | - | - | - | - | - |
| Inventory: Other supplies | - | - | - | - | - | - | - | - | - |
| Consumable supplies | 337 | - | - | 337 | 475 | (138) | 140.9% | 719 | 566 |
| Consumable: Stationery, printing and office supplies | 2 657 | 33 | - | 2 690 | 2 824 | (134) | 105.0% | 3 970 | 2 661 |
| Operating leases | 4 937 | (660) | - | 4 277 | 3 751 | 526 | 87.7% | 4 328 | 3 592 |
| Property payments | 145 | (59) | - | 86 | 29 | 57 | 33.7% | 131 | - |
| Transport provided: Departmental activity | 140 | - | - | 140 | - | 140 | - | 182 | - |
| Travel and subsistence | 7 200 | (688) | - | 6 512 | 6 436 | 76 | 98.8% | 5 931 | 5 425 |
| Training and development | 1 242 | - | - | 1 242 | 804 | 438 | 64.7% | 1 103 | 747 |
| Operating payments | 2 747 | (190) | - | 2 557 | 268 | 2 289 | 10.5% | 353 | 261 |
| Venues and facilities | 1 730 | (44) | - | 1 686 | 960 | 726 | 56.9% | 1 862 | 1 328 |
| Interest and rent on land | - | - | - | - | - | - | - | 1 | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | 1 | - |
| Transfers and subsidies | 2 600 | - | - | 2 600 | 3 177 | (577) | 122.2% | 15 296 | 14 160 |
| Households | 2 600 | - | - | 2 600 | 3 177 | (577) | 122.2% | 15 296 | 14 160 |
| Social benefits | 680 | - | - | 680 | 249 | 431 | 36.6% | 491 | 481 |
| Other transfers to households | 1 920 | - | - | 1 920 | 2 928 | (1 008) | 152.5% | 14 805 | 13 679 |
| Payments for capital assets | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Machinery and equipment | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Other machinery and equipment | 7 732 | (845) | - | 6 887 | 7 923 | (1 036) | 115.0% | 2 057 | 2 627 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 541 |
| | 182 642 | - | 7 800 | 190 442 | 189 661 | 781 | 99.6% | 214 422 | 210 442 |

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| Subprogramme: 2.1: Strategic Human Resource | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|-------------------|----------------------|-------------------|----------------|-----------------|----------------|---------------|----------------|-----------------|
| | 2014/15 | | | | | | | 2013/2014 | |
| Economic classification | Adjusted R'000 | Shifting of R'000 | Virement R'000 | Final R'000 | Actual R'000 | R'000 | ure as % % | Final R'000 | Actual R'000 |
| Current payments | 41 920 | (5 500) | - | 36 420 | 30 320 | 6 100 | 83.3% | 46 245 | 41 498 |
| Compensation of employees | 31 719 | (6 000) | - | 25 719 | 23 830 | 1 889 | 92.7% | 36 136 | 33 673 |
| Salaries and wages | 28 920 | (6 000) | - | 22 920 | 21 169 | 1 751 | 92.4% | 33 538 | 29 257 |
| Social contributions | 2 799 | - | - | 2 799 | 2 661 | 138 | 95.1% | 2 598 | 4 416 |
| Goods and services | 10 201 | 500 | - | 10 701 | 6 490 | 4 211 | 60.6% | 10 109 | 7 825 |
| Advertising | 1 775 | - | - | 1 775 | 1 121 | 654 | 63.2% | 465 | 508 |
| Minor assets | 84 | - | - | 84 | 64 | 20 | 76.2% | 81 | 64 |
| Audit costs: External | - | - | - | - | - | - | - | - | - |
| Catering: Departmental activities | 580 | - | - | 580 | 469 | 111 | 80.9% | 793 | 554 |
| Communication (G&S) | 626 | - | - | 626 | 114 | 512 | 18.2% | 729 | 190 |
| Computer services | - | - | - | - | - | - | - | - | - |
| Consultants: Business and advisory services | 200 | - | - | 200 | 101 | 99 | 50.5% | 293 | 233 |
| Legal services | - | - | - | - | 25 | (25) | - | - | - |
| Contractors | 332 | - | - | 332 | 45 | 287 | 13.6% | 140 | 8 |
| Agency and support / outsourced services | 30 | - | - | 30 | 34 | (4) | 113.3% | 58 | 2 |
| Fleet services (including government motor transport) | - | - | - | - | - | - | - | 277 | - |
| Inventory: Clothing material and accessories | - | - | - | - | - | - | - | - | - |
| Inventory: Food and food supplies | 150 | - | - | 150 | - | 150 | - | - | 4 |
| Inventory: Learner and teacher support material | - | - | - | - | - | - | - | - | - |
| Inventory: Materials and supplies | - | - | - | - | - | - | - | - | - |
| Inventory: Medical supplies | - | - | - | - | - | - | - | 15 | 126 |
| Inventory: Medicine | 115 | - | - | 115 | - | 115 | - | - | - |
| Consumable supplies | 225 | - | - | 225 | 285 | (60) | 126.7% | 194 | 82 |
| Consumable: Stationery, printing and office supplies | 628 | - | - | 628 | 460 | 168 | 73.2% | 793 | 425 |
| Operating leases | 2 700 | - | - | 2 700 | 1 642 | 1 058 | 60.8% | 2 775 | 2 571 |
| Property payments | 14 | - | - | 14 | - | 14 | - | 66 | - |
| Transport provided: Departmental activity | - | - | - | - | - | - | - | - | - |
| Travel and subsistence | 1 615 | 500 | - | 2 115 | 1 293 | 822 | 61.1% | 2 052 | 1 749 |
| Training and development | 367 | - | - | 367 | 196 | 171 | 53.4% | 428 | 435 |
| Operating payments | - | - | - | - | 43 | (43) | - | 30 | 74 |
| Venues and facilities | 760 | - | - | 760 | 598 | 162 | 78.7% | 920 | 800 |
| Interest and rent on land | - | - | - | - | - | - | - | - | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | 2 480 | - | - | 2 480 | 3 021 | (541) | 121.8% | 15 115 | 13 970 |
| Households | 2 480 | - | - | 2 480 | 3 021 | (541) | 121.8% | 15 115 | 13 970 |
| Social benefits | 560 | - | - | 560 | 110 | 450 | 19.6% | 310 | 294 |
| Other transfers to households | 1 920 | - | - | 1 920 | 2 911 | (991) | 151.6% | 14 805 | 13 676 |
| Payments for capital assets | 366 | - | - | 366 | 2 031 | (1 665) | 554.9% | 340 | 537 |
| Machinery and equipment | 366 | - | - | 366 | 2 031 | (1 665) | 554.9% | 340 | 537 |
| Other machinery and equipment | 366 | - | - | 366 | 2 031 | (1 665) | 554.9% | 340 | 537 |
| Payment for financial assets | - | - | - | - | - | - | - | - | 541 |
| Total | 44 766 | (5 500) | - | 39 266 | 35 372 | 3 894 | 90.1% | 61 700 | 56 546 |

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| Subprogramme: 2.2: Information Communication Technol | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---------------|----------------|----------------|---------------|---------------|--------------|---------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted | Shifting | | Final | Actual | | ure as % | Final | Actual |
| Economic classification | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 73 839 | (1 757) | - | 72 082 | 70 546 | 1 536 | 97.9% | 74 528 | 74 752 |
| Compensation of employees | 29 747 | 1 000 | - | 30 747 | 27 694 | 3 053 | 90.1% | 24 184 | 25 937 |
| Salaries and wages | 27 216 | (120) | | 27 096 | 24 307 | 2 789 | 89.7% | 20 928 | 22 764 |
| Social contributions | 2 531 | 1 120 | | 3 651 | 3 387 | 264 | 92.8% | 3 256 | 3 173 |
| Goods and services | 44 092 | (2 757) | - | 41 335 | 42 852 | (1 517) | 103.7% | 50 343 | 48 815 |
| Advertising | - | | | - | | - | - | | |
| Minor assets | 469 | (412) | | 57 | 209 | (152) | 366.7% | 188 | 118 |
| Audit costs: External | - | | | - | | - | - | | |
| Catering: Departmental activities | 300 | (107) | | 193 | 29 | 164 | 15.0% | 202 | 120 |
| Communication (G&S) | 9 776 | 4 259 | | 14 035 | 12 820 | 1 215 | 91.3% | 3 388 | 5 865 |
| Computer services | 17 435 | (4 752) | | 12 683 | 15 251 | (2 568) | 120.2% | 24 226 | 22 034 |
| Consultants: Business and advisory services | 650 | (234) | | 416 | 315 | 101 | 75.7% | 62 | 30 |
| Legal services | 110 | (110) | | - | | - | - | | |
| Contractors | 9 338 | 1 180 | | 10 518 | 11 377 | (859) | 108.2% | 19 488 | 18 667 |
| Agency and support / outsourced services | 59 | (59) | | - | | - | - | | |
| Fleet services (including government motor transport) | 893 | (395) | | 498 | 498 | - | 100.0% | 66 | 2 |
| Inventory: Clothing material and accessories | - | | | - | | - | - | | |
| Inventory: Food and food supplies | 118 | | | 118 | 24 | 94 | 20.3% | 15 | 9 |
| Inventory: Learner and teacher support material | - | | | - | | - | - | | |
| Inventory: Materials and supplies | 117 | (117) | | - | | - | - | | |
| Inventory: Medical supplies | - | | | - | | - | - | | |
| Inventory: Medicine | - | | | - | | - | - | | |
| Consumable supplies | 32 | | | 32 | 111 | (79) | 346.9% | 384 | 473 |
| Consumable: Stationery, printing and office supplies | 700 | 89 | | 789 | 588 | 201 | 74.5% | 733 | 530 |
| Operating leases | 1 085 | (660) | | 425 | 386 | 39 | 90.8% | 65 | 42 |
| Property payments | 59 | (59) | | - | | - | - | | |
| Transport provided: Departmental activity | - | | | - | | - | - | | |
| Travel and subsistence | 2 033 | (1 146) | | 887 | 867 | 20 | 97.7% | 1 174 | 732 |
| Training and development | 290 | | | 290 | 234 | 56 | 80.7% | 40 | 9 |
| Operating payments | 328 | (190) | | 138 | 98 | 40 | 71.0% | 100 | 25 |
| Venues and facilities | 300 | (44) | | 256 | 45 | 211 | 17.6% | 212 | 159 |
| Interest and rent on land | - | | | - | | - | - | 1 | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | | | - | | - | - | 1 | - |
| Transfers and subsidies | 20 | - | - | 20 | 139 | (119) | 695.0% | 56 | 71 |
| Households | 20 | - | - | 20 | 139 | (119) | 695.0% | 56 | 71 |
| Social benefits | 20 | | | 20 | 134 | (114) | 670.0% | 56 | 69 |
| Other transfers to households | - | | | - | 5 | (5) | - | | 2 |
| Payments for capital assets | 6 500 | 1 257 | (2 200) | 5 557 | 5 343 | 214 | 96.1% | 1 191 | 1 180 |
| Machinery and equipment | 6 500 | 1 257 | (2 200) | 5 557 | 5 343 | 214 | 96.1% | 1 191 | 1 180 |
| Other machinery and equipment | 6 500 | 1 257 | (2 200) | 5 557 | 5 343 | 214 | 96.1% | 1 191 | 1 180 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 80 359 | (500) | (2 200) | 77 659 | 76 028 | 1 631 | 97.9% | 75 775 | 76 003 |

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| Subprogramme: 2.3: Legal Services | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---------------|----------|----------|---------------|--------------|--------------|--------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted | Shifting | Virement | Final | Actual | ure as % | Final | Actual | |
| Economic classification | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 13 266 | - | - | 13 266 | 9 231 | 4 035 | 69.6% | 17 086 | 12 344 |
| Compensation of employees | 7 458 | - | - | 7 458 | 5 693 | 1 765 | 76.3% | 10 739 | 8 521 |
| Salaries and wages | 7 286 | - | - | 7 286 | 5 110 | 2 176 | 70.1% | 10 293 | 7 514 |
| Social contributions | 172 | - | - | 172 | 583 | (411) | 339.0% | 446 | 1 007 |
| Goods and services | 5 808 | - | - | 5 808 | 3 538 | 2 270 | 60.9% | 6 347 | 3 823 |
| Advertising | - | - | - | - | - | - | - | 33 | - |
| Minor assets | 75 | - | - | 75 | 15 | 60 | 20.0% | 75 | 26 |
| Audit costs: External | - | - | - | - | - | - | - | - | - |
| Catering: Departmental activities | 233 | - | - | 233 | 3 | 230 | 1.3% | 246 | 117 |
| Communication (G&S) | 317 | - | - | 317 | 287 | 30 | 90.5% | 377 | 28 |
| Computer services | - | - | - | - | - | - | - | - | - |
| Consultants: Business and advisory services | - | - | - | - | - | - | - | - | - |
| Legal services | 2 900 | - | - | 2 900 | 1 498 | 1 402 | 51.7% | 3 400 | 1 997 |
| Contractors | 45 | - | - | 45 | 45 | 45 | - | 45 | - |
| Agency and support / outsourced services | - | - | - | - | 245 | (245) | - | 12 | 14 |
| Fleet services (including government motor tra | 190 | - | - | 190 | 190 | 190 | - | 68 | - |
| Inventory: Clothing material and accessories | 62 | - | - | 62 | 62 | 62 | - | 10 | - |
| Inventory: Food and food supplies | 100 | - | - | 100 | 6 | 94 | 6.0% | 33 | 24 |
| Inventory: Learner and teacher support materi | 361 | - | - | 361 | 361 | 361 | - | - | - |
| Inventory: Materials and supplies | - | - | - | - | - | - | - | - | - |
| Inventory: Medical supplies | - | - | - | - | - | - | - | - | - |
| Inventory: Medicine | - | - | - | - | - | - | - | - | - |
| Consumable supplies | 60 | - | - | 60 | 60 | 60 | - | 64 | 2 |
| Consumable: Stationery, printing and office s | 360 | - | - | 360 | 715 | (355) | 198.6% | 1 148 | 909 |
| Operating leases | 180 | - | - | 180 | 179 | 1 | 99.4% | 120 | 95 |
| Property payments | - | - | - | - | - | - | - | - | - |
| Transport provided: Departmental activity | - | - | - | - | - | - | - | 102 | - |
| Travel and subsistence | 700 | - | - | 700 | 436 | 264 | 62.3% | 389 | 509 |
| Training and development | 110 | - | - | 110 | 36 | 74 | 32.7% | 110 | - |
| Operating payments | - | - | - | - | 51 | (51) | - | - | 62 |
| Venues and facilities | 115 | - | - | 115 | 67 | 48 | 58.3% | 115 | 40 |
| Interest and rent on land | - | - | - | - | - | - | - | - | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | 20 | - | - | 20 | 14 | 6 | 70.0% | 20 | 58 |
| Households | 20 | - | - | 20 | 14 | 6 | 70.0% | 20 | 58 |
| Social benefits | 20 | - | - | 20 | 2 | 18 | 10.0% | 20 | 58 |
| Other transfers to households | - | - | - | - | 12 | (12) | - | - | - |
| Payments for capital assets | 280 | - | - | 280 | 63 | 217 | 22.5% | 175 | 195 |
| Machinery and equipment | 280 | - | - | 280 | 63 | 217 | 22.5% | 175 | 195 |
| Other machinery and equipment | 280 | - | - | 280 | 63 | 217 | 22.5% | 175 | 195 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 13 566 | - | - | 13 566 | 9 308 | 4 258 | 68.6% | 17 281 | 12 597 |

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| Subprogramme: 2.4: Communication Services | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted | Shifting | | Final | Actual | | ure as % | Final | Actual |
| Economic classification | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 31 631 | (154) | 16 000 | 47 477 | 50 996 | (3 519) | 107.4% | 48 553 | 50 954 |
| Compensation of employees | 13 768 | - | - | 13 768 | 13 151 | 617 | 95.5% | 14 176 | 13 142 |
| Salaries and wages | 11 716 | | | 11 716 | 11 555 | 161 | 98.6% | 13 081 | 11 502 |
| Social contributions | 2 052 | | | 2 052 | 1 596 | 456 | 77.8% | 1 095 | 1 640 |
| Goods and services | 17 863 | (154) | 16 000 | 33 709 | 37 845 | (4 136) | 112.3% | 34 377 | 37 812 |
| Advertising | 255 | | | 255 | 248 | 7 | 97.3% | 640 | 671 |
| Minor assets | 120 | | | 120 | 53 | 67 | 44.2% | 58 | 12 |
| Audit costs: External | - | | | - | - | - | - | - | - |
| Catering: Departmental activities | 238 | | | 238 | 3 | 235 | 1.3% | 1 117 | 5 059 |
| Communication (G&S) | 353 | | | 353 | 111 | 242 | 31.4% | 583 | 175 |
| Computer services | - | | | - | - | - | - | - | - |
| Consultants: Business and advisory services | 80 | | | 80 | 59 | 21 | 73.8% | 371 | 3 084 |
| Legal services | - | | | - | - | - | - | - | - |
| Contractors | 12 831 | | 16 000 | 28 831 | 33 543 | (4 712) | 116.3% | 26 906 | 26 166 |
| Agency and support / outsourced services | - | | | - | - | - | - | - | - |
| Fleet services (including government motor trans | - | | | - | - | - | - | 102 | - |
| Inventory: Clothing material and accessories | - | | | - | - | - | - | 10 | - |
| Inventory: Food and food supplies | 120 | | | 120 | 27 | 93 | 22.5% | 15 | 5 |
| Inventory: Learner and teacher support material | - | | | - | - | - | - | - | - |
| Inventory: Materials and supplies | - | | | - | - | - | - | - | - |
| Inventory: Medical supplies | - | | | - | - | - | - | - | - |
| Inventory: Medicine | - | | | - | - | - | - | - | - |
| Consumable supplies | - | | | - | - | - | - | 65 | 5 |
| Consumable: Stationery, printing and office supp | 591 | (56) | | 535 | 422 | 113 | 78.9% | 723 | 351 |
| Operating leases | 840 | | | 840 | 781 | 59 | 93.0% | 1 231 | 874 |
| Property payments | 72 | | | 72 | 7 | 65 | 9.7% | 65 | - |
| Transport provided: Departmental activity | 140 | | | 140 | 29 | 111 | 20.7% | 80 | - |
| Travel and subsistence | 1 568 | (98) | | 1 470 | 2 137 | (667) | 145.4% | 1 756 | 1 260 |
| Training and development | 355 | | | 355 | 276 | 79 | 77.7% | 355 | 119 |
| Operating payments | 50 | | | 50 | 13 | 37 | 26.0% | 30 | - |
| Venues and facilities | 250 | | | 250 | 136 | 114 | 54.4% | 270 | 31 |
| Interest and rent on land | - | - | - | - | - | - | - | - | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | 40 | - | - | 40 | 3 | 37 | 7.5% | 65 | 34 |
| Households | 40 | - | - | 40 | 3 | 37 | 7.5% | 65 | 34 |
| Social benefits | 40 | | | 40 | 3 | 37 | 7.5% | 65 | 34 |
| Other transfers to households | - | | | - | - | - | - | - | - |
| Payments for capital assets | 228 | 98 | - | 326 | 271 | 55 | 83.1% | 152 | 435 |
| Machinery and equipment | 228 | 98 | - | 326 | 271 | 55 | 83.1% | 152 | 435 |
| Other machinery and equipment | 228 | 98 | - | 326 | 271 | 55 | 83.1% | 152 | 435 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 31 899 | (56) | 16 000 | 47 843 | 51 270 | (3 427) | 107.2% | 48 770 | 51 423 |

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| Subprogramme: 2.5: Programme Support | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|-------------------|-------------------|----------|----------------|-----------------|----------------|---------------|----------------|-----------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted R'000 | Shifting R'000 | R'000 | Final R'000 | Actual R'000 | R'000 | ure as % % | Final R'000 | Actual R'000 |
| Economic classification | | | | | | | | | |
| Current payments | 11 654 | 56 | - | 11 710 | 17 164 | (5 454) | 146.6% | 10 657 | 13 566 |
| Compensation of employees | 7 959 | - | - | 7 959 | 14 210 | (6 251) | 178.5% | 4 028 | 7 430 |
| Salaries and wages | 7 292 | | | 7 292 | 12 468 | (5 176) | 171.0% | 3 711 | 6 368 |
| Social contributions | 667 | | | 667 | 1 742 | (1 075) | 261.2% | 317 | 1 062 |
| Goods and services | 3 695 | 56 | - | 3 751 | 2 954 | 797 | 78.8% | 6 629 | 6 136 |
| Advertising | 100 | | | 100 | 32 | 68 | 32.0% | 100 | 28 |
| Minor assets | 45 | | | 45 | 27 | 18 | 60.0% | 83 | 44 |
| Audit costs: External | 420 | | | 420 | | 420 | - | 2 043 | 2 030 |
| Catering: Departmental activities | 330 | | | 330 | 41 | 289 | 12.4% | 330 | 119 |
| Communication (G&S) | 228 | | | 228 | 262 | (34) | 114.9% | 228 | 128 |
| Computer services | - | | | - | - | - | - | - | - |
| Consultants: Business and advisory services | - | | | - | - | - | - | 1 310 | 1 204 |
| Legal services | - | | | - | - | - | - | - | - |
| Contractors | 90 | | | 90 | 16 | 74 | 17.8% | 50 | 55 |
| Agency and support / outsourced services | 168 | | | 168 | 180 | (12) | 107.1% | 340 | 285 |
| Fleet services (including government motor transport) | - | | | - | - | - | - | 91 | - |
| Inventory: Clothing material and accessories | - | | | - | - | - | - | 10 | - |
| Inventory: Food and food supplies | 35 | | | 35 | 15 | 20 | 42.9% | 54 | 26 |
| Inventory: Learner and teacher support material | - | | | - | - | - | - | - | - |
| Inventory: Materials and supplies | - | | | - | - | - | - | - | - |
| Inventory: Medical supplies | - | | | - | - | - | - | - | - |
| Inventory: Medicine | - | | | - | - | - | - | - | - |
| Consumable supplies | 20 | | | 20 | 7 | 13 | 35.0% | 12 | 4 |
| Consumable: Stationery, printing and office supplies | 378 | | | 378 | 299 | 79 | 79.1% | 573 | 446 |
| Operating leases | 132 | | | 132 | 124 | 8 | 93.9% | 137 | 10 |
| Property payments | - | | | - | - | - | - | - | - |
| Transport provided: Departmental activity | - | | | - | - | - | - | - | - |
| Travel and subsistence | 1 284 | 56 | | 1 340 | 1 712 | (372) | 127.8% | 560 | 1 175 |
| Training and development | 120 | | | 120 | 62 | 58 | 51.7% | 170 | 184 |
| Operating payments | 40 | | | 40 | 63 | (23) | 157.5% | 193 | 100 |
| Venues and facilities | 305 | | | 305 | 114 | 191 | 37.4% | 345 | 298 |
| Interest and rent on land | - | | | - | - | - | - | - | - |
| Interest (Incl. interest on unitary payments (PPP)) | - | | | - | - | - | - | - | - |
| Transfers and subsidies | 40 | - | - | 40 | - | 40 | - | 40 | 27 |
| Households | 40 | - | - | 40 | - | 40 | - | 40 | 27 |
| Social benefits | 40 | | | 40 | | 40 | | 40 | 26 |
| Other transfers to households | - | | | - | | - | | - | 1 |
| Payments for capital assets | 358 | - | - | 358 | 215 | 143 | 60.1% | 199 | 280 |
| Machinery and equipment | 358 | - | - | 358 | 215 | 143 | 60.1% | 199 | 280 |
| Other machinery and equipment | 358 | | | 358 | 215 | 143 | 60.1% | 199 | 280 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 12 052 | 56 | - | 12 108 | 17 379 | (5 271) | 143.5% | 10 896 | 13 873 |

| Programme 3: Policy and Governance | | | | | | | | | |
|--|------------------------|-------------------|----------------|---------------------|--------------------|---------------|---|---------------------|--------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Expenditure as % of final appropriation | Final Appropriation | Actual Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Sub programme | | | | | | | | | |
| 1. Inter-Governmental Relations | 6 173 | - | - | 6 173 | 1 757 | 4 416 | 28.5% | 5 480 | 5 812 |
| 2. Provincial Policy Management | 308 497 | - | (4 300) | 304 197 | 256 258 | 47 939 | 84.2% | 58 101 | 57 375 |
| 3. Premier's Priority Programmes | 5 842 | - | - | 5 842 | 3 497 | 2 345 | 59.9% | 5 296 | 3 889 |
| 4. Programme Support | 2 687 | - | - | 2 687 | 46 061 | (43 374) | 1714.2% | 12 536 | 14 020 |
| 5. Special Programmes | - | - | - | - | 256 | (256) | - | - | - |
| | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 |

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| | | | | | | | | | | |
|---|----------------|--------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|--|
| Economic classification | | | | | | | | | | |
| Current payments | 154 718 | (500) | (4 300) | 149 918 | 137 520 | 12 398 | 91.7% | 79 635 | 56 729 | |
| Compensation of employees | 102 625 | - | - | 102 625 | 108 271 | (5 646) | 105.5% | 37 145 | 37 132 | |
| Salaries and wages | 89 825 | - | - | 89 825 | 92 926 | (3 101) | 103.5% | 35 046 | 32 980 | |
| Social contributions | 12 800 | - | - | 12 800 | 15 345 | (2 545) | 119.9% | 2 099 | 4 152 | |
| Goods and services | 52 093 | (500) | (4 300) | 47 293 | 29 249 | 18 044 | 61.8% | 42 490 | 19 597 | |
| Advertising | 359 | - | - | 359 | 30 | 329 | 8.4% | 561 | 519 | |
| Minor assets | 235 | - | - | 235 | 114 | 121 | 48.5% | 277 | 255 | |
| Catering: Departmental activities | 1 318 | (500) | - | 818 | 675 | 143 | 82.5% | 1 246 | 890 | |
| Communication (G&S) | 1 210 | - | - | 1 210 | 1 132 | 78 | 93.6% | 797 | 271 | |
| Computer services | 250 | - | - | 250 | 96 | 154 | 38.4% | 240 | 97 | |
| Consultants: Business and advisory services | 26 591 | - | - | 26 591 | 5 154 | 21 437 | 19.4% | 26 022 | 6 315 | |
| Contractors | 10 660 | - | (4 300) | 6 360 | 9 777 | (3 417) | 153.7% | 584 | (1 065) | |
| Entertainment | - | - | - | - | - | - | - | 11 | 4 | |
| Fleet services (including government motor transport) | 101 | - | - | 101 | - | 101 | - | 264 | - | |
| Inventory: Food and food supplies | - | - | - | - | - | - | - | 2 | - | |
| Consumable supplies | 584 | - | - | 584 | 92 | 492 | 15.8% | 285 | 83 | |
| Consumable: Stationery, printing and office supplies | 1 372 | - | - | 1 372 | 1 101 | 271 | 80.2% | 1 410 | 879 | |
| Operating leases | 3 413 | 520 | - | 3 933 | 3 169 | 764 | 80.6% | 3 966 | 3 698 | |
| Property payments | 22 | - | - | 22 | - | 22 | - | 74 | 73 | |
| Transport provided: Departmental activity | 437 | (310) | - | 127 | 807 | (680) | 635.4% | 311 | 408 | |
| Travel and subsistence | 3 792 | - | - | 3 792 | 6 067 | (2 275) | 160.0% | 4 182 | 5 531 | |
| Training and development | 471 | - | - | 471 | 446 | 25 | 94.7% | 578 | 96 | |
| Operating payments | 136 | - | - | 136 | 200 | (64) | 147.1% | 162 | 130 | |
| Venues and facilities | 1 142 | (210) | - | 932 | 389 | 543 | 41.7% | 1 518 | 1 413 | |
| Transfers and subsidies | 167 462 | - | - | 167 462 | 167 240 | 222 | 99.9% | 1 250 | 24 002 | |
| Departmental agencies and accounts | 166 142 | - | - | 166 142 | 166 142 | - | 100.0% | 350 | 332 | |
| Departmental agencies (non-business entities) | 166 142 | - | - | 166 142 | 166 142 | - | 100.0% | 350 | 332 | |
| Non-profit institutions | 840 | - | - | 840 | 840 | - | 100.0% | 840 | 840 | |
| Households | 480 | - | - | 480 | 258 | 222 | 53.8% | 60 | 22 830 | |
| Social benefits | 480 | - | - | 480 | 258 | 222 | 53.8% | 60 | 30 | |
| Other transfers to households | - | - | - | - | 6 | (6) | - | - | 22 800 | |
| Payments for capital assets | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 | |
| Machinery and equipment | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 | |
| Other machinery and equipment | 1 019 | 500 | - | 1 519 | 3 069 | (1 550) | 202.0% | 528 | 365 | |
| Payment for financial assets | - | - | - | - | - | - | - | - | - | |
| | 323 199 | - | (4 300) | 318 899 | 307 829 | 11 070 | 96.5% | 81 413 | 81 096 | |

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| <u>Subprogramme: 3.1: Inter-Governmental Relations</u> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|---------------------------|------------------------------|---------------------------|------------------------|-------------------------|--------------|-----------------------|------------------------|-------------------------|
| | 2014/15 | | | | | | | 2013/14 | |
| Economic classification | Adjusted R'000 | Shifting of R'000 | Virement R'000 | Final R'000 | Actual R'000 | R'000 | ure as % % | Final R'000 | Actual R'000 |
| Current payments | 6 020 | - | - | 6 020 | 1 617 | 4 403 | 26.9% | 5 449 | 5 670 |
| Compensation of employees | 4 085 | - | - | 4 085 | (34) | 4 119 | (0.8%) | 3 832 | 3 328 |
| Salaries and wages | 3 715 | | | 3 715 | (34) | 3 749 | (0.9%) | 3 626 | 2 928 |
| Social contributions | 370 | | | 370 | | 370 | - | 206 | 400 |
| Goods and services | 1 935 | - | - | 1 935 | 1 651 | 284 | 85.3% | 1 617 | 2 342 |
| Advertising | - | | | - | | - | - | 1 | 18 |
| Minor assets | 17 | | | 17 | 17 | - | 100.0% | 9 | - |
| Catering: Departmental activities | 153 | | | 153 | 98 | 55 | 64.1% | 120 | 15 |
| Communication (G&S) | 109 | | | 109 | 10 | 99 | 9.2% | 34 | - |
| Computer services | - | | | - | | - | - | | |
| Consultants: Business and advisory services | 40 | | | 40 | | 40 | - | 40 | |
| Contractors | 120 | | | 120 | 2 | 118 | 1.7% | 120 | 27 |
| Entertainment | - | | | - | | - | - | | |
| Fleet services (including government motor transport) | - | | | - | | - | - | | |
| Inventory: Food and food supplies | - | | | - | | - | - | | |
| Consumable supplies | 55 | | | 55 | 10 | 45 | 18.2% | 45 | 16 |
| Consumable: Stationery, printing and office supplies | 115 | | | 115 | 76 | 39 | 66.1% | 50 | - |
| Operating leases | 100 | | | 100 | 97 | 3 | 97.0% | 33 | - |
| Property payments | - | | | - | | - | - | | |
| Transport provided: Departmental activity | - | | | - | 123 | (123) | - | | |
| Travel and subsistence | 996 | | | 996 | 1 007 | (11) | 101.1% | 893 | 2 207 |
| Training and development | 120 | | | 120 | 119 | 1 | 99.2% | 120 | |
| Operating payments | - | | | - | | - | - | 42 | |
| Venues and facilities | 110 | | | 110 | 92 | 18 | 83.6% | 110 | 59 |
| Transfers and subsidies | - | - | - | - | 1 | (1) | - | - | - |
| Departmental agencies and accounts | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | | | | | | | | | |
| Non-profit institutions | | | | | | | | | |
| Households | - | - | - | - | 1 | (1) | - | - | - |
| Social benefits | | | | | 1 | (1) | - | | |
| Other transfers to households | | | | | | | | | |
| Payments for capital assets | 153 | - | - | 153 | 139 | 14 | 90.8% | 31 | 142 |
| Machinery and equipment | 153 | - | - | 153 | 139 | 14 | 90.8% | 31 | 142 |
| Other machinery and equipment | | | | | | | | | |
| Payment for financial assets | - | | | - | | | | | |
| Total | 6 173 | - | - | 6 173 | 1 757 | 4 416 | 28.5% | 5 480 | 5 812 |

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| <u>Subprogramme: 3.2: Provincial Policy Management</u> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|----------------|--------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| | Adjusted | Shifting | Virement | Final | Actual | | ure as % | Final | Actual |
| Economic classification | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 140 304 | (500) | (4 300) | 135 504 | 86 386 | 49 118 | 63.8% | 56 809 | 33 504 |
| Compensation of employees | 92 591 | - | - | 92 591 | 63 802 | 28 789 | 68.9% | 21 983 | 21 729 |
| Salaries and wages | 80 792 | | | 80 792 | 55 447 | 25 345 | 68.6% | 21 109 | 19 486 |
| Social contributions | 11 799 | | | 11 799 | 8 355 | 3 444 | 70.8% | 874 | 2 243 |
| Goods and services | 47 713 | (500) | (4 300) | 42 913 | 22 584 | 20 329 | 52.6% | 34 826 | 11 775 |
| Advertising | 259 | | | 259 | 30 | 229 | 11.6% | 98 | 18 |
| Minor assets | 140 | | | 140 | 86 | 54 | 61.4% | 124 | 211 |
| Catering: Departmental activities | 885 | (500) | | 385 | 233 | 152 | 60.5% | 388 | 83 |
| Communication (G&S) | 901 | | | 901 | 1 060 | (159) | 117.6% | 461 | 193 |
| Computer services | 250 | | | 250 | 96 | 154 | 38.4% | 240 | 88 |
| Consultants: Business and advisory services | 26 471 | | | 26 471 | 3 353 | 23 118 | 12.7% | 25 619 | 6 181 |
| Contractors | 10 340 | | (4 300) | 6 040 | 9 775 | (3 735) | 161.8% | 220 | (1 256) |
| Entertainment | - | | | - | - | - | - | - | - |
| Fleet services (including government motor transport) | 101 | | | 101 | - | 101 | - | 166 | - |
| Inventory: Food and food supplies | - | | | - | - | - | - | - | - |
| Consumable supplies | 402 | | | 402 | 73 | 329 | 18.2% | 114 | 63 |
| Consumable: Stationery, printing and office supplies | 1 141 | | | 1 141 | 958 | 183 | 84.0% | 771 | 444 |
| Operating leases | 3 200 | 520 | | 3 720 | 2 992 | 728 | 80.4% | 3 800 | 3 624 |
| Property payments | 3 | | | 3 | - | 3 | - | 74 | 73 |
| Transport provided: Departmental activity | 317 | (310) | | 7 | - | 7 | - | - | - |
| Travel and subsistence | 2 060 | | | 2 060 | 3 215 | (1 155) | 156.1% | 1 550 | 1 427 |
| Training and development | 240 | | | 240 | 299 | (59) | 124.6% | 281 | 53 |
| Operating payments | 136 | | | 136 | 125 | 11 | 91.9% | 120 | 130 |
| Venues and facilities | 867 | (210) | | 657 | 289 | 368 | 44.0% | 800 | 443 |
| Transfers and subsidies | 167 462 | - | - | 167 462 | 166 987 | 475 | 99.7% | 900 | 23 670 |
| Departmental agencies and accounts | 166 142 | - | - | 166 142 | 166 142 | - | 100.0% | - | - |
| Departmental agencies (non-business entities) | 166 142 | | | 166 142 | 166 142 | - | 100.0% | - | - |
| Non-profit institutions | 840 | | | 840 | 840 | - | 100.0% | 840 | 840 |
| Households | 480 | - | - | 480 | 5 | 475 | 1.0% | 60 | 22 830 |
| Social benefits | 480 | | | 480 | 4 | 476 | 0.8% | 60 | 30 |
| Other transfers to households | - | | | - | 1 | (1) | - | - | 22 800 |
| Payments for capital assets | 731 | 500 | - | 1 231 | 2 885 | (1 654) | 234.4% | 392 | 201 |
| Machinery and equipment | 731 | 500 | - | 1 231 | 2 885 | (1 654) | 234.4% | 392 | 201 |
| Other machinery and equipment | 731 | 500 | | 1 231 | 2 885 | (1 654) | 234.4% | 392 | 201 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 308 497 | - | (4 300) | 304 197 | 256 258 | 47 939 | 84.2% | 58 101 | 57 375 |

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| Subprogramme: 3.3: Premier's Priority Programmes | 1 | | 3 | | 4 | | 5 | | 6 | | 7 | | 8 | | 9 | | |
|---|-------------------|-------------------|----------------|-----------------|-------------------|---------------|----------------|-----------------|---------------|----------------|-----------------|--|---------|--|---|---------|--|
| | 2014/15 | | | | | | | | | | | | 2013/14 | | | 2013/14 | |
| | Adjusted R'000 | Virement R'000 | Final R'000 | Actual R'000 | Variance R'000 | ure as % % | Final R'000 | Actual R'000 | ure as % % | Final R'000 | Actual R'000 | | | | | | |
| Economic classification | | | | | | | | | | | | | | | | | |
| Current payments | 5 747 | - | 5 747 | 3 397 | 2 350 | 59.1% | 4 926 | 3 546 | 59.1% | 4 926 | 3 546 | | | | | | |
| Compensation of employees | 4 042 | - | 4 042 | 2 230 | 1 812 | 55.2% | 2 767 | 2 048 | 55.2% | 2 767 | 2 048 | | | | | | |
| Salaries and wages | 3 594 | | 3 594 | 1 928 | 1 666 | 53.6% | 2 424 | 1 784 | 53.6% | 2 424 | 1 784 | | | | | | |
| Social contributions | 448 | | 448 | 302 | 146 | 67.4% | 343 | 264 | 67.4% | 343 | 264 | | | | | | |
| Goods and services | 1 705 | - | 1 705 | 1 167 | 538 | 68.4% | 2 159 | 1 498 | 68.4% | 2 159 | 1 498 | | | | | | |
| Advertising | 100 | | 100 | | 100 | - | 240 | 240 | - | 240 | 240 | | | | | | |
| Minor assets | 38 | | 38 | 11 | 27 | 28.9% | 38 | 22 | 28.9% | 38 | 22 | | | | | | |
| Catering: Departmental activities | 200 | | 200 | 184 | 16 | 92.0% | 122 | 31 | 92.0% | 122 | 31 | | | | | | |
| Communication (G&S) | 146 | | 146 | 8 | 138 | 5.5% | 124 | 42 | 5.5% | 124 | 42 | | | | | | |
| Computer services | - | | - | | - | - | | | - | | | | | | | | |
| Consultants: Business and advisory services | 50 | | 50 | - | 50 | - | 303 | 109 | 28.0% | 303 | 109 | | | | | | |
| Contractors | 200 | | 200 | | 200 | - | 154 | 128 | - | 154 | 128 | | | | | | |
| Entertainment | - | | - | | - | - | | | - | | | | | | | | |
| Fleet services (including government motor transport) | - | | - | | - | - | 35 | | - | 35 | | | | | | | |
| Inventory: Food and food supplies | - | | - | | - | - | | | - | | | | | | | | |
| Consumable supplies | 67 | | 67 | 3 | 64 | 4.5% | 38 | 3 | 4.5% | 38 | 3 | | | | | | |
| Consumable: Stationery, printing and office supplies | 91 | | 91 | 53 | 38 | 58.2% | 316 | 285 | 58.2% | 316 | 285 | | | | | | |
| Operating leases | 63 | | 63 | 38 | 25 | 60.3% | 63 | 16 | 60.3% | 63 | 16 | | | | | | |
| Property payments | 19 | | 19 | | 19 | - | | | - | | | | | | | | |
| Transport provided: Departmental activity | 120 | | 120 | 684 | (564) | 570.0% | 107 | 204 | 558.3% | 107 | 204 | | | | | | |
| Travel and subsistence | 435 | | 435 | 145 | 290 | 33.3% | 415 | 368 | 33.3% | 415 | 368 | | | | | | |
| Training and development | 76 | | 76 | | 76 | - | 76 | | - | 76 | | | | | | | |
| Operating payments | - | | - | 33 | (33) | - | | | - | | | | | | | | |
| Venues and facilities | 100 | | 100 | 8 | 92 | 8.0% | 128 | 50 | 8.0% | 128 | 50 | | | | | | |
| Transfers and subsidies | - | - | - | 55 | (55) | - | 350 | 332 | - | 350 | 332 | | | | | | |
| Departmental agencies and accounts | - | - | - | - | - | - | 350 | 332 | - | 350 | 332 | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | 350 | 332 | | 350 | 332 | | | | | | |
| Non-profit institutions | | | | | | | | | | | | | | | | | |
| Households | - | - | - | 55 | (55) | - | - | - | - | - | - | | | | | | |
| Social benefits | | | | 55 | (55) | | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | | | | | | | |
| Payments for capital assets | 95 | - | 95 | 45 | 50 | 47.4% | 20 | 11 | 47.4% | 20 | 11 | | | | | | |
| Machinery and equipment | 95 | - | 95 | 45 | 50 | 47.4% | 20 | 11 | 47.4% | 20 | 11 | | | | | | |
| Other machinery and equipment | 95 | | 95 | 45 | 50 | 47.4% | 20 | 11 | 47.4% | 20 | 11 | | | | | | |
| Payment for financial assets | | | | | | | | | | | | | | | | | |
| Total | 5 842 | - | 5 842 | 3 497 | 2 345 | 59.9% | 5 296 | 3 889 | 59.9% | 5 296 | 3 889 | | | | | | |

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Vote 1: Department of Office of the Premier
North West Province

| Subprogramme: 3.4: Programme Support | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|-----------------|-----------------|--------------|--------------|---------------|-----------------|-----------------|---------------|---------------|
| | 2014/15 | | | | | | | 2013/14 | |
| Economic classification | Adjusted | Shifting | | Final | Actual | | ure as % | Final | Actual |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 |
| Current payments | 2 647 | - | - | 2 647 | 45 864 | (43 217) | 1732.7% | 12 451 | 14 009 |
| Compensation of employees | 1 907 | - | - | 1 907 | 42 133 | (40 226) | 2209.4% | 8 563 | 10 027 |
| Salaries and wages | 1 724 | | | 1 724 | 35 463 | (33 739) | 2057.0% | 7 887 | 8 782 |
| Social contributions | 183 | | | 183 | 6 670 | (6 487) | 3644.8% | 676 | 1 245 |
| Goods and services | 740 | - | - | 740 | 3 731 | (2 991) | 504.2% | 3 888 | 3 982 |
| Advertising | | | | - | | - | - | 222 | 243 |
| Minor assets | 40 | | | 40 | | 40 | - | 106 | 22 |
| Catering: Departmental activities | 80 | | | 80 | 133 | (53) | 166.3% | 616 | 761 |
| Communication (G&S) | 54 | | | 54 | 54 | - | 100.0% | 178 | 36 |
| Computer services | | | | - | | - | - | | 9 |
| Consultants: Business and advisory services | 30 | | | 30 | | 30 | - | 60 | 25 |
| Contractors | | | | - | | - | - | 90 | 36 |
| Entertainment | | | | - | | - | - | 11 | 4 |
| Fleet services (including government motor transport) | | | | - | | - | - | 63 | |
| Inventory: Food and food supplies | | | | - | | - | - | 2 | |
| Consumable supplies | 60 | | | 60 | 6 | 54 | 10.0% | 88 | 1 |
| Consumable: Stationery, printing and office supp | 25 | | | 25 | 13 | 12 | 52.0% | 273 | 150 |
| Operating leases | 50 | | | 50 | 42 | 8 | 84.0% | 70 | 58 |
| Property payments | | | | - | | - | - | | |
| Transport provided: Departmental activity | | | | - | | - | - | 204 | 204 |
| Travel and subsistence | 301 | | | 301 | | 301 | - | 1 324 | 1 529 |
| Training and development | 35 | | | 35 | 12 | 23 | 34.3% | 101 | 43 |
| Operating payments | | | | - | 42 | (42) | - | | |
| Venues and facilities | 65 | | | 65 | 1 628 | (1 563) | 2504.6% | 480 | 861 |
| Transfers and subsidies | - | - | - | - | 197 | (197) | - | - | - |
| Departmental agencies and accounts | - | - | - | - | - | - | - | - | - |
| Departmental agencies (non-business entities) | | | | - | | - | - | | |
| Non-profit institutions | | | | - | | - | - | | |
| Households | - | - | - | - | 197 | (197) | - | - | - |
| Social benefits | | | | - | 192 | (192) | - | | |
| Other transfers to households | | | | - | 5 | (5) | - | | |
| Payments for capital assets | 40 | - | - | 40 | - | 40 | - | 85 | 11 |
| Machinery and equipment | 40 | - | - | 40 | - | 40 | - | 85 | 11 |
| Other machinery and equipment | 40 | | | 40 | | 40 | | 85 | 11 |
| Payment for financial assets | - | - | - | - | - | - | - | - | - |
| Total | 2 687 | - | - | 2 687 | 46 061 | (43 374) | 1714.2% | 12 536 | 14 020 |

| North West: Office of The Premier | | | | | |
|---|--|----------------------------|---------------------------|-----------------|---|
| Notes to the Appropriation Statement | | | | | |
| 1 | Detail of transfers and subsidies as per Appropriation Act (after Virement): | | | | |
| | Detail of these transactions can be viewed in the note on transfers and subsidies and Annexure 1 (A-D) to the Annual Financial Statements. | | | | |
| 2 | Detail of specifically and exclusively appropriated amounts voted (after Virement): | | | | |
| | Detail of these transactions can be viewed in Note 1 (Annual Appropriation) to the Annual Financial Statements | | | | |
| 3 | Detail on payments for financial assets | | | | |
| | Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the Annual Financial Statements | | | | |
| 4 | Explanations of material variances from Amounts Voted (after virement): | | | | |
| 4.1 | Per programme: | Final Appropriation | Actual Expenditure | Variance | Variance as a % of Final Approp. |
| | | R'000 | R'000 | R'000 | % |
| | Programme name | | | | |
| | Administration | 247 344 | 191 899 | 55 445 | 22.4% |
| | Variance mainly due to delays in exoenditure relating to earmarked funds due to delays in procurement and tender processes | | | | |

| | | | | | | |
|------------|--|----------------------------|---------------------------|-----------------|---|--|
| | Programme name | | | | | |
| | Institutional Development | 190 442 | 189 661 | 781 | 0.4% | |
| | Variance within acceptable norms | | | | | |
| | Programme name | | | | | |
| | Policy and Governance | 318 899 | 307 829 | 11 070 | 3.5% | |
| | Variance due to delays in expenditure relating to earmarked funds due to delays in procurement and tender processes | | | | | |
| | | | | | | |
| 4.2 | Per economic classification: | | | | | |
| | | Final Appropriation | Actual Expenditure | Variance | Variance as a % of Final Approp. | |
| | | R'000 | R'000 | R'000 | % | |
| | Current expenditure | | | | | |
| | Compensation of employees | 237 523 | 238 309 | (786) | -0.3% | |
| | Goods and services | 176 783 | 157 792 | 18 991 | 10.7% | |
| | Transfers and subsidies | | | | | |
| | Departmental agencies and accounts | 186 662 | 186 662 | - | 0.0% | |
| | Public corporations and private enterprises | 50 000 | 50 000 | - | 0.0% | |
| | Non-profit institutions | 840 | 840 | - | 0.0% | |
| | Households | 5 870 | 5 878 | (8) | -0.1% | |
| | Payments for capital assets | | | | | |
| | Buildings and other fixed structures | 90 000 | 37 730 | 52 270 | 58.1% | |
| | Machinery and equipment | 9 007 | 11 609 | (2 602) | -28.9% | |
| | Variance mainly due to delays in expenditure relating to earmarked funds due to delays in procurement and tender processes | | | | | |

**North West: Office of The Premier
Statement of Financial Performance**

| | | 2014/15 | 2013/14 |
|---|--------------------|----------------|----------------|
| | <i>Note</i> | R'000 | R'000 |
| REVENUE | | | |
| Annual appropriation | 1 | 756 685 | 359 744 |
| Departmental revenue | 2 | 20 | 1 171 |
| TOTAL REVENUE | | 756 705 | 360 915 |
| EXPENDITURE | | | |
| Current expenditure | | | |
| Compensation of employees | 4 | 238 309 | 153 271 |
| Goods and services | 5 | 158 263 | 136 446 |
| Total current expenditure | | 396 572 | 289 717 |
| Transfers and subsidies | | | |
| Transfers and subsidies | 7 | 242 909 | 57 419 |
| Total transfers and subsidies | | 242 909 | 57 419 |
| Expenditure for capital assets | | | |
| Tangible assets | 8 | 49 339 | 5 434 |
| Total expenditure for capital assets | | 49 339 | 5 434 |
| Payments for financial assets | 6 | - | 1 558 |
| TOTAL EXPENDITURE | | 688 820 | 354 128 |
| SURPLUS/(DEFICIT) FOR THE YEAR | | 67 885 | 6 787 |
| Reconciliation of Net Surplus/(Deficit) for the year | | | |
| Voted Funds | | 67 885 | 5 616 |
| Annual appropriation | | 72 408 | 5 616 |
| Departmental revenue and NRF Receipts | 14 | 20 | 1 171 |
| SURPLUS/(DEFICIT) FOR THE YEAR | | 67 885 | 6 787 |

North West: Office of The Premier
Statement of Financial Position

| | | 2014/15 | 2013/14 |
|---|--------------------|---------------|---------------|
| | <i>Note</i> | R'000 | R'000 |
| ASSETS | | | |
| Current Assets | | 31 493 | 20 273 |
| Unauthorised expenditure | 9 | 16 000 | 16 000 |
| Cash an cash equivalents | 10 | 11 712 | - |
| Prepayments and advances | 11 | 145 | 2 335 |
| Receivables | 12 | 3 636 | 1 938 |
| TOTAL ASSETS | | 31 493 | 20 273 |
| LIABILITIES | | | |
| Current Liabilities | | 31 493 | 20 273 |
| Voted funds to be surrendered to the Revenue Fund | 13 | 31 390 | 5 616 |
| Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund | 14 | 20 | 1 171 |
| Bank overdraft | 15 | - | 3 845 |
| Payables | 16 | 83 | 9 414 |
| Aid assistance repayable | 3 | - | 227 |
| TOTAL LIABILITIES | | 31 493 | 20 273 |

| North West: Office of The Premier | | | |
|--|---------------------|-----------------|----------------|
| Cash Flow Statement | | | |
| | | 2014/15 | 2013/14 |
| | <i>Note</i> | R'000 | R'000 |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | 720 799 | 361 313 |
| Annual appropriated funds received | 1.1 | 720 210 | 359 744 |
| Departmental revenue received | 2 | 589 | 1 569 |
| Net (increase)/ decrease in working capital | | (8 839) | 7 522 |
| Surrendered to Revenue Fund | | (7 356) | (25 644) |
| Surrendered to RDP Fund/Donor | | (227) | - |
| Current payments | | (396 572) | (289 717) |
| Payments for financial assets | | - | (1 558) |
| Transfers and subsidies paid | | (242 909) | (57 419) |
| Net cash flow available from operating activities | 17 | 64 896 | (5 503) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Payments for capital assets | 8 | (49 339) | (5 434) |
| Net cash flows from investing activities | | (49 339) | (5 434) |
| Net increase/ (decrease) in cash and cash equivalents | | 15 557 | (10 937) |
| Cash and cash equivalents at beginning of period | | (3 845) | 7 092 |
| Cash and cash equivalents at end of period | 18 | 11 712 | (3 845) |

| North West: Office of The Premier | | | | | | | |
|--|-----|--|--|---------------------|----------------|----------------------------|----------------|
| Notes to the Annual Financial Statements | | | | | | | |
| 1 | | | | | | | |
| | 1.1 | Annual Appropriation | | 2014/15 | | | |
| | | | | Final | Actual Funds | Funds not | Appropriation |
| | | | | Appropriation | Received | requested/ not received | Received |
| | | | | R'000 | R'000 | R'000 | 2013/14 |
| | | Programmes | | | | | R'000 |
| | | Administration | | 247 344 | 214 636 | 32 708 | 63 909 |
| | | Institutional Development | | 190 442 | 189 647 | 795 | 214 422 |
| | | Policy and Governance | | 318 899 | 315 927 | 2 972 | 81 413 |
| | | Total | | 756 685 | 720 210 | 36 475 | 359 744 |
| | | Balance of funds not requested due to contracts being on-going beyond the 2014/15 financial year | | | | | |
| | | | | | | 2014/15 | 2013/14 |
| | | | | Note | | R'000 | R'000 |
| 2 | | Departmental Revenue | | | | | |
| | | Sales of goods and services other than capital assets | | 2.1 | | 194 | 142 |
| | | Transactions in financial assets and liabilities | | 2.2 | | 395 | 1 427 |
| | | Total revenue collected | | | | 589 | 1 569 |
| | | Less: Own revenue included in appropriation | | | | 569 | 398 |
| | | Departmental revenue collected | | | | 20 | 1 171 |

| | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
|------------|--|-------------------|------------------|------------------|
| 2.1 | Sales of goods and services other than capital assets | 2 | | |
| | Sales of goods and services produced by the department | | 194 | 142 |
| | Sales by market establishment | | 194 | - |
| | Other sales | | - | 142 |
| | Total | | 194 | 142 |
| | | | | |
| | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
| 2.2 | Transactions in financial assets and liabilities | 2 | | |
| | Other Receipts including Recoverable Revenue | | 395 | 1 427 |
| | Total | | 395 | 1 427 |
| | | | | |
| | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
| 3 | Aid Assistance | | | |
| | Opening Balance | | 227 | 227 |
| | As restated | | 227 | 227 |
| | Paid during the year | | (227) | |
| | Closing Balance | | - | 227 |

| | | | | | | | | 2014/15 | | 2013/14 |
|------------|--------------------------------------|--|--|--|--|--|-------------------|----------------|--|----------------|
| | | | | | | | | R'000 | | R'000 |
| | | | | | | | Note | | | |
| | | | | | | | 3 | | | |
| 3.1 | Analysis of balance by source | | | | | | | | | |
| | Aid assistance from other sources | | | | | | | - | | 227 |
| | Closing Balance | | | | | | | - | | 227 |
| | | | | | | | | | | |
| | | | | | | | Note | | | |
| | | | | | | | 3 | | | |
| 3.2 | Analysis of balance | | | | | | | | | |
| | Aid assistance repayable | | | | | | | - | | 227 |
| | Closing balance | | | | | | | - | | 227 |
| | | | | | | | | | | |
| | | | | | | | Note | | | |
| | | | | | | | | | | |
| 4 | Compensation of Employees | | | | | | | | | |
| | 4.1 Salaries and wages | | | | | | | | | |
| | Basic salary | | | | | | | 163 655 | | 106 847 |
| | Performance award | | | | | | | 6 673 | | 2 366 |
| | Service Based | | | | | | | 367 | | 258 |
| | Compensative/circumstantial | | | | | | | 5 571 | | 2 337 |
| | Other non-pensionable allowances | | | | | | | 31 748 | | 23 479 |
| | Total | | | | | | | 208 014 | | 135 287 |

| | | | | | | | | 2014/15 | | 2013/14 |
|------------|--|--|--|--|--|--|-------------|----------------|--|----------------|
| | | | | | | | <i>Note</i> | R'000 | | R'000 |
| 4.2 | Social Contributions | | | | | | | | | |
| | Employer contributions | | | | | | | | | |
| | Pension | | | | | | | 20 087 | | 12 847 |
| | Medical | | | | | | | 10 172 | | 5 114 |
| | Bargaining council | | | | | | | 36 | | 23 |
| | Total | | | | | | | 30 295 | | 17 984 |
| | Total compensation of employees | | | | | | | | | |
| | | | | | | | | 238 309 | | 153 271 |
| | Average number of employees | | | | | | | 599 | | 380 |

| | | | | | | | | 2014/15 | | | 2013/14 |
|---|---|--|--|--|--|--|--|---------------------|----------------|--|----------------|
| | | | | | | | | R'000 | | | R'000 |
| 5 | Goods and services | | | | | | | <i>Note</i> | | | |
| | Administrative fees | | | | | | | | 75 | | 53 |
| | Advertising | | | | | | | | 1 729 | | 1 974 |
| | Minor assets | | | | | | | 5.1 | 531 | | 723 |
| | Catering | | | | | | | | 1 622 | | 7 239 |
| | Communication | | | | | | | | 16 197 | | 7 635 |
| | Computer services | | | | | | | 5.2 | 16 382 | | 22 252 |
| | Consultants: Business and advisory services | | | | | | | | 5 694 | | 10 864 |
| | Legal services | | | | | | | | 1 768 | | 1 997 |
| | Contractors | | | | | | | | 69 490 | | 44 171 |
| | Agency and support / outsourced services | | | | | | | | 265 | | 216 |
| | Audit cost – external | | | | | | | 5.3 | 4 839 | | 4 527 |
| | Fleet services | | | | | | | | 1 792 | | 1 700 |
| | Consumables | | | | | | | 5.4 | 5 744 | | 5 703 |
| | Operating leases | | | | | | | | 7 582 | | 7 068 |
| | Property payments | | | | | | | 5.5 | - | | 75 |
| | Transport provided as part of the departmental activities | | | | | | | | 836 | | 409 |
| | Travel and subsistence | | | | | | | 5.6 | 18 400 | | 15 018 |
| | Venues and facilities | | | | | | | | 2 583 | | 3 410 |
| | Training and development | | | | | | | | 1 924 | | 1 019 |
| | Other operating expenditure | | | | | | | 5.7 | 810 | | 393 |
| | Total | | | | | | | | 158 263 | | 136 446 |

| | | | | | | | 2014/15 | | 2013/14 |
|------------|-------------------------------------|--|--|--|--|-------------------|---------------|--|---------------|
| | | | | | | <i>Note</i> | R'000 | | R'000 |
| 5.1 | Minor assets | | | | | 5 | | | |
| | Tangible assets | | | | | | 531 | | 723 |
| | Machinery and equipment | | | | | | 531 | | 723 |
| | Total | | | | | | 531 | | 723 |
| | | | | | | | | | |
| | | | | | | <i>Note</i> | 2014/15 | | 2013/14 |
| | | | | | | | R'000 | | R'000 |
| 5.2 | Computer services | | | | | 5 | | | |
| | SITA computer services | | | | | | 15 474 | | 7 383 |
| | External computer service providers | | | | | | 908 | | 14 869 |
| | Total | | | | | | 16 382 | | 22 252 |
| | | | | | | | | | |
| | | | | | | <i>Note</i> | 2014/15 | | 2013/14 |
| | | | | | | | R'000 | | R'000 |
| 5.3 | Audit cost – external | | | | | 5 | | | |
| | Regularity audits | | | | | | 4 839 | | 2 497 |
| | Investigations | | | | | | - | | 2 030 |
| | Total | | | | | | 4 839 | | 4 527 |

| | | | | | | | 2014/15 | 2013/14 |
|------------|--|--|--|--|--|----------|---------------|---------------|
| | | | | | | | R'000 | R'000 |
| 5.4 | Consumables | | | | | | Note | |
| | | | | | | 5 | | |
| | Consumable supplies | | | | | | 937 | 2 757 |
| | Uniform and clothing | | | | | | 189 | 19 |
| | Household supplies | | | | | | 606 | 319 |
| | Building material and supplies | | | | | | 109 | - |
| | Communication accessories | | | | | | - | 212 |
| | IT consumables | | | | | | 33 | 463 |
| | Other consumables | | | | | | - | 1 744 |
| | Stationery, printing and office supplies | | | | | | 4 807 | 2 946 |
| | Total | | | | | | 5 744 | 5 703 |
| | | | | | | | | |
| | | | | | | | 2014/15 | 2013/14 |
| | | | | | | | R'000 | R'000 |
| 5.5 | Property payments | | | | | | Note | |
| | | | | | | 5 | | |
| | Property maintenance and repairs | | | | | | - | 75 |
| | Total | | | | | | - | 75 |
| | | | | | | | | |
| | | | | | | | 2014/15 | 2013/14 |
| | | | | | | | R'000 | R'000 |
| 5.6 | Travel and subsistence | | | | | | Note | |
| | | | | | | 5 | | |
| | Local | | | | | | 17 515 | 14 506 |
| | Foreign | | | | | | 885 | 512 |
| | Total | | | | | | 18 400 | 15 018 |

| | | | | | | | 2014/15 | 2013/14 |
|------------|---|--|--|--|-----------------------------|--|----------------|----------------|
| | | | | | <i>Note</i> | | R'000 | R'000 |
| 5.7 | Other operating expenditure | | | | 5 | | | |
| | Professional bodies, membership and subscription fees | | | | | | 81 | 14 |
| | Resettlement costs | | | | | | 374 | 304 |
| | Other | | | | | | 355 | 75 |
| | Total | | | | | | 810 | 393 |
| | | | | | | | | |
| | | | | | <i>Note</i> | | 2014/15 | 2013/14 |
| | | | | | | | R'000 | R'000 |
| 6 | Payments for financial assets | | | | | | | |
| | Debts written off | | | | | | - | 1 558 |
| | Total | | | | | | - | 1 558 |
| | | | | | | | | |
| | Other debt written off | | | | | | | |
| | Salaries paid on behalf of Department of Sports, Arts and Culture | | | | | | - | 1 558 |
| | Total | | | | | | - | 1 558 |
| | | | | | | | | |
| | Total debt written off | | | | | | - | 1 558 |
| | | | | | | | | |
| | | | | | <i>Note</i> | | 2014/15 | 2013/14 |
| | | | | | | | R'000 | R'000 |
| 7 | Transfers and Subsidies | | | | | | | |
| | Departmental agencies and accounts | | | | ANNEXURE 1A | | 186 662 | 18 685 |
| | Public corporations and private enterprises | | | | ANNEXURE 1B | | 50 000 | - |
| | Non-profit institutions | | | | ANNEXURE 1C | | 840 | 840 |
| | Households | | | | ANNEXURE 1D | | 5 407 | 37 894 |
| | Total | | | | | | 242 909 | 57 419 |

| | | | | | | | 2014/15 | | 2013/14 |
|----------|---|--|--|--|--------------------|--|--------------------|-----------------------|----------------|
| | | | | | <i>Note</i> | | R'000 | | R'000 |
| 8 | Expenditure for capital assets | | | | | | | | |
| | Tangible assets | | | | | | 49 339 | | 5 434 |
| | Buildings and other fixed structures | | | | 29 | | 37 730 | | - |
| | Machinery and equipment | | | | 27 | | 11 609 | | 5 434 |
| | Total | | | | | | 49 339 | | 5 434 |
| | 8.1 Analysis of funds utilised to acquire capital assets - 2014/15 | | | | | | | | |
| | | | | | | | Voted Funds | Aid assistance | TOTAL |
| | | | | | | | R'000 | R'000 | R'000 |
| | Tangible assets | | | | | | 49 339 | - | 49 339 |
| | Buildings and other fixed structures | | | | | | 37 730 | - | 37 730 |
| | Machinery and equipment | | | | | | 11 609 | - | 11 609 |
| | Total | | | | | | 49 339 | - | 49 339 |
| | 8.2 Analysis of funds utilised to acquire capital assets - 2013/14 | | | | | | | | |
| | | | | | | | Voted Funds | Aid assistance | TOTAL |
| | | | | | | | R'000 | R'000 | R'000 |
| | Tangible assets | | | | | | 5 434 | - | 5 434 |
| | Machinery and equipment | | | | | | 5 434 | - | 5 434 |
| | Total | | | | | | 5 434 | - | 5 434 |

| | | | | | | 2014/15 | 2013/14 |
|------------|--|--|--|--|--|----------------|----------------|
| | | | | | | R'000 | R'000 |
| 8.3 | Finance lease expenditure included in Expenditure for capital assets | | | | | | |
| | Tangible assets | | | | | | |
| | Machinery and equipment | | | | | 3 955 | 1 101 |
| | Total | | | | | 3 955 | 1 101 |
| | | | | | | 2014/15 | 2013/14 |
| | | | | | | R'000 | R'000 |
| 9 | Unauthorised Expenditure | | | | | | |
| | 9.1 Reconciliation of unauthorised expenditure | | | | | | |
| | Opening balance | | | | | 16 000 | 16 000 |
| | As restated | | | | | 16 000 | 16 000 |
| | Unauthorised expenditure awaiting authorisation / written off | | | | | 16 000 | 16 000 |
| | | | | | | 2014/15 | 2013/14 |
| | | | | | | R'000 | R'000 |
| 9.2 | Analysis of unauthorised expenditure awaiting authorisation per economic classification | | | | | | |
| | Current | | | | | 16 000 | 16 000 |
| | Total | | | | | 16 000 | 16 000 |
| | | | | | | 2014/15 | 2013/14 |
| | | | | | | R'000 | R'000 |
| 9.3 | Analysis of unauthorised expenditure awaiting authorisation per type | | | | | | |
| | Authorised expenditure relating to overspending of the vote or a main division within the | | | | | 16 000 | 16 000 |
| | Total | | | | | 16 000 | 16 000 |

| | | | | | | | | 2014/15 | | 2013/14 |
|-----------|----------------------------------|--|--|--|--|--|-------------------------|----------------|--|----------------|
| | | | | | | | Note | R'000 | | R'000 |
| 10 | Cash and Cash Equivalents | | | | | | | | | |
| | Cash on hand | | | | | | | 11 712 | | - |
| | Total | | | | | | | 11 712 | | - |
| | | | | | | | | | | |
| | | | | | | | | 2014/15 | | 2013/14 |
| | | | | | | | Note | R'000 | | R'000 |
| 11 | Prepayments and Advances | | | | | | | | | |
| | Staff advances | | | | | | | 9 | | 31 |
| | Advances paid | | | | | | 11.1 | 136 | | 2 304 |
| | Total | | | | | | | 145 | | 2 335 |
| | | | | | | | | | | |
| | | | | | | | | 2014/15 | | 2013/14 |
| | | | | | | | Note | R'000 | | R'000 |
| | 11.1 Advances paid | | | | | | | | | |
| | National departments | | | | | | Annex 4 | 136 | | 2 304 |
| | Total | | | | | | | 136 | | 2 304 |

| | | | 2014/15 | | | 2013/14 | |
|-------------|--|----------------------|-----------------------------|-----------------------------|---------------------------------|------------------|------------------|
| | | | Less than one year R'000 | One to three years R'000 | Older than three years R'000 | Total R'000 | R'000 |
| | | Note | | | | | |
| 12 | Receivables | 12.1 | | | | | |
| | | <i>Annexure 3</i> | | | | | |
| | Claims recoverable | 3 | 1 690 | - | - | 1 690 | - |
| | Recoverable expenditure | 12.1 | 301 | - | - | 301 | 289 |
| | Other debtors | 12.2 | 1 645 | - | - | 1 645 | 1 649 |
| | Total | | 3 636 | - | - | 3 636 | 1 938 |
| | | | | | | | |
| | | | | | Note | 2014/15 R'000 | 2013/14 R'000 |
| 12.1 | Claims recoverable | | | | 12 | | |
| | Provincial departments | | | | | 1 519 | - |
| | Households and non-profit institutions | | | | | 171 | - |
| | | | | | | 1 690 | - |
| | | | | | | | |
| | | | | | Note | 2014/15 R'000 | 2013/14 R'000 |
| 12.2 | Recoverable expenditure (disallowance accounts) | | | | 12 | | |
| | Salary Reversal Control account | | | | | 292 | 272 |
| | Salary Tax debt | | | | | 9 | 17 |
| | Total | | | | | 301 | 289 |
| | | | | | | | |
| | | | | | Note | 2014/15 R'000 | 2013/14 R'000 |
| 12.3 | Other debtors | | | | 12 | | |
| | Debt Account Control Account | | | | | 277 | 274 |
| | Pension Recoverable Account | | | | | - | 7 |
| | Salary Insurance Deductions | | | | | 1 | 1 |
| | Salary Medical Aid | | | | | 18 | 18 |
| | Salary overpayment | | | | | 1 349 | 1 349 |
| | Total | | | | | 1 645 | 1 649 |

| | | Note | 2014/15 R'000 | 2013/14 R'000 |
|-----------|--|----------------------|------------------|------------------|
| 13 | Voted Funds to be Surrendered to the Revenue Fund | | | |
| | Opening balance | | 5 616 | 25 176 |
| | As restated | | 5 616 | 25 176 |
| | Transfer from statement of financial performance (as restated) | | 67 865 | 5 616 |
| | Voted funds not requested/not received | 1.1 | (36 475) | - |
| | Paid during the year | | (5 616) | (25 176) |
| | Closing balance | | 31 390 | 5 616 |
| | | | | |
| | | Note | 2014/15 R'000 | 2013/14 R'000 |
| 14 | Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund | | | |
| | Opening balance | | 1 171 | 70 |
| | As restated | 14.1 | 1 171 | 70 |
| | Transfer from Statement of Financial Performance (as restated) | | 20 | 1 171 |
| | Own revenue included in appropriation | | 569 | 398 |
| | Paid during the year | | (1 740) | (468) |
| | Closing balance | | 20 | 1 171 |

| | | | | | | | | 2014/15 | | 2013/14 |
|-----------|--|--|--|--|--|--|--|-----------|--|--------------|
| | | | | | | | | R'000 | | R'000 |
| 15 | Bank Overdraft | | | | | | | | | |
| | Consolidated Paymaster General Account | | | | | | | - | | 3 845 |
| | Total | | | | | | | - | | 3 845 |
| | | | | | | | | | | |
| | | | | | | | | 2014/15 | | 2013/14 |
| | | | | | | | | R'000 | | R'000 |
| 16 | Payables - current | | | | | | | | | |
| | Amounts owing to other entities | | | | | | | - | | 9 381 |
| | Clearing accounts | | | | | | | 16 | | 10 |
| | Other payables | | | | | | | 67 | | 23 |
| | Total | | | | | | | 83 | | 9 414 |

| | | | | 2014/15 R'000 | 2013/14 R'000 |
|-----------|--|---|--------------------|--------------------------|--------------------------|
| | | | Note | | |
| | 16.1 | Clearing accounts | 16 | | |
| | | Salary - Income Tax | | 16 | 10 |
| | | Total | | 16 | 10 |
| | | | | | |
| | | | | | |
| | | | Note | 2014/15 R'000 | 2013/14 R'000 |
| | 16.2 | Other payables | 16 | | |
| | | Dwelling rentals due to the Department of Public Works, Roads and Transport | | 14 | 23 |
| | | PSCBC | | 15 | - |
| | | Bursaries | | 38 | - |
| | | Total | | 67 | 23 |
| | | | | | |
| | | | | | |
| | | | Note | 2014/15 R'000 | 2013/14 R'000 |
| 17 | Net cash flow available from operating activities | | | | |
| | Net surplus/(deficit) as per Statement of Financial Performance | | | 67 885 | 6 787 |
| | Add back non cash/cash movements not deemed operating activities | | | (2 989) | (12 290) |
| | (Increase)/decrease in receivables – current | | | (1 698) | 425 |
| | (Increase)/decrease in prepayments and advances | | | 2 190 | (2 302) |
| | Increase/(decrease) in payables – current | | | (9 331) | 9 399 |
| | Expenditure on capital assets | | | 49 339 | 5 434 |
| | Surrenders to Revenue Fund | | | (7 356) | (25 644) |
| | Voted funds not requested/not received | | | (36 475) | - |
| | Own revenue included in appropriation | | | 569 | 398 |
| | Other non-cash items | | | (227) | - |
| | Net cash flow generated by operating activities | | | 64 896 | (5 503) |

| | | | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
|-----------|---|---|---------------|--------------------------|------------------|------------------|
| 18 | Reconciliation of cash and cash equivalents for cash flow purposes | | | | | |
| | Consolidated Paymaster General account | | | | - | (3 845) |
| | Cash on hand | | | | 11 712 | - |
| | Total | | | | 11 712 | (3 845) |
| | | | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
| 19 | Contingent liabilities and contingent assets | | | | | |
| | 19.1 | Contingent liabilities | | | | |
| | | Liable to | Nature | | | |
| | | Housing loan guarantees | Employees | Annex 2A | 71 | 97 |
| | | Claims against the department | | Annex 5 | 9 169 | 6 |
| | | Intergovernmental payables (unconfirmed balances) | | Annex 3 | - | 236 |
| | | Total | | | 9 240 | 339 |
| | | | | <i>Note</i> | 2014/15 R'000 | 2013/14 R'000 |
| 20 | Commitments | | | | | |
| | Current expenditure | | | | | |
| | Approved and contracted | | | | 7 566 | 32 260 |
| | Approved but not yet contracted | | | | 11 940 | 26 576 |
| | | | | | 19 506 | 58 836 |
| | Capital Expenditure | | | | | |
| | Approved and contracted | | | | 120 | - |
| | Approved but not yet contracted | | | | - | 554 |
| | | | | | 120 | 554 |
| | Total Commitments | | | | 19 626 | 59 390 |

| | | | | 2014/15 | 2013/14 |
|-----------|---|----------------|-------------------------|----------------|----------------|
| | | | | R'000 | R'000 |
| 21 | Accruals and payables not recognised | | | | |
| | Listed by economic classification | 30 days | 30+ days | Total | Total |
| | Other | - | 52 | 52 | - |
| | Goods and services | 6703 | 20 634 | 27 337 | 3 851 |
| | Transfers and subsidies | - | 75 | 75 | 1 100 |
| | Capital assets | 9626 | 138 | 9 764 | 2 052 |
| | Total | 16 329 | 20 899 | 37 228 | 7 003 |
| | | | | | |
| | Listed by programme level | | <i>Note</i> | 2014/15 | 2013/14 |
| | | | | R'000 | R'000 |
| | Administration | | | 24 500 | 1 307 |
| | Institutional Development | | | 10 572 | 3 527 |
| | Policy and Governance | | | 2 156 | 2 169 |
| | Total | | | 37 228 | 7 003 |
| | | | | | |
| | Goods and Services under 30+ days, is an amount of R10 million which represents the balance of a settle | | | | |
| | | | | | |
| | | | <i>Note</i> | 2014/15 | 2013/14 |
| | | | Annex 3 | R'000 | R'000 |
| | Confirmed balances with departments | | | 237 | 2 190 |
| | Total | | | 237 | 2 190 |
| | | | | | |
| | | | <i>Note</i> | 2014/15 | 2013/14 |
| | | | | R'000 | R'000 |
| 22 | Employee benefits | | | | |
| | Leave entitlement | | | 11 933 | 4 139 |
| | Service bonus (Thirteenth cheque) | | | 6 603 | 4 283 |
| | Performance awards | | | 3 528 | 2 319 |
| | Capped leave commitments | | | 8 843 | 8 788 |
| | Other | | | 186 | 187 |
| | Total | | | 31 093 | 19 716 |

| 23 | Lease commitments | | | | | | | | |
|------|-------------------------------------|--|------------------------------------|------------------------------------|---|---|--------------------------------|--------------|--|
| 23.1 | Operating leases expenditure | | | | | | | | |
| | 2014/15 | | Specialised military assets | Land | other fixed | and | Total | | |
| | | | R'000 | R'000 | R'000 | R'000 | R'000 | | |
| | | Not later than 1 year | - | | 1 842 | - | | 1 842 | |
| | | Total lease commitments | - | - | 1 842 | - | | 1 842 | |
| | 2013/14 | | Specialised military assets | Land | Buildings and other fixed structures | Machinery and equipment | Total | | |
| | | | R'000 | R'000 | R'000 | R'000 | R'000 | | |
| | | Not later than 1 year | - | - | 5 215 | - | | 5 215 | |
| | | Later than 1 year and not later than 5 years | - | - | 1 624 | - | | 1 624 | |
| | | Total lease commitments | - | - | 6 839 | - | | 6 839 | |
| | 23.2 | Finance leases expenditure ** | | | | | | | |
| | | 2014/15 | | Specialised military assets | Land | Buildings and other fixed structures | Machinery and equipment | Total | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | |
| | | Not later than 1 year | - | - | - | 4 652 | | 4 652 | |
| | | Later than 1 year and not later than 5 years | - | - | - | 3 246 | | 3 246 | |
| | | Total lease commitments | - | - | - | 7 898 | | 7 898 | |
| | | 2013/14 | | Specialised military assets | Land | other fixed | and | Total | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | |
| | | Not later than 1 year | - | - | - | 1 101 | | 1 101 | |
| | | Later than 1 year and not later than 5 years | - | - | - | 948 | | 948 | |
| | | Total lease commitments | - | - | - | 2 049 | | 2 049 | |

| | | | | | | Note | 2014/15 | | 2013/14 |
|-----------|------------------------------|--|--|--|--|-------------|----------------|--|----------------|
| | | | | | | | R'000 | | R'000 |
| 24 | Irregular expenditure | | | | | | | | |
| | 24.1 | Reconciliation of irregular expenditure | | | | | | | |
| | | Opening balance | | | | | 269 113 | | 236 856 |
| | | As restated | | | | | 269 113 | | 236 856 |
| | | Add: Irregular expenditure - relating to current year | | | | | 10 540 | | 32 257 |
| | | Irregular expenditure awaiting condonation | | | | | 279 653 | | 269 113 |
| | | Analysis of awaiting condonation per age classification | | | | | | | |
| | | Current year | | | | | 10 540 | | 32 257 |
| | | Prior years | | | | | 269 113 | | 236 856 |
| | | Total | | | | | 279 653 | | 269 113 |
| | | | | | | | | | |
| | | | | | | | 2014/15 | | |
| | 24.2 | Details of irregular expenditure - current year | | | | | R'000 | | |
| | | Incident | Disciplinary steps taken/criminal proceedings | | | | | | |
| | | Service without order | Matters under investigation. No action taken | | | | 2 659 | | |
| | | Cost containment | Matters under investigation. No action taken | | | | 131 | | |
| | | Less than 3 quotations | Matters under investigation. No action taken | | | | 868 | | |
| | | Tender procedures not followed | Matters under investigation. No action taken | | | | 5 710 | | |
| | | Deviation from competitive bidding | Matters under investigation. No action taken | | | | 71 | | |
| | | Expired contracts | Matters under investigation. No action taken | | | | 56 | | |
| | | Closed quotation processes not followed | Matters under investigation. No action taken | | | | 571 | | |
| | | Deviations from other scm processes | Matters under investigation. No action taken | | | | 474 | | |
| | | Total | | | | | 10 540 | | |

| | | | | | 2014/15 | 2013/14 |
|-----------|---|--|----------------------------|---------------|----------------|----------------|
| | | | | | R'000 | R'000 |
| 25 | Fruitless and wasteful expenditure | | | | | |
| | 25.1 | Reconciliation of fruitless and wasteful expenditure | | | | |
| | | Opening balance | | | 23 680 | 880 |
| | | As restated | | | 23 680 | 880 |
| | | Fruitless and wasteful expenditure – relating to current year | | | 224 | 22 800 |
| | | Fruitless and wasteful expenditure awaiting resolution | | | 23 904 | 23 680 |
| | 25.2 | Analysis of awaiting resolution per economic classification | | | | |
| | | Current | | | 23 904 | 23 680 |
| | | Total | | | 23 680 | 23 680 |
| | 25.3 | Analysis of Current Year's Fruitless and wasteful expenditure | | | 2014/15 | |
| | | Incident | proceedings | | R'000 | |
| | | Interest on overdue account | Matters to be investigated | | 224 | |
| | | Total | | | 224 | |
| | | | | No. of | 2014/15 | 2013/14 |
| | | | | | R'000 | R'000 |
| 26 | Key management personnel | | | | | |
| | | Political office bearers (provide detail below) | | 1 | 2 275 | 1 983 |
| | | Officials: | | | | - |
| | | Level 15 to 16 | | 6 | 6 480 | 6 370 |
| | | Level 14 (incl CFO if at a lower level) | | 15 | 11 872 | 9 773 |
| | | Total | | | 20 627 | 18 126 |
| | Any guarantees issued by the department are disclosed in Note 25.1 | | | | | |

| 27 | Movable Tangible Capital Assets | | | | | |
|--|--|-----------------------------|---|--------------------|-------------------------|-----------------------------|
| MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | | | | | | |
| | | Opening balance R'000 | | Additions R'000 | Disposals R'000 | Closing balance R'000 |
| | MACHINERY AND EQUIPMENT | 62 431 | | 8 927 | 553 | 70 805 |
| | Transport assets | - | | - | - | - |
| | Computer equipment | 42 062 | | 8 533 | 471 | 50 124 |
| | Furniture and office equipment | 15 297 | | 394 | 82 | 15 609 |
| | Other machinery and equipment | 5 072 | | - | - | 5 072 |
| | TOTAL MOVABLE TANGIBLE CAPITAL ASSETS | 62 431 | | 8 927 | 553 | 70 805 |
| | Additions | | | | | |
| 27.1 | ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | Cash | Non-cash | in-progress | current, not | Total |
| | | R'000 | R'000 | R'000 | R'000 | R'000 |
| | MACHINERY AND EQUIPMENT | 11 609 | 1 588 | 3 955 | (1 104) | 8 927 |
| | Computer equipment | 6 282 | 1 554 | - | 697 | 8 533 |
| | Furniture and office equipment | 5 327 | 34 | (3 166) | (1 801) | 394 |
| | ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS | 11 609 | 1 588 | 3 955 | (1 104) | 8 927 |
| | Disposals | | | | | |
| 27.2 | DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | Sold for cash | Transfer out or destroyed or scrapped | Total disposals | Cash received Actual | |
| | | R'000 | R'000 | R'000 | R'000 | |
| | MACHINERY AND EQUIPMENT | - | 553 | 553 | - | |
| | Computer equipment | - | 471 | 471 | - | |
| | Furniture and office equipment | - | 82 | 82 | - | |
| | TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS | - | 553 | 553 | - | |

| 27.3 Movement for 2013/14 | | | | | | | | | |
|---|--|--|--|-----------------------------|--------------------|-----------------|-------------------------|-------------------|---------------|
| MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014 | | | | | | | | | |
| | | | | Opening balance | Prior period error | Additions | Disposals | Closing balance | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | |
| MACHINERY AND EQUIPMENT | | | | 9 611 | - | 54 849 | 2 029 | 62 431 | |
| Transport assets | | | | - | - | 1 313 | 1 313 | - | |
| Computer equipment | | | | 4 612 | - | 37 988 | 538 | 42 062 | |
| Furniture and office equipment | | | | 4 999 | - | 10 476 | 178 | 15 297 | |
| Other machinery and equipment | | | | - | - | 5 072 | - | 5 072 | |
| TOTAL MOVABLE TANGIBLE CAPITAL ASSETS | | | | 9 611 | - | 54 849 | 2 029 | 62 431 | |
| 27.4 Minor assets | | | | | | | | | |
| MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | | | | | | | | | |
| | | | | Specialised military assets | Intangible assets | Heritage assets | Machinery and equipment | Biological assets | Total |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Opening balance | | | | - | - | - | 11 062 | - | 11 062 |
| Additions | | | | - | - | - | 916 | - | 916 |
| Disposals | | | | - | - | - | 407 | - | 407 |
| TOTAL MINOR ASSETS | | | | - | - | - | 11 571 | - | 11 571 |

| | | | | Specialis ed military assets | Intangible assets | Heritage assets | Machinery and equipment | Biological assets | | Total | |
|-------------|--|--|--|---|----------------------|--------------------|-------------------------------|----------------------|---|---------------|--|
| | | | | - | - | - | - | - | | - | |
| | | | | - | - | - | 5 752 | - | | 5 752 | |
| | | | | ASSETS | - | - | - | 5 752 | - | 5 752 | |
| | | | | | | | | | | | |
| | | | | Minor assets | | | | | | | |
| | | | | | | | | | | | |
| | | | | MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014 | | | | | | | |
| | | | | Specialis | assets | assets | and | assets | | Total | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | | R'000 | |
| | | | | - | - | - | 6 055 | - | | 6 055 | |
| | | | | - | - | - | 5 373 | - | | 5 373 | |
| | | | | - | - | - | 366 | - | | 366 | |
| | | | | TOTAL MINOR ASSETS | - | - | - | 11 062 | - | 11 062 | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| 27.5 | | | | Movable assets written off | | | | | | | |
| | | | | MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2015 | | | | | | | |
| | | | | Specialis | Intangible | Heritage | Machinery | Biological | | Total | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | | R'000 | |
| | | | | - | - | - | 407 | - | | 407 | |
| | | | | TOTAL MOVABLE ASSETS WRITTEN OFF | - | - | - | 407 | - | 407 | |
| | | | | | | | | | | | |
| | | | | MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2014 | | | | | | | |
| | | | | Specialis | assets | assets | and | assets | | Total | |
| | | | | R'000 | R'000 | R'000 | R'000 | R'000 | | R'000 | |
| | | | | - | - | - | 366 | - | | 366 | |
| | | | | TOTAL MOVABLE ASSETS WRITTEN OFF | - | - | - | 366 | - | 366 | |

| 28 | Immovable Tangible Capital Assets | | | | | | | | |
|---|--|--|--|--------------------|---------------|---|--|--------------|--------------------|
| MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | | | | | | | | | |
| | | | | Opening balance | | Additions | Disposals | | Closing balance |
| | | | | R'000 | | R'000 | R'000 | | R'000 |
| | BUILDINGS AND OTHER FIXED STRUCTURES | | | | | 46 546 | - | | 46 546 |
| | Other fixed structures | | | - | | 46 546 | - | | 46 546 |
| | TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS | | | | - | 46 546 | - | | 46 546 |
| Additions | | | | | | | | | |
| 29.1 | ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015 | | | | | | | | |
| | | | | Cash | Non-cash | (Capital work- in-progress current costs and finance lease payments) | Received current, not paid (Paid current year, received prior year) | | Total |
| | | | | R'000 | R'000 | R'000 | R'000 | | R'000 |
| | BUILDINGS AND OTHER FIXED STRUCTURES | | | | 37 745 | - | - | 8 816 | 46 561 |
| | Other fixed structures | | | 37 745 | - | - | 8 816 | | 46 561 |
| | TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS | | | | 37 745 | - | - | 8 816 | 46 561 |

| North West: Office of The Premier | | | | | | |
|---|---|---|---|--|--|-----------------------------------|
| Notes to the Annual Financial Statements | | | | | | |
| 30 | TRANSFER OF FUNCTIONS | | | | | |
| | The Honourable Premier of the North West Province reconfigured Provincial Departments per Proclamation no. 7310 and 7328 of the 7th July and 12th August respectively. The function of Rights of Women, Children and people with disabilities was transferred from the Office of the Premier to the Department of Social Development. Sixteen (16) employees were transferred with a budget of R8 940 000.00 and an expenditure of R424 857.55 incurred at the Office of the from 1st April to 30 September 2014. | | | | | |
| | The budget economic classification breakdown of the Special programme is as follows: R'000 | | | | | |
| | Compensation of employees | | | | | 5 756 |
| | Goods and Services | | | | | 3 074 |
| | Machinery and equipment | | | | | 110 |
| | Total | | | | | 8 940 |
| | On 01/10/2014 the Sub-programme Public Participation was transferred from the Department of Local Government and Traditional Affairs to Office of the Premier. | | | | | |
| 30.1 | Statement of Financial Position | Bal per dept 2013/14 AFS before transfer | Community Development Workers (transferred) / received | Special Programmes (transferred) / received | North west Parks and Tourism Board received | 2013/14 Bal after transfer |
| | | 2013/14 R'000 | 2013/14 R'000 | 2013/14 R'000 | 2013/14 R'000 | 2013/14 R'000 |
| | ASSETS | | | | | |
| | Current Assets | 20 273 | - | - | - | 20 273 |
| | Unauthorised expenditure | 16 000 | - | - | - | 16 000 |
| | Prepayments and advances | 2 335 | - | - | - | 2 335 |
| | Receivables | 1 938 | - | - | - | 1 938 |
| | TOTAL ASSETS | 20 273 | - | - | - | 20 273 |

| LIABILITIES | | | | | | |
|---|---------------|----------|----------|----------|----------|---------------|
| Current Liabilities | 20 273 | - | - | - | - | 20 273 |
| Voted funds to be surrendered to the Revenue Fund | 5 616 | - | - | - | - | 5 616 |
| Bank overdraft | 3 845 | - | - | - | - | 3 845 |
| Payables | 9 414 | - | - | - | - | 9 414 |
| Aid assistance repayable | 227 | - | - | - | - | 227 |
| | | | | | | |
| | | | | | | |
| TOTAL LIABILITIES | 20 273 | - | - | - | - | 20 273 |
| | | | | | | |
| NET ASSETS | - | - | - | - | - | - |
| | | | | | | |

| 30.2 | Disclosure Notes | Bal per dept 2013/14 AFS before transfer | Community Development Workers (transferred) / received | Special Programmes (transferred) / received | North west Parks and Toursim Board (transferred) / received | 2013/14 Bal after transfer |
|-------------|--------------------------------------|---|---|--|--|---------------------------------------|
| | | 2013/14 | 2013/14 | 2013/14 | 2013/14 | 2013/14 |
| | | R'000 | R'000 | R'000 | R'000 | R'000 |
| | Contingent liabilities | 339 | - | - | - | 339 |
| | Contingent assets | - | - | - | - | - |
| | Commitments | 59 390 | - | - | - | 59 390 |
| | Accruals and payables not recognised | 7 003 | - | - | - | 7 003 |
| | Employee benefits | 19 529 | 4 415 | (725) | - | 23 219 |
| | Lease commitments - operating lease | 6 839 | - | - | - | 6 839 |
| | Lease commitments - finance lease | 2 049 | 1 856 | - | - | 3 905 |
| | Irregular expenditure | 269 113 | - | - | - | 269 113 |
| | Fruitless and wasteful expenditure | 23 680 | - | - | - | 23 680 |
| | Movable tangible capital assets | 62 431 | 1 626 | (74) | - | 63 983 |

There has been consultation with Departmental Management Team (Finance and Corporate Services) with focus on the transfer function. The budget was successfully captured on the BAS system by the receiving department (Social Development). A Memorandum of Understanding was signed between the Office of the Premier and the Department of Social Development. Both Human Capital and Finance Units were involved in the process with assistance from Provincial Treasury. All assets transferred were verified and confirmation for existence completed. A consolidated register is included in the transfer of function file. The budget for special programmes was captured on BAS.

The sub-programme Public Participation was transferred from the Department of Local Government and Traditional Affairs to the Office of the Premier with effect from 1st October 2014. In accordance with section 42 of the PFMA an inventory of all assets and liabilities of the Public Participation sub-programme was drawn up and the Accounting Officer of the Office of the Premier received supporting documents including personnel records of staff transferred. Accounting Officers of both departments signed the section 42 certificates to acknowledge the agreement. The relevant copy was submitted to Provincial Treasury and the Auditor-General within 14 days of transfer.

In the preparation of Annual Financial Statements for the Office of the Premier the opening balances relating to the Public Participation sub-programme were used. All assets transferred were verified and confirmation for existence completed. A consolidated register is included in the transfer of function file. The budget and expenditure of the Public Participation sub-programme were captured on BAS.

The North West Extraordinary Provincial Gazette no. 328 dated 12 August 2014 gave effect to the transfer of Rights of Women, Children and People with Disabilities from the Office of the Premier to the Department of Social Welfare and the Rights of Women, Children and People with Disabilities.

The Honourable Premier has in terms of section 137 of the Constitution of the Republic of South Africa, read with section 3A(b) of the Public Service Act, 1994 (Proclamation no. 103 of 1994), gave effect to the transfer of the Public Participation sub-programme from the Department of Local Government and Traditional Affairs to the Office of the Premier.

A Departmental Management Team comprising Corporate and Financial Management of the affected departments was set up to oversee the transfer of functions between the Department of Local Government and Traditional Affairs, Social Development and Office of the Premier. A provincial task team headed by the Department of Finance was also established to ensure the effective completion of the reconfiguration of departments.

| North West: Office of The Premier | | | | | | | |
|--|------------------------|------------|-------------|-----------------|-----------------|----------------------------------|-------------------|
| Annexures to the Annual Financial Statements | | | | | | | |
| ANNEXURE 1A | | | | | | | |
| STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS | | | | | | | |
| DEPARTMENT/AGENCY/ACCOUNT | TRANSFER ALLOCATION | | | | TRANSFER | | 2013/14 |
| | Adjusted appropriation | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds transferred | Appro-riation Act |
| | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 |
| North West Provincial Council on Aids | 20 520 | - | - | 20 520 | 20 520 | 100% | 18 353 |
| North West Parks and Toursim Board | 166 142 | - | - | 166 142 | 166 142 | 100% | - |
| North West Youth Development Trust | - | - | - | - | - | | 332 |
| | 186 662 | - | - | 186 662 | 186 662 | | 18 685 |

North West: Office of The Premier
Annexures to the Annual Financial Statements

ANNEXURE 1B

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

| NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE | TRANSFER ALLOCATION | | | | EXPENDITURE | | | | 2013/14 |
|---|----------------------------|------------|-------------|-----------------|-----------------|----------------------------------|---------|---------|-------------------|
| | Adjusted appropriation Act | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds transferred | Capital | Current | Appropriation Act |
| | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 | R'000 | R'000 |
| Public corporations | | | | | | | | | |
| Subsidies | - | - | 50 000 | 50 000 | 50 000 | 100.0% | - | 50 000 | - |
| S A Express | - | | 50 000 | 50 000 | 50 000 | 100.0% | - | 50 000 | - |
| Sub total: Public corporati | - | - | 50 000 | 50 000 | 50 000 | 100.0% | - | 50 000 | - |
| TOTAL | - | - | 50 000 | 50 000 | 50 000 | 100.0% | - | 50 000 | - |

**North West: Office of The Premier
Annexures to the Annual Financial Statements**

ANNEXURE 1C

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

| | TRANSFER ALLOCATION | | | | EXPENDITURE | | 2013/14 |
|--------------------------------|----------------------------|------------|-------------|-----------------|-----------------|----------------------------------|-------------------|
| | Adjusted appropriation Act | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds transferred | Appropriation Act |
| | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 |
| NON-PROFIT INSTITUTIONS | | | | | | | |
| Transfers | | | | | | | |
| A re Ageng | 840 | - | - | 840 | 840 | 100% | 840 |
| | | | | - | | | |
| | 840 | - | - | 840 | 840 | | 840 |
| Subsidies | | | | | | | |
| | - | - | - | - | - | | - |
| | - | - | - | - | - | | - |
| Total | 840 | - | - | 840 | 840 | | 840 |

| North West: Office of The Premier | | | | | | | |
|--|----------------------------|------------|-------------|-----------------|-----------------|----------------------------------|-------------------|
| Annexures to the Annual Financial Statements | | | | | | | |
| ANNEXURE 1D | | | | | | | |
| STATEMENT OF TRANSFERS TO HOUSEHOLDS | | | | | | | |
| HOUSEHOLDS | TRANSFER ALLOCATION | | | | EXPENDITURE | | 2013/14 |
| | Adjusted appropriation Act | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds transferred | Appropriation Act |
| | R'000 | R'000 | R'000 | R'000 | R'000 | % | R'000 |
| Transfers | | | | | | | |
| Bursaries | 1 920 | - | - | 1 920 | 2 917 | 152% | 13 666 |
| Other | 3 950 | - | - | 3 950 | 2 969 | 75% | 1 428 |
| Settlement payment - Service provider | - | - | - | - | - | | 22 800 |
| | | | | - | | | |
| | | | | 5 870 | 5 886 | | 37 894 |
| | | | | - | - | | - |
| | | | | | | | |
| Total | - | - | - | 5 870 | 5 886 | | 37 894 |

| North West: Office of The Premier | | | | | | | | | |
|--|-------------------------|------------------------------------|------------------------------|---------------------------------------|---|--------------|-------------------------------|--|--|
| Annexures to the Annual Financial Statements | | | | | | | | | |
| ANNEXURE 2A | | | | | | | | | |
| STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2015 - LOCAL | | | | | | | | | |
| GUARANTOR INSTITUTION | Guarantee in respect of | Original guaranteed capital amount | Opening balance 1 April 2014 | Guarantees draw downs during the year | Guaranteed repayments/ cancelled/ reduced/ released during the year | Revaluations | Closing balance 31 March 2015 | Guaranteed interest for year ended 31 March 2015 | Realised losses not recoverable i.e. claims paid out |
| | | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| | Housing | | | | | | - | | |
| Standard Bank of South Africa | | - | 75 | - | 30 | - | 45 | - | - |
| Old Mutual Div of Nedbank Ltd (Formerly Permanent Building | | - | - | 26 | - | - | 26 | - | - |
| | | | | | | | - | | |
| | | - | 75 | 26 | 30 | - | 71 | - | - |
| | | | | | | | | | |
| | | - | 75 | 26 | 30 | - | 71 | - | - |

| North West: Office of The Premier | | | | | | | | |
|---|------------|------------|-------------|------------|------------|------------|--|--------|
| Annexures to the Annual Financial Statements | | | | | | | | |
| ANNEXURE 4 | | | | | | | | |
| CLAIMS RECOVERABLE | | | | | | | | |
| | Confirmed | | Unconfirmed | | Total | | Cash in transit at year | |
| | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 | Receipt date up to six (6) working days after year end | Amount |
| GOVERNMENT ENTITY | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | | R'000 |
| DEPARTMENTS | | | | | | | | |
| National Department of Arts and Culture | - | - | 2 000 | - | 2 000 | - | - | - |
| Department of Community Safety and Transport Management | - | - | 19 | - | 19 | - | - | - |
| | - | - | 2 019 | - | 2 019 | - | - | - |
| Total | - | - | 2 019 | - | 2 019 | - | - | - |

| North West: Office of The Premier | | | | | | | | |
|--|-------------------|--------------|---------------------|------------|------------|------------|---|----------|
| Annexures to the Annual Financial Statements | | | | | | | | |
| ANNEXURE 3 | | | | | | | | |
| INTER-GOVERNMENT PAYABLES | | | | | | | | |
| GOVERNMENT ENTITY | Confirmed balance | | Unconfirmed balance | | Total | | Cash in transit at year end | |
| | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 | Payment date up to six (6) working days before year end | Amount |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 | | R'000 |
| DEPARTMENTS | | | | | | | | |
| Current | | | | | | | | |
| Department of Higher Education and Training | - | 22 | - | - | - | 22 | - | - |
| Department of Justice and Constitutional Development | 18 | 1 231 | - | - | - | - | - | - |
| Department of Public Works, Roads and Transport | - | 448 | - | - | - | - | - | - |
| Department of Government Printing Works | - | 3 | - | - | - | 3 | - | - |
| Department of Health | 23 | 5 | - | - | 23 | 5 | - | - |
| Department of Social Development | - | 26 | - | - | - | 26 | - | - |
| Department of Agriculture and Rural Development | - | 177 | - | - | - | - | - | - |
| Department of Mineral Resources | - | 74 | - | - | - | 74 | - | - |
| Department of Public Service and Administration | - | 204 | - | - | - | 204 | - | - |
| Department National School of Government | - | - | - | 236 | - | 236 | - | - |
| Department of Finance | 196 | - | - | - | 196 | - | - | - |
| Subtotal | 237 | 2 190 | - | 236 | 219 | 570 | - | - |
| Total Departments | 237 | 2 190 | - | 236 | 219 | 570 | - | - |

| North West: Office of The Premier | | | | | | |
|---|-------------------|--------------|---------------------|------------|------------|--------------|
| Annexures to the Annual Financial Statements | | | | | | |
| ANNEXURE 4 | | | | | | |
| INTER-ENTITY ADVANCES PAID (note 14) | | | | | | |
| ENTITY | Confirmed balance | | Unconfirmed balance | | Total | |
| | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 | 31/03/2015 | 31/03/2014 |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| NATIONAL DEPARTMENTS | | | | | | |
| Government Communcation and Information Systems | 136 | 2 304 | - | - | 136 | 2 304 |
| | | | | | - | - |
| Subtotal | 136 | 2 304 | - | - | 136 | 2 304 |
| TOTAL | 136 | 2 304 | - | - | 136 | 2 304 |

| North West: | | | | | |
|---|---------------------------------|--|--|---|----------------------------------|
| Annexures to the Annual Financial Statements | | | | | |
| ANNEXURE 5 | | | | | |
| STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2015 | | | | | |
| Nature of liability | Opening balance 1 April 2014 | Liabilities incurred during the year | Liabilities paid/ cancelled/ reduced during the year | Liabilities recoverable (Provide details hereunder) | Closing balance 31 March 2015 |
| | R'000 | R'000 | R'000 | R'000 | R'000 |
| Claims against the department | | | | | |
| Loss of support and special damages | - | 2 769 | - | - | 2 769 |
| Damages to vehicles | - | 3 400 | - | - | 3 400 |
| Loss of earning capacity, future medical expenses and special damages | - | 3 000 | - | - | 3 000 |
| | | | | | - |
| Subtotal | - | 9 169 | - | - | 9 169 |
| TOTAL | | 9 169 | - | - | 9 169 |