



ANNUAL REPORT

2020/21



office of the premier
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA





2020/21

OFFICE OF THE PREMIER
PROVINCE OF MPUMALANGA
VOTE NO. 1 ANNUAL REPORT
2020/21 FINANCIAL YEAR

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PART A
**GENERAL
INFORMATION**

1. DEPARTMENT GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General South Africa		
AIDS	Acquired Immune Deficiency Syndrome	MEC	Member of the Executive Council
AO	Accounting Officer	MISS	Minimum Information Security Standards
AOP	Annual Operational Plan	MMS	Middle Management Services
App	Application	MOU	Memorandum of Understanding
APPs	Annual Performance Plans	MPAC	Mpumalanga Provincial Aids Council
ASPD	Africa Public Service Day	MPC	Mpumalanga Planning Commission
BAS	Basic Accounting System	MPG	Mpumalanga Provincial Government
BBBEE	Broad - Based Black Economic Empowerment	MPSA	Minister of Public Service and Administration
CFO	Chief Financial Officer	MPV 2030	Mpumalanga Provincial Vision 2030 Strategic Implementation Framework
COGTA	Cooperative Governance and Traditional Affairs	MTEF	Medium Term Expenditure Framework
CS	Community Survey	MTSF	Medium Term Strategic Framework
COVID-19	Corona Virus Disease	NACH	National Anti-Corruption Hotline
DARDLEA	Department of Agriculture, Rural Development, Land and Environmental Affairs	NDP	National Development Plan
DCSSL	Department of Community Safety, Security and Liaison	NSG	National School of Governance
DHS	Department of Human Settlements	ODA	Official Development Assistance
DCSR	Department of Culture, Sport and Recreation	OHSA	Occupational Health and Safety Act
DEDT	Department of Economic Development and Tourism	OTP	Office of the Premier
DORA	Division of Revenue Act	PCF	Premier's Coordinating Forum
DPSA	Department of Public Service and Administration	PEP	Provincial Evaluation Plan
DSD	Department of Social Development	PERSAL	Personnel Salaries
EH&W	Employee Health and Wellness	PESTEL	Political, Economic, Social, Technological, Environmental and Legal
EMC	Executive Management Committee	PFMA	Public Finance Management Act
eQPR	Electronic Quarterly Report	PMDS	Performance Management Development System
EXCO	Executive Council	PMDP	Performance Management Development Policy
FDI	Foreign Direct Investment	PMC	Provincial Management Committee
FSDM	Frontline Service Delivery Model	POA	Programme of Action
GCIS	Government Communication and Information Services	PPE	Personal Protective Equipment

GBVF	Gender Based Violence and Femicide	PPOA	Provincial Programme of Action
GDP	Gross Domestic Product	RSA	Republic of South Africa
GIS	Geographic Information System	TB	Tuberculosis
GITO	Government Information Technology Office	TR	Treasury Regulations
HCT	HIV Counselling and Testing	SBD	Standard Bidding Document
HDIs	Historical Disadvantaged Individuals	SCM	Supply Chain Management
HIV	Human Immunodeficiency Virus	SCOPA	Standing Committee on Public Account
HOD	Head of Department	SDIP	Service Delivery Improvement Plan
HR	Human Resources	SITA	State Information Technology Agency
HRM	Human Resource Management	SMS	Senior Management System
HRPIR	Human Resource Planning and Implementation Report	SOPA	State of the Province Address
ICT	Information and Communication Technology	SP	Strategic Plan
IMU	Integrity Management Unit	STIs	Sexually Transmitted Infections
MANCOM	Management Committee	WEGE	Women Empowerment and Gender Equality



MS RM MTSHWENI-TSIPANE
PREMIER OF MPUMALANGA PROVINCE

3. FOREWORD BY PREMIER

We are pleased to present the 2020/21 Annual Report of the Office of the Premier to the public and in particular, the residents and all stakeholders of this beautiful province of Mpumalanga, where *“when the sun rises, we work hard to deliver services”*.

The financial year 2020/21 will go down in history as an unprecedented tragic period due to the COVID-19 pandemic.

What began as a global health crisis due to the COVID-19 pandemic slowly developed into an unprecedented socio-economic crisis that affected the lives and livelihood of millions of people across the world.

This pandemic has altered our sense of normalcy and has imposed an obligation upon all of us to adhere to the protocols of wearing masks, washing hands, sanitizing and practicing social distancing as part of our risk adjusted strategy to mitigate the spread of the virus.

This Annual Report of the Office of the Premier provides a detailed account of the work performed and accomplished during the year under review, and its content is informed by a number of strategic documents including, viz;

- the Strategic Plan 2020-2025,
- the National Development Plan,
- Mpumalanga Vision 2030,
- The 2019-2024 Revised Medium Term Strategic Framework, and
- the 2020/21 Annual Performance Plan.

The Office of the Premier, during its execution and implementation of the 2020/21 Annual Performance Plan (APP), registered considerable levels of successes but also faced some shortcomings, which were largely attributable to the impact of the COVID-19 pandemic.

Despite these challenges, significant efforts were made to ensure that the Office of the Premier operated optimally and attained the targets that were pronounced in the approved Annual Performance Plan for

the 2020/21 Financial Year. Some of the achievements of 2020/21 included the following:

- Increased interaction between government and the public on service delivery matters through an electronic platform of **Satise Silalele Smart Citizen Application**,
- Coordinated **key intergovernmental structures** that enabled the Executive Authority to execute her statutory responsibilities of leadership provision and decision-making through the PMC, PCF and EXCO Makgotla.
- Strengthened the Youth Desk through the development of the **Mpumalanga Youth Development Fund Strategy**, and further established a Provincial Committee for the rollout of the implementation plan.
- Obtained **EXCO approval** to advertise and fill critical vacant positions, however, the process had not been finalized by the end of the period under review (2020/21 financial year)
- Conducted site visits to monitor the **COVID 19 Vaccination Rollout Programme** in the various towns and areas of the Province.

Despite the achievements reported above, we also admit that our journey has not been a smooth sailing one, as we encountered challenges along the way, such as:

- The **COVID-19 pandemic** continued to expose the Office and the entire Administration to challenges that required adjustment to the new norm of allowing certain officials to work from home and on a rotational basis, which impacted negatively on timeous completion of tasks and submission of documents to statutory institutions and relevant stakeholders, including compromising the quality of work produced.
- **Budgets and funds** re-prioritized for the procurement of Personal Protective Equipments (PPEs – Sanitisers, Cloth Masks, Dis-infecting of Offices, as well as cleaning materials, hand soaps and paper towels) and plans reviewed and re-tabled to the Mpumalanga Provincial Legislature.
- The **Tropical cyclone Eloise** that hit the country caused damages to the Provincial Infrastructure and further threatened the already fragile tourism sector, leaving families homeless and without food in the communities of Bohlabela in the Bushbuckridge areas.

The Annual Report confirms how the Office of the Premier in Mpumalanga continues to strive towards attaining a capable, ethical and developmental state as envisaged by the National Development Plan.

Furthermore, it displays evidence of a commitment to play a leading role in building an administration that consists of well-run and effectively coordinated state institutions with capable and ethical public servants committed to service delivery.

My appreciation and gratitude are expressed to the dedication of the Executive Council, the Provincial Management Committee, the Director-General, the entire staff compliment in the Office of the Premier in particular, and the Provincial Government in general, in ensuring that we are always able to effectively and efficiently execute the mandate given to us when we began the financial year.



Ms RM MTSHWENI-TSIPANE
PREMIER OF MPUMALANGA PROVINCE



MR MAKHUKHU MAMPURU
DIRECTOR-GENERAL:
OFFICE OF THE PREMIER OF MPUMALANGA

4. REPORT OF THE ACCOUNTING OFFICER

4.1 Overview of the operations of the department

The Annual Report we are presenting is aligned to the MTSF 2019-24 and Mpumalanga Vision 2030, the 2020-25 Strategic Plan and the 2020-21 Annual Performance Plan. The Office as the centre of the Provincial Administration, coordinates the alignment and the implementation of the 7 priorities contained in the MTSF and directly contributes to Outcomes 1 and 7 namely:

- Priority 1: A capable, ethical and developmental state; and
- Priority 7: A better Africa and the World;

During the year under review the Office realised the following:

- Obtained approval to advertise and fill vacant positions. Thus far candidates, for 19 posts on salary 3 – 12 have been interviewed and underwent competency assessments before the end of the financial year;
- In an effort to strengthen the Youth Desk, the Mpumalanga Youth Development Fund Strategy was developed, and a committee established for the roll-out of the implementation plan;

In its first year of Implementing the 2020-25 Strategic Plan, the Office experienced the following challenges:

- The COVID-19 pandemic exposed the Office to operational challenges that required adjustment to the new norm, where certain officials were expected to work from home. The arrangement led to limited or no accountability at all, regarding officials working from home, owing to non-adherence of officials to available rotational plans. This impacted negatively on the timely submission of documents to relevant stakeholders and also compromised the quality thereof;

In addition to the above, the Office had limited resources to cater for officials working from home when implementing rotational plans aimed to reduce overcrowding of officials in the workplace during the COVID-19 pandemic period;

- Although the Executive Council granted approval to fill critical vacant positions, the process had not been finalized by the end of the financial year. The **vacancy rate** imposed a strain on the implementation of a number of planned targets such as concluding the Draft Anti-Corruption Strategy, resolving of service delivery complaints through Satise Silalele and Presidential Hotline, the Evaluation Study, the timeous payment of invoices, the implementation of the Provincial Communication Plan and certain Youth Development related targets.

During the 2020/21 Financial Year, the Office achieved an average of **63.15%** of its planned targets in the APP. It also spent **99.1%** of the adjusted appropriation for the said Financial Year.

4.2 Overview of the financial results of the Office

4.2.1 Departmental receipts

Departmental receipts	2020/2021			2019/2020		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	201	184	17	189	195	(6)
Interest, dividends and rent on land	381	1 007	(626)	211	901	(690)
Sale of capital assets	20	189	(169)	153	95	57
Financial transactions in assets and liabilities	17	2 782	(2 765)	-	878	(878)
TOTAL	619	4 162	3 543	553	2 070	(1 517)

The Office is a non-revenue generating organisation. It does not have or charge any tariffs for any goods or services.

The Office over-collected on its receipts by R3.543 million. The better than anticipated performance is mainly due to interest received due to having a favourable bank balance during the financial year and amounts received for financial transactions in assets and liabilities. The task of budgeting for these items remains difficult given that they have uncontrollable dependencies.

4.2.2 Programme Expenditure

Programme Name	2020/2021			2019/2020		
	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	125 728	123 500	2 228	143 238	133 742	9 496
Institutional Development	66 320	66 313	7	85 412	79 562	5 850
Policy and Governance	45 649	45 648	1	65 649	55 484	10 165
TOTAL	237 697	235 461	2 236	294 299	268 788	25 511

The Office has spent R 235 461 000, which equates to 99.1% expenditure of the final appropriation budget of R237 697 000 for the 2020/2021 financial year resulting in the 0.9% under-expenditure. The under-expenditure can be attributed to the late delivery of capital items procured.

4.2.3 Virements/roll-overs

The following virements were made to Programme 1: Administration from Programme 2: Institutional Development and Programme 3: Policy and Governance respectively in order to defray anticipated over expenditure:

- Programme 1: Administration - R8 219 000
- Programme 2: Institutional Development- (R5 520 000)
- Programme 3: Policy and Governance - (R2 699 000)

The virements were applied between Programmes in terms of section 43 of the PFMA. There were no requests for roll-overs for the 2020/21 financial year.

4.2.4 A description of the reasons for unauthorised, fruitless and wasteful expenditure and the amounts involved as well as steps taken to address and prevent a recurrence.

Unauthorised expenditure

The Office did not have unauthorised expenditure for the period ended 31 March 2021

Irregular expenditure

Several cases resulting in irregular expenditure identified during the financial year were as a result of multi-year contracts which were signed in previous financial years. Details can be found in Part E of this report.

Fruitless and wasteful expenditure

Cases of possible fruitless and wasteful expenditure were identified during the financial year. Details can be found in Part E of this report.

4.2.5 The strategic focus over the short to medium term period

- To institutionalize the ethical culture in the Province, the Office will review the Provincial Anti-corruption Strategy and monitor the implementation thereof;
- To ensure effective control, security assessments will be conducted;
- Strengthening the research function in the Province;
- To improve audit outcomes, the Office will continue to support Departments regarding performance information;
- Develop an integrated plan to monitor the participation and mainstreaming of women, disabled persons, older persons and youth into the economy;
- Communication Strategy developed and monitored;
- Implementation of youth development fund strategy; and
- Commission 1 evaluation study

4.2.6 Public-Private Partnerships

The Office did not enter into any Public-Private Partnerships during the financial year ended 31 March 2021.

4.2.7 Discontinued key activities / activities to be discontinued

There were no activities that were discontinued during the financial year ended 31 March 2021.

4.2.8 New or proposed key activities

In line with the pronouncement by the President of the Republic of South Africa to transfer the function of Persons with Disabilities from the Department of Social Development to the Department of Women, Youth and Persons with Disabilities in the Office of the Presidency and in an attempt to ensure compliance with the said directive, the Office of Persons with Disabilities will be transferred from the Mpumalanga Department of Social Development to be located in the Office in the following financial year.

Accordingly, the organisational structure of the Office will be reviewed to create such a unit for the purposes of placing them correctly.

4.2.9 Supply chain management

There were no unsolicited bid proposals for the current financial year.

SCM processes and systems are in place to prevent irregular expenditure. While the Office had cases resulting in irregular expenditure, however, these were due to multi-year contracts entered into in prior years (Details can be found in Part E of this report). The Office continued with its efforts to inculcate a culture of compliance with SCM procurement prescripts to improve good governance.

4.2.10 Gifts and Donations received in kind from non-related parties

The Office did not provide nor receive goods and services or in kind donations.

4.2.11 Exemptions and deviations received from the National Treasury

The Office did not receive any exemptions or deviations from the National Treasury.

4.2.12 Events after the reporting date

The Office did not have events after after the reporting date.

4.2.13 Other

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

4.2.14 Acknowledgement/s or Appreciation

I would like to take this opportunity to express words of appreciation to all staff members in the Office for the work undertaken in the interest of better service delivery for the public in general and the inhabitants of the Mpumalanga Province in particular.

4.2.15 Conclusion

I hereby endorse the 2020/2021 Annual Report for the Office.



Mr MN MAMPURU

DIRECTOR-GENERAL: OFFICE OF THE PREMIER OF MPUMALANGA

DATE: 20 OCTOBER 2021

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

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

- All information and amounts disclosed throughout 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 in respect of the preparation of annual reports as issued by National Treasury.
- The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standards 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 Office for the financial year ended 31 March 2021.

Yours faithfully



Mr MN MAMPURU
DIRECTOR-GENERAL: OFFICE OF THE PREMIER OF MPUMALANGA
DATE: 20 OCTOBER 2021

6. STRATEGIC OVERVIEW

6.1 Vision

A strategic centre of excellence

6.2 Mission

We exist to -

- Provide strategic leadership
- Provide support for institutional development
- Coordinate government programmes through integrated research & development, information, planning, monitoring and evaluation
- Provide professional advice, through evidence-based decision-making support.

6.3 Values

- Reliability – service that is accurate, consistent, timeous and trustworthy;
- Resourcefulness – customised solutions to problems in delivering the services concerned;
- Accountability – we will be transparent and take responsibility in our decision-making; and
- Professionalism – to be duly skilled, conscientious, objective, ethical and compliant with all relevant prescripts in performing our duties.

7. LEGISLATIVE AND OTHER MANDATES

7.1 Updates to the relevant legislative and policy mandates

There has been no significant changes to the Office's legislative mandates. There is sufficient capacity within the Office to ensure compliance with all legal responsibilities that relate to its mandate.

7.2 Legislative Mandates

The Office derives its legislative mandates primarily from the following pieces of legislation:

Legislative Mandate	Aim/Purpose
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	This Act gives effect to the Constitutional right of access to any information held by Government and which is required for the exercise or protection of any rights
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	This Act gives effect to the right to administrative action that is lawful, non-discriminatory and procedurally reasonable and fair
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)	This Act gives effect to section 9 of the Constitution to prevent and prohibit unfair discrimination and harassment and to promote equality and eliminate unfair discrimination
Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)	This Act establishes a framework for the National Government, Provincial Government and Local Government to promote and facilitate intergovernmental relations and also provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes
Public Finance Management Act, 1999 (Act No. 1 of 1999)	This Act regulates financial management in the National Government and Provincial Governments to ensure that all Government revenue, expenditure, assets and liabilities are managed efficiently and effectively
Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)	This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of Government's procurement policy as contemplated in section 217(2) of the Constitution
Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	This Act establishes a legislative framework for the promotion of Black Economic Empowerment
Division of Revenue Act (annually)	To annually provide for the equitable division of revenue raised among the National, Provincial and Local Spheres of Government
Public Service Act, 1994 (Proclamation No. 103 of 1994)	This Act provides for the organisation and administration of the Public Service of the RSA
Public Service Regulations, 2016	These Regulations provide comprehensive detail regarding the organisation and administration of the Public Service, including issues of ethics and integrity
Labour Relations Act, 1995 (Act No. 66 of 1995)	This Act gives effect to section 27 of the Constitution and seeks to regulate the organisational rights of trade unions and to promote and facilitate collective bargaining

Legislative Mandate	Aim/Purpose
Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)	This Act gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution
Employment Equity Act, 1998 (Act No. 55 of 1998)	This Act provides for equity in all levels and categories of employment
Protected Disclosures Act, 2000 (Act No. 26 of 2000)	This Act provides for procedures in terms of which employees in both the private and the public sector may disclose information regarding unlawful or irregular conduct to their employers and also provides for the protection of such employees
Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)	This Act provides for the strengthening of measures to prevent and combat corruption and corrupt activities
State Information Technology Agency Act, 1998 (Act No. 88 of 1998)	This Act establishes a company responsible for the provision of information technology services to the Public Administration
Public Administration Management Act, 2014 (Act No. 11 of 2014)	This Act seeks to promote the basic values and principles governing the public administration referred to in section 195(1) of the Constitution
Disaster Management Act, 2002 (Act no. 57 of 2002)	This Act provides for an integrated and coordinated disaster management policy in South Africa that focuses on preventing and reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery

7.3 Policy Mandates

The Office, in fulfilling its role within the Provincial Government, takes into account various National and Provincial policy mandates, in particular, the following:

- The annual **State of the Nation Address** (2021/22);
- The annual **State of the Province Address** (2021/22);
- The annual **Provincial Budget and Policy Speech** (2021/22)
- The annual Premier's **Budget and Policy Speech** (2021/22);
- The National and the Provincial **Medium Term Strategic Framework** (2019-2024);
- The **National Strategic Framework of the Department for Women, Children and People with Disabilities**;
- Specific National Policy Frameworks on **Gender and Women's Empowerment, Disability and Children**;
- National Strategic Plan for **HIV and AIDS, TB and STIs** (2017–2022);
- The White Paper on the **Transformation of the Public Service** (1995);
- The White Paper on **Public Service Training and Education** (1997);
- The White Paper on a **New Employment Policy for the Public Service** (1997);
- The **National Youth Policy** (2015-2020);
- Policy Frameworks of the **National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service**;

- **National Development Plan** (2012);
- **Mpumalanga Vision 2030 Strategic Implementation Framework** (2013-2030)
- The Policy Framework for **Government-Wide Monitoring and Evaluation** (2007);
- The Revised Framework for **Strategic Plans and Annual Performance Plans** (2019);
- The National Treasury **Framework for Managing Programme Performance Information** (2007);
- The Green Paper on **National Performance Management** (2009);
- The **Revised National Evaluation Policy Framework** (2019-2024);
- National Integrated ICT Policy White Paper (2016);
- DPSA Directive on Public Administration and Management Delegations (2014);
- African Agenda 2063 (2015);
- Sustainable Development Goals 2030 (2015); and
- National Action Plan to combat Racism, Racial Discrimination, Xenophobia and Related Intolerance.

7.4 Updates to institutional policies and strategies

The Office will initiate or advance the following policies over the MTEF

- Security Management Policy;
- Performance Information Management Policy;
- Provincial Strategic Plan on Gender Based Violence and Femicide;
- Provincial Youth Development Strategy; and
- Provincial Anti-Corruption Strategy

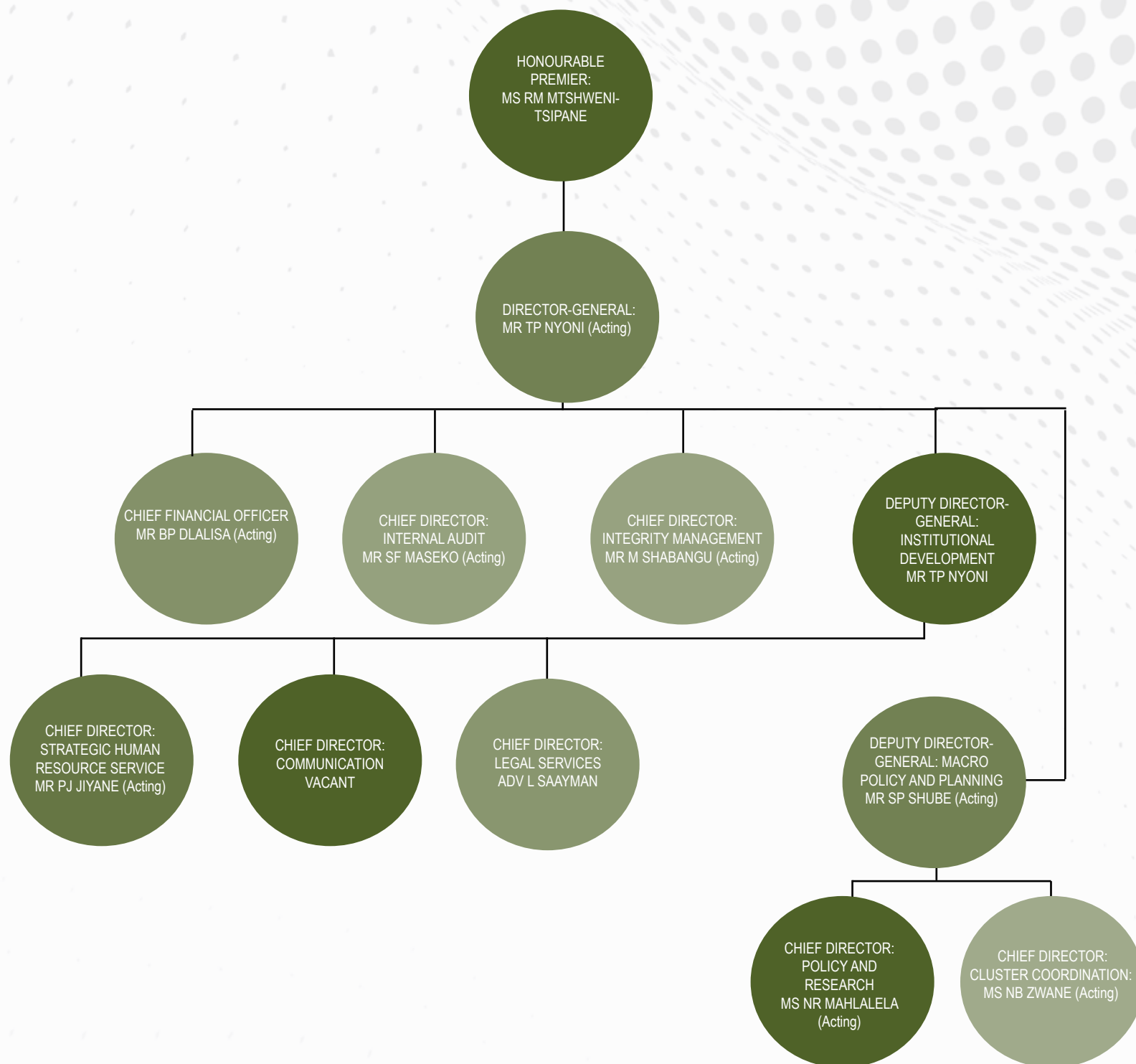
The Office will take the following into consideration in fulfilling its mandates:

- National Development Plan 2030;
- 2019-24 Medium Term Strategic Framework;
- Mpumalanga Spatial Development Framework 2019;
- Local government priorities;
- National Strategic Plan on GBV Femicide; and
- National Youth Development Strategy.

7.5 Updates to relevant court rulings

There has been no recent significant court rulings impacting on the business operations of the Office.

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE OFFICE OF THE PREMIER

There are no entities reporting to the Office.



PART B
PERFORMANCE
INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 117 to 123 of the Report of the Auditor General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The 2020/21 Annual Report is developed in line with the 2020/21 tabled and re-tabled Annual Performance Plans. These plans are guided by the National and Provincial policy and strategy documents such as the National Development Plan, Mpumalanga Vision 2030, 2019/24 MTSF, 2020/25 Strategic Plan for the Office, the White Paper on Transforming Public Service Delivery 1997, the Batho Pele Revitalising Strategy as well as the Public Service Regulations 2016 as key systems shaping the service delivery environment in the Office.

The Office coordinates the alignment and implementation of 7 priorities contained in the MTSF and directly contributes to priorities 1 and 7 namely:

- Priority 1: A capable, ethical and developmental state;
- Priority 7: A better Africa and the World; and

Issues in respect of Women, Youth and Persons with Disabilities are embedded in the above priorities.

During the year under review, the Office continued to increase interaction between government and the public on service delivery matters through the *Satise Silalele* Smart Citizen Application. *Satise Silalele* App is an electronic platform that allows citizens to interact with government officials and elected representatives on service delivery issues affecting their daily lives. The most complained about issues during the period under review are housing, health, roads and transport, electricity as well as water and sanitation. The performance of departments and municipalities in resolving issues reported through the App was very poor due to the COVID-19 pandemic. Out of 480 complaints received between April 2020 and March 2021, only 12 were resolved, which constitutes a 2.30% resolution rate.

Other service delivery platforms implemented by the Office include the Presidential Hotline and the Frontline Service Delivery Model (FSDM). Through the FSDM, the Office monitored the COVID 19 vaccination roll-out at Witbank Hospital, Mzansi Ethical Research Centre in Middleburg and Rob Ferreira Hospital in Mbombela in the last quarter of the 2020/2021 financial year. Complaints received through the Presidential Hotline were monitored and resolved at 16.4%.

2020/21 was the first year of the 5-year Strategic Plan and the Office had 19 planned outputs in the 2021 Annual Performance Plan. During the first year of implementation of the said Plan, the following challenges were experienced:

- **COVID-19 pandemic** – this negatively impacted on the operations of the Office and the entire Administration in instances where officials could not access their offices and tools of trade due to the restricted access imposed by the various levels of the National Lockdown. Departments, including the Office, experienced budget cuts and had to reprioritise, considering the new operating

environment which resulted in the re-tabling of plans;

- **Towards the end of the financial year**, the country was hit by Tropical cyclone Eloise and the Province was not spared from this, which damaged Provincial infrastructure and further threatened the already fragile tourism sector, leaving a number of families homeless, especially in the Bohlabela area. This called for further reprioritization, which led to a third budget adjustment;
- **Vacancy rate** – Although the Executive Council granted approval to fill critical vacant positions, the process was not yet finalised by the end of the financial year. These vacancies imposed a strain on the implementation of a number of planned targets such as the investigation of cases and Youth Development related targets.
- **Low staff morale** is due to the imposition of a National salary freeze and the rising cost of living

2.2 Service Delivery Improvement Plan

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

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Monitor the implementation of Change Management Programmes in 20 Municipalities 11 Provincial Departments and the Office. Consolidate status reports for Municipalities, Departments and Office.	Office /Sector Departments and Municipalities	Status reports on the implementation of Change a management programmes by one Municipality and five Departments and the Office compiled.	To deepen the understanding of Batho Pele as a service delivery policy through workshops/ training.	5 Departments, the Office and 1 Municipality were monitored on Batho Pele Change Management Engagement Programme and reports were produced.

Batho Pele arrangements with beneficiaries (Consultation access etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Produce reports on Batho Pele programmes.	Produce 6 reports for Departments, Office, and 1 report for the Municipalities on Batho Pele programmes	Khaedu Report SDIP report

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Coordinate, workshop and monitor the implementation of Batho Pele Programmes in 11 Departments, the Office and 20 Municipalities	Monitoring reports on Batho Pele Programmes produced.	Status reports compiled on the monitoring of implementation of Batho Pele Programmes. Khaedu reports produced Report on Public Service Month celebration produced. Monitored submission of Service Delivery Improvement Plan reports.

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Satise Silalele Presidential Hotline	Integrated complaints Monitoring mechanism	2.5% (12 of 480) complaints resolved through Satise Silalele 51.3% (118 of 230) complaints resolved through the Presidential Hotline

2.3 Organisational environment

The core mandate of the Office is to “co-ordinate and monitor performance of Government at the provincial sphere”. Without effective co-ordination and monitoring, it is impossible to provide desired and meaningful services. During the period under review, the Office successfully coordinated inter-governmental structures such as PMC, PCF and EXCO. These structures are key in enabling the Premier to execute her Constitutional and statutory responsibilities. It is also important to note that audit outcomes and the action plan in addressing shortcomings as well as stepping up the co-ordination of the local sphere on service delivery were given special focus during these meetings.

The Office is currently operating using the organogram that was reviewed, approved and implemented as at June 2014. No changes to the organogram were effected during the course of the 2020/2021 financial year. It must however be noted that the Office has undertaken the process of reviewing its organogram, as per the instruction by EXCO and the PMC. The Office has a balance of generic administration, junior management, middle management and senior management skills across the various units. The element of over working employees whose units have several vacant posts as per the approved organogram still keeps manifesting itself. Such a practice demoralizes the affected employees in most instances, which was evident by Organised Labour raising this matter with the employer on several occasions. There were forty one employees, who were appointed to act in higher positions and were remunerated and/or compensated accordingly. Thus, they have added responsibilities to attend to apart from their actual work emanating from a post in which they are acting or have been assigned to.

An analysis of human resources indicates that the Office has made few appointments during the course of the 2020/2021 financial year, i.e. in terms of Section 9, as well as Section 12A of the Public Service Act, 1994. The main reason for effecting only a few appointments of permanent staff, i.e. in terms of Section 9 of the Public Service Act, is because of the moratorium that was imposed in February 2015. The moratorium indicated that no vacant and funded posts shall be filled as at the 4th of February 2015 until further notice. Departments may, if need be, seek approval from EXCO for special exemption in respect of posts to be filled. During the course of this financial year, the Office received an approval from EXCO to advertise and fill 60 posts in a staggered manner. The process of advertising the above

posts was initiated during October 2020 and shall be concluded by 30 June, as per the commitment by the Office.

In addition, the Office has conducted a total number of ten workshops and training programmes aimed at improving the knowledge, skills and competency of its staff members. The workshops and training programmes were as follows:

- Executive Development Programme;
- Basic archives and records management workshop;
- Recognition of prior learning;
- How to deal with difficult Internal Audit Client conflicts;
- Learnership on Supply Chain Management;
- Programme and Project management;
- Re-orientation in the Public Service;
- First Aid Level 1;
- COVID 19 Protocols; and
- How to conduct a Skills Audit for the Office.

The above activities were aimed at enhancing the following among the employees in particular: professionalism; competence; accountability; responsiveness; innovation; and integrity.

The COVID-19 pandemic exposed the Office to operational challenges that required it to adjust itself to the new normal, where certain officials were expected to work from home. The arrangement led to limited or no accountability at all, regarding officials working from home, owing to non-adherence of officials to available rotational plans.

In addition to the above, the Office had limited resources to cater for officials working from home when implementing rotational plans aimed at reducing overcrowding of officials in the workplace during the COVID-19 pandemic period. During the year under review, the Office faced a change in Accounting Officers. However, the departure of the former incumbent of the position of Accounting Officer did not present significant challenges since the post was swiftly filled in an acting capacity.

2.4 Key policy developments and legislative changes

The major policy development during the financial year emanated from several Circulars issued by the DPSA and which aimed to regulate Government's response to the COVID-19 Pandemic. In this regard, Circular 7 of 2020 issued by the DPSA serves as guidelines for the containment of the Corona Virus and which departments immediately had to comply with – specifically paragraph 2.6.2 of the said

Circular (revised health and safety provisions), as well as Section 8 of the Occupational Health and Safety Act (OHSA).

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The Office identified the following 4 institutional outcomes to achieve the impact statement above. It should be noted that since the year under review is the first year of implementation of the re-tabled 2020-2025 strategic plan, not much progress could be made towards achieving the five-year targets:

Outcome 1: Improved ethical culture

Outcome 2: Effective control

Outcome 3: Good performance

Outcome 4: Improved trust

When re-tabling the 2020-25 Strategic Plan, the Office revised two outcomes as follows:

- Ethical culture to improved ethical culture; and
- Stakeholder relations to improved trust.

The following progress has been made towards the achievement of outcomes and targets as set in the 2020/2025 Strategic Plan:

Improved ethical culture

This refers to shared beliefs by employees of an organization which would be reflected in the beliefs about ethics that the organization subscribes to. The Office strives to attain an improved ethical culture through exemplary leadership and good governance. Over the five-year period, the Office would like to have zero instances of proven unethical conduct within its control environment. For the current financial year, the Office recorded zero cases of unethical conduct.

Effective control

This refers to the ability of the Office to put adequate and effective measures in place that would enable it to achieve good governance. Effective control would contribute towards reducing corruption, improving audit outcomes as well as better service delivery. To strengthen governance and compliance management across the Provincial Administration, special focus was placed on improving audit outcomes as well as the clearing of irregular expenditure. The following progress was made during the period under review:

- The Office in partnership with Provincial Treasury set a five-year target of twelve departments with unqualified audit outcomes. The report of the Auditor-General shows that 10 Departments in the Mpumalanga Provincial Administration obtained unqualified audit outcomes for the financial year ended 31 March 2020, as opposed to 9 from the previous financial year (i.e. the year ended 31 March 2019).
- The Office set a target that would see a reduction of unauthorised, irregular, fruitless and wasteful expenditure by 10% in rand value over the next five years. The financial results for the period under review reflect that there was no unauthorised expenditure incurred; the irregular expenditure incurred increased as a result of multi-year contracts which were signed in prior years; and there was a significant decrease in the fruitless and wasteful expenditure incurred.

Good performance

This refers to the ability of the Office to coordinate the MPG to meet customers' expectations in respect of service delivery and should also lead to the desired developmental impact. During the year under review, performance regarding the 5-year targets (reduction of the poverty rate, unemployment rate, percentage of households with internet access, real GDP per head, percentage of unemployed women percentage of unemployed youth and total FDI in Mpumalanga), were unfortunately negative.

This could be attributed to the fact that the plans for the 2020/21 financial year are now only in the second year of the MTSF 2019-2024, and it would not be realistic to expect outcome and impact results to be realised in the short term. However, it is envisaged that improvements may be expected after the third year and going forward thereafter.

As part of stakeholder engagements towards achieving outcome 4: **improved trust**, the Office successfully coordinated two virtual Makgotla sessions during February 2021 (PMC and EXCO). The main objective of the Makgotla was to track progress on the implementation of the resolutions from the previous Makgotla that were held during February 2020 and to assess 9-months progress against the 2020/21 PPOA and the 2020 SOPA pronouncement, intending to propose priorities for the 2021/22 APPs.

This was followed by virtual sessions with all provincial communicators on Saturday, 27 February 2021, in preparation for the 2021 SOPA. Working together with the Mpumalanga Provincial Legislature in preparation for the State of the Province Address and the Budget Speech the Office marketed those provincial events.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme 1: Administration

Purpose of the Programme

The Programme is responsible for the appropriate and effective **coordination and monitoring** of administrative and strategic matters, both within the Office and the Provincial Government. The Programme consists of the following Sub-Programmes:

Sub-programme: Premier Support

This sub-programme consists of the **Private Secretariat**, which provides programme management and coordination support to the Premier in executing her constitutional mandate. These include delivering the State of the Province Address as well as the Policy and Budget Speech for the Office annually.

Sub-Programme: Director-General Support

This sub-programme comprises the Office of the Director-General, Planning and Programme Management, Integrity Management and Forensic Audit, Internal Audit and Security Management. The Office of the Director-General is required to provide **internal and external support to sections** within the Office and Departments in the Provincial Government.

Strategic leadership and direction is delivered by providing support to other intergovernmental structures such as the PCF, EXCO and Makgotla, the Budget and Finance Committee, Premier's Advisory Committees, the PMC and Cluster Committees.

Section 38(1)(a)(ii) of the **Public Finance Management Act, 1999** stipulates that each Department must have and maintain an Internal Audit Unit under the control and direction of an Audit Committee. The sub-programme, through the Internal Audit Unit, provides audit assurance and consulting services to five cluster Departments within the Province.

Sub-Programme: Executive Council Support

The sub-programme is responsible for providing effective and efficient **secretarial and administrative support services** to the EXCO and the Director-General, as Secretary to the Executive Council. Secretariat services are provided to EXCO Makgotla, EXCO Committees, the Budget and Finance Committee, Cluster Committees, PCF and PMC. The service provided by the sub-programme includes fast-tracking the implementation of resolutions from these inter-governmental meetings.

Sub-Programme: Financial Management

The sub-programme provides **financial management support and advisory services** to ensure compliance with the Public Finance Management Act and Treasury Regulations. It is responsible for the coordination and the implementation of the Audit Remedial Action Plan and financial delegations. The management of payroll, assets and logistics support through the Supply Chain Management Unit also form part of the Unit's responsibilities. Risk and Ethics Management also resides within the Financial Management sub-programme. This unit furthermore is responsible for coordinating the Risk Management Committee and the development of the Departmental **risk registers (strategic and operational)** and reports to the Director-General on the progress made by the various units as per the risks identified by the Office as contained in the Risk Registers.

The Programme contributes towards achieving the following outcomes as per the APP

- Improved Ethical Culture; and
- Effective Control

Outcomes, outputs, output indicators, targets and actual achievements

- The Executive Authority and the Accounting Officer provided leadership on the development of departmental plans and strategies for the year under review. Accountability was provided through quarterly and annual reporting.
- The EXCO Secretariat enhances the effectiveness of the Executive Council's decision-making process through the coordination of all Executive support structures and monitors the implementation of all EXCO resolutions.
- To ensure effective controls, Internal Audit provides assurance by assessing and reporting on the effectiveness of governance, risk management and control processes designed to help the organization achieve strategic, operational, financial and compliance outcomes. In cases where there were control deficiencies, Internal Audit made recommendations for remedial actions to be implemented.
- Security Assessment is aimed at ensuring effective control regarding security standards and procedures by departments; to safeguard state assets and protect people's lives. Six security compliance assessments were conducted in the Department of Economic Development and Tourism, Human Settlements, Agriculture, Rural Development, and Land Administration, Education, Cooperative Governance and Traditional Affairs as well as Health.
- Integrity Management contributes to the promotion of ethical culture and integrity. A draft Provincial Anti-Corruption Strategy was developed. However, consultation with all relevant stakeholders could not be undertaken as a result of the stringent lockdown restrictions, which minimised the movement of people and the related restrictions on gatherings.

- Resolution of Fraud and Corruption cases contributes to Improved Ethical Culture by ensuring that individuals who commit fraudulent acts are held accountable and the public funds are directed to where they are meant to be utilized. The Office resolved 89.88% of fraud and corruption cases which improves public confidence. Management's stance towards impartial investigation and conclusion of fraud and corruption cases leads to improved ethical culture in both public and private sectors.
- The Presidential Hotline ensures that service delivery bottlenecks are unlocked to ensure that relevant services are rendered to the public. Through this platform the Province resolved 16.4% of the reported incidents which leads to improved service delivery and accountability.
- Financial management support and advisory services including supply chain management and risk management support was provided to Management and staff in the Office. The efforts of the unit were to build public confidence and contribute to effective control through payment of supplier invoices within the prescribed timeframes. The Office recorded 98.33% (707 of 719) of invoices which were paid within 30 days, while 1.67% (12 of 719) were paid after 30 days.
- Regular analysis reports on expenditure performance were provided and the unit produced the annual financial statements for the previous financial year (i.e. year ended 31 March 2020) in compliance with the exemptions as granted by National Treasury.
- Strategic risk, Operational risk and COVID-19 related risk assessments were undertaken and the Risk Management Committee was fully functional and ensured ongoing monitoring of the implementation of risk mitigation measures.

Table 2.4.4.1: Report against the originally tabled Annual Performance Plan until date of re-tabling

Sub-Programme: DG Support - Security Management									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Effective control	Security Assessments	Number of security compliance assessments conducted	4 monitoring reports on security management submitted	11 departments and the Office compliant to MISS	12	Not achieved	12 compliance assessment reports not conducted	Compliance assessments could not be conducted due to the National Lockdown to curb the spread of COVID 19	Due to time lost to hard lockdowns in the first quarter and budget reprioritisation, the Office downscaled its targets

Sub-Programme: DG Support- Integrity Management and Forensic Audit									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Ethical culture	Provincial Anti-corruption Strategy	Provincial Anti-corruption Strategy	4 reports on the implementation of the Anti-Corruption and Whistleblowing Strategy produced	2019/20 Status report on the implementation of Anti-Corruption and Whistleblowing Strategy compiled	Draft Provincial Anti-corruption Strategy developed	Not achieved	Draft Provincial Anti-corruption Strategy not developed	Due to COVID 19 pandemic and the National Lockdown the First draft Anti-corruption Strategy could not be developed as it requires face to face interactions	Due to time lost to hard lockdowns in the first quarter and budget reprioritisation, the Office reduced the scope of work related to the targets

It should be noted that the actual achievement in the tables above does not reflect performance for the whole financial year performance, but for the period of implementation of the tabled APP(s) before re-tabling in September 2020.

Table 2.4.4.2: Report against the re-tabled Annual Performance Plan

Sub-Programme: DG Support - Security Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Effective control	Security Assessments	Number of security compliance assessments conducted in 11 Departments and the Office	4 monitoring reports on security management submitted	11 departments and the Office compliant to MISS	6	Achieved 6 security compliance assessments were conducted in Departments of Economic Development and Tourism, Human Settlements, Agriculture, Rural Development, and Land Administration, Education, Cooperative Governance and Traditional Affairs as well as Health	None	None

Sub-Programme: DG Support- Integrity Management and Forensic Audit								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved Ethical Culture	Draft Provincial Anti-Corruption Strategy	Draft Provincial Anti-Corruption Strategy developed	4 reports on the implementation of the Anti-Corruption and Whistleblowing Strategy produced	2019/20 Status report on the implementation of Anti-Corruption and Whistleblowing Strategy compiled	Draft Provincial Anti-Corruption Strategy developed	Not achieved However, a first Draft Provincial Anti-Corruption Strategy was developed	2 nd Draft Provincial Anti-Corruption Strategy not developed	Consultations with stakeholders were not undertaken as a result of stringent COVID-19 measures imposed by the National Government, which put restrictions on the numbers of people that could be gathered together
	Resolved cases from NACH	% of cases from NACH resolved	4 reports on fraud and corruption cases produced	44% (4 of 9) current fraud and corruption cases investigated 54% (6 of 11) backlog fraud and corruption cases investigated	80%	Achieved 89.88% (8 of 9) of cases from NACH resolved	9.88% more cases from NACH resolved	None
	Resolved calls from Presidential Hotline	% of calls from Presidential Hotline resolved	97.18% (6 381 of 6 566) calls from the Presidential Hotline resolved	97.28% (6 536 of 6 719) calls from the Presidential Hotline resolved	95%	Not achieved 16.4% (22 of 134) calls from the Presidential Hotline resolved However, the Office has also resolved 96 out of 96 calls received from the previous financial years	83.6% call from the Presidential Hotline not resolved	Unavailability of officials to facilitate investigations due to stringent COVID-19 measures imposed by the National Government, which limited face-to-face consultations

Sub-Programme: DG Support - Financial Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Effective control	Payment of service providers' invoices	Percentage of valid invoices paid within 30 days from the date of receipt in compliance with the TR	100% (4 084 of 4 084) of unopposed invoices paid within 30 days of receipt	99.80% (3 060 of 3 066) invoices paid within 30 days of receipt	100%	Not achieved 98.3% (707 of 719) of valid invoices paid within 30 days from the date of receipt in compliance with the TR	1.7% (12 of 719) of valid invoices could not be paid within 30 days from the date of receipt in compliance with the TR	Unavailability of officials to sign-off and facilitate further processing of invoices for payments due to stringent COVID-19 measures imposed by the National Government, which limited movement of officials

Strategy to overcome areas of under performance

Director-General Support: Forensic Audit Services and Integrity Management

- **Draft Provincial Anti-Corruption Strategy**

The Office will explore the utilisation of available social network platforms to facilitate consultations and gather input from all the relevant stakeholders to enable finalising development of the draft Provincial Anti-Corruption strategy.

- **Presidential Hotline**

Follow-up with the respective institutions and ensure that the outstanding cases are resolved. Also, there will be close monitoring of the cases handed over to the said institutions.

Financial Management

- The Office has adopted and implements the computerised invoice tracking system introduced by Provincial Treasury which allows for remote logging-in and further processing of invoices for payments to facilitate adherence to the Treasury Regulations.

Reporting on the Institutional Response to the COVID-19 Pandemic

On 15 March 2020, the President of the Republic of South Africa - President Ramaphosa announced COVID-19 (i.e. the Corona virus) as a pandemic and declared a National State of Disaster under the Disaster Management Act and instituted a national lockdown, effective from 26 March 2020 through to April 2021. The lockdown has been in effect on various levels since March 2020. This was done so as to enable the Government to have an integrated and co-ordinated disaster management mechanism that will focus on preventing and minimising the outbreak and spread of the corona virus. The declaration enabled the Government to issue a slew of regulations, directions and guidelines to contain and mitigate the impact of the pandemic.

The lockdown as one of the primary interventions and responses to the Corona virus pandemic and constitutes a means to contain and mitigate the spread of the virus. The lockdown entailed that every person was to remain confined to his/her place of residence and was not allowed to leave except under certain strict conditions.

During the financial year, President Ramaphosa extended the lockdown and announced other preventative measures as response to the pandemic and means to mitigate the spread. The intervention measures entailed the following:

- Physical or social distancing;
- Hand washing;
- The use of face masks to cover one's nose and mouth;
- Avoiding touching of face, especially mouth, ears, nose;
- Covering when sneezing and coughing;
- Ventilation of indoor spaces;

- The use of sanitisers which contained at least 70% alcohol:
- Allowing employees to work from home and implementation of a rotation plan for employers.

The Office implemented the intervention measures in line with the direction and guidelines provided by the Government, which included the development and communication of COVID-19 related protocols; awareness workshops; procurement of personal protective equipment's (PPE's); fumigation and deep cleaning of workstations in preparation for the return to work of employees. The information applies to all the Programmes.

Table: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location (Province/District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Vote 1 – Office	Dis-infecting of Building	Makhonjwa Building Mbombela, Mpumalanga Province	N/A	N/A	45	44	N/A	Compliance with health protocols Habitable office space Protection of the workforce from the risk of transmission
	Procurement of PPE's (Sanitisers, Cloth Masks, etc.)		All Officials	N/A	130	129	N/A	
	Procurement of cleaning materials (hand soap, paper towels, etc.)		N/A	N/A	20	19	N/A	
	Procurement of signage		N/A	N/A	-	2	N/A	

The information above applies to all programmes.

Linking performance with budgets

The budget and performance of the Programme is aligned. The spending was consistent with the achievement of planned targets.

Programme expenditure

Programme Name: Administration	2020/2021			2019/2020		
	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
Premier Support	21 796	21 796	-	28 219	27 291	928
Executive Council Support	4 854	4 854	-	6 185	5 968	217
Director-General Support	54 260	54 260	-	59 288	52 251	7 037
Financial Management	44 818	42 590	2 228	49 546	48 232	1314
Total	125 728	123 500	2 228	143 238	133 742	9 496

The Programme has spent R 123 500 000, which equates to 98.2% expenditure of the final appropriation budget of R125 728 000 for the 2020/2021 financial year resulting in under-expenditure of 1.8%. The under-expenditure which is attributed to late delivery of procured capital items, is deemed not to be significant as it is within the 2% threshold as set by National Treasury.

4.2 Programme 2: Institutional Development

To provide institutional development services, advice, strategic support, coordination and development of policies to ensure operational efficiency, alignment and corporate compliance to improve the capacity of the Mpumalanga Provincial Government to deliver effective and efficient services.

The programme consists of the following five sub-programmes

- Strategic Human Resources;
- Public Service Transformation and Service Delivery Improvement;
- Information Communication Technology;
- Legal Advisory Services; and
- Government Communication and Information Services.

Sub-programme: Strategic Human Resources

The sub-programme is responsible for coordinating and monitoring the implementation of human resource practices and strategies by Departments in the Provincial Government. This sub-programme ensures that the Mpumalanga Provincial Government and the Office's human resource management practices are performed within the applicable legal frameworks and prescripts.

Sub-Programme: Legal Advisory Services

This sub-programme consists of the Chief Directorate: Legal Advisory Services which renders legal advisory services to the Mpumalanga Provincial Government in general and the Office in particular. The Unit's services entail:

- The drafting of legally sound formal, written, legal opinions and furnishing of legal advice;
- The drafting of legally sound documents with a legal bearing;
- Consultations with clients to furnish oral legal advice; and
- The drafting of legally and constitutionally sound Provincial legislation.

Sub-Programme: Government Communication and Information Services

This sub-programme consists of the following units: Corporate Communication, Community Services and Research, Media, Departmental Liaison and Information Services. During the MTEF period the sub-programme will focus on the following key activities:

- Implementation of the Provincial Communication Strategy Framework;
- Implementation of the Integrated Provincial Communication Plan; and
- Rendering of communication support services to the Office.

Sub-Programme: The Provincial Government Information Technology Officer

The purpose of this programme is to provide an ICT support function across all Provincial Departments and the Office, and to promote the effective management of information and communication technology as a service delivery enabler and a strategic resource.

Information Communication Technology must rationalize unnecessary duplication and redundancy of information and technologies in the Departments and where feasible, promote common solutions for common requirements across Departments.

The Programme contributes towards achieving all four outcomes as per the APP namely;

- Improved ethical culture;
- Good performance;
- Effective control; and
- Improved trust.

Outcomes, outputs, output indicators, targets and actual achievements

In its contribution to good performance, the Programme conducted a total number of nine workshops and training programmes aimed at improving the knowledge, skills and competency of the staff members. Furthermore, four policy frameworks that prioritize women, youth and persons with disabilities were reviewed.

The alignment of the organisational structures of Provincial Departments with the new strategic plans and priorities of the sixth administration improves employee performance as the structures clearly outline functions of the various Departments and each of its units/components.

The monitoring of the Implementation of Batho Pele principles improves service delivery in the Public Sector

The Legal Advisory Services contributes to all outcomes with specific emphasis on effective control by providing legal advisory services to the Provincial Government in general and the Office in particular.

Implementation of the Provincial Communication Plan and the development of a draft 10-year Provincial Broadband Plan enabled the Office to engage with stakeholders for improved trust.

To ensure improved ethical culture, all disputes reported were attended to.

Government Communication and Information Services provide communication and information services to the Provincial Government, including the Office through a communication plan by focusing on corporate communication, community Services and research, media, departmental liaison and information services.

Table 2.4.4.1: Report against the originally tabled Annual Performance Plan until date of re-tabling

Sub-Programme: Internal Human Resource Management and Development									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Good performance	Competent staff in the Office of the Premier	Number of skills programmes implemented	4 quarterly report on the implementation of WSP prepared and submitted	2019/20 status report on the implementation of WSP compiled	Implement 14 skills programmes in the Work Place Skills Plan	Not achieved	14 skills programmes in the Work Place Skills Plan not implemented	DPSA issued a directive to suspend all face-to-face training due to COVID 19 National Lock-down	Due to the directive from the DPSA and time lost to hard lockdowns in the first quarter, the Office downscaled its targets

Sub-Programme: Organisational Design and Job Evaluation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Good performance	Posts evaluated	Percentage of posts evaluated as per request	100% (3 of 3) of posts evaluated in Provincial Departments within 30 working days after receipt of the request In addition, 104 posts from the backlog list were evaluated and finalized however, not within 30 days	46.6% (34 of 73) posts evaluated in Provincial Departments as per requests	100% of posts evaluated as per requests	Not achieved	No posts evaluated	MPSA issued a directive to suspend all evaluations of posts	Due to the directive from MPSA to suspend all evaluations of posts to align organisational structures with the 6 th administration

Sub-Programme: Public Service Transformation & Service Delivery Improvement (PST & SDI)									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Ethical culture	Change Management programmes	Number of Change Management Programme coordinated	Coordinated 3 Batho Pele Projects coordinated (Africa Public Service Day, Service Delivery Improvement Plans and Khaedu deployments)	4 Batho Pele Projects co-ordinated (APSD, Public Service Month, Service Delivery Improvement Plans and Khaedu deployments)	4 Change Management Programmes coordinated (Batho Pele Projects) coordinated (Africa Public Service Day, Service Delivery Improvement Plans, Khaedu deployments and Public Service Month)	Not Achieved	4 Change Management Programmes (Batho Pele Projects) not coordinated (Africa Public Service Day, Service Delivery Improvement Plans, Khaedu deployments and Public Service Month)	APSD could not be coordinated due to National Lockdown Regulations to combat the spread of Corona Virus	Due to time lost to hard lockdowns in the first quarter and budget re-prioritisation, the Office downscaled its targets

Sub Programme: Government Communications and Information Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved Stakeholder relations	Monitoring reports on the implementation of Provincial Communication Strategy	Number of monitoring reports on the implementation of Provincial Communication Strategy	4 monitoring reports produced	Not achieved	4	Not achieved	4 monitoring reports on the implementation of Provincial Communication Strategy not produced	Monitoring reports not produced as the Provincial Communication Strategy was not finalised due to National Lockdown Regulations to combat the spread of Corona Virus	Due to time lost to hard lockdowns in the first quarter, the Office reduced the scope of work related targets

Sub-Programme: The Provincial Government Information Technology Officer									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	*Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to the Outputs / Output indicators / Annual Targets
Improved Stakeholder relations	Provincial 10-year Broadband Plan developed	Provincial 10-year Broadband Plan	4 monitoring reports on the rollout of Broadband in 54 sites across the Gert Sibande District Municipality produced	2019/20 status report on Broadband rollout in the Gert Sibande District Municipality compiled	Provincial 10-year Broadband Plan developed	Not achieved	Provincial 10-year Broadband Plan not developed	Provincial 10-year Broadband Plan not developed due to National Lockdown Regulations to combat the spread of Corona Virus	Due to time lost to hard lockdowns in the first quarter, the Office reduced the scope of work related targets

It should be noted that the actual achievement in the tables above does not reflect performance for the whole financial year performance, but for the period of implementation of the tabled APP(s), before re-tabling in September 2020.

Table 2.4.4.2: Report against the re-tabled Annual Performance Plan

Sub-Programme 2: Strategic Human Resource Services – Internal Human Resource Management and Development								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Skills programmes implemented	Number of Skills programmes implemented	4 quarterly report on the implementation of WSP prepared and submitted	2019/20 status report on the implementation of WSP compiled	Implement 9 Skills programmes in the Work Place Skills Plan	Not achieved However, 7 of 9 skills programmes in the Work Place Skills Plan implemented	2 programmes in the Work Place Skills Plan not implemented 3 more skills programmes not in the Workplace Skills Plan implemented	Skills programme could not be conducted due to the fact that the NSG required an upfront payment The extra Skills Programmes were due to ad hoc Covid 19 awareness workshop and the Supply Chain Management Learnership provided by the Department of Education

Sub-Programme: Strategic Human Resource – Transversal Human Resource Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Provincial HR policy frameworks reviewed	Number of Provincial HR policy frameworks reviewed	Reviewed/amended 30 policies	8 Provincial HRM policy frameworks reviewed	4	Achieved 4 Policy Frameworks reviewed, that is, the Safety Health Environment and Quality Management, HIV & AIDS Policy Framework, Management of Diversity Policy Framework and Job Access Policy Framework	None	None

Sub-Programme: Strategic Human Resource – Labour Relations								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Disputes dealt with within 90 days of receipt in the 11 Departments and the Office	% of disputes dealt with within 90 days of receipt in the 11 Departments and the Office	-	0% (0 of 15) disputes dealt with within 90 days, however, 2 were dealt with beyond 90 days of receipt in 11 Departments as well as the Office	100% of disputes dealt with within 90 days of receipt in the 11 Departments and the Office	Achieved 100% (7 of 7) disputes dealt with within 90 days of receipt in 11 Departments and the Office	Over and above 1 dispute from National Department of Co-operative Governance was dealt with	None

Sub-Programme: Organisational Design and Job Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Reviewed Organisational Structures	Number of Organisational Structures reviewed for 4 Departments and the Office	-	-	Organisational Structures for 4 Provincial Departments and the Office reviewed	Achieved Developed organisational structures for 6 Provincial Departments, i.e. DCSR, DEDT, DCSSL, COGTA and the Office, and the Swaartfontein Treatment Centre in the DSD	1 more organisational structure developed	The development of the organisational structure for the Swaartfontein Treatment Centre was requested by DSD

Sub-Programme: Public Service Transformation and Service Delivery Improvement (PST & SDI)								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved Ethical culture	Change Management programmes	Number of Change Management Programme coordinated	Coordinated 3 Batho Pele Projects coordinated (Africa Public Service Day, Service Delivery Improvement Plans and Khaedu deployments)	4 Batho Pele Projects coordinated (APSD, Public Service Month, Service Delivery Improvement Plans and Khaedu deployments)	2 Change Management Programmes (Batho Pele) coordinated (Africa Public Service Day and Public Service Month)	Not Achieved However, the Public Service Month was conducted	APSD could not be coordinated	APSD could not be coordinated due to National Lockdown Regulations to combat the spread of Corona Virus

Sub-Programme: Legal Advisory Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Effective control	Legal advisory services	Percentage of legal advisory services provided	100% - 2 legal opinions of the 2 requests received were drafted and submitted to the clients, 114 memoranda, reports, letters, MOUs, Service Level Agreements, employment contracts and other documents with a legal bearing of the 114 requests received were prepared, the Unit held 192 legal consultations of the 192 request received and also dealt with various aspects pertaining to 8 Provincial Bills	100% (3 of 3) legal opinions requested were drafted, (137 of 137) letters and other documents with a legal bearing as requested were drafted, (141 of 141) legal consultations as requested were held and various aspects pertaining to six Provincial Bills were dealt with	100% provision of legal advisory services per request	Achieved 100% (206 of 206) legal advisory services provided as requested	None	None

Sub-Programme: Government Communication and Information Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved trust	Monitoring reports on the implementation of Provincial Communication Plan by 11 Departments and the Office	Number of monitoring reports on the implementation of Provincial Communication Plan by 11 Departments and the Office	4 monitoring reports produced	Not achieved	4	Not achieved 1 monitoring report on the implementation of Provincial Communication Plan by 11 Departments and the Office	3 monitoring reports on the implementation of Provincial Communication Plan by 11 Departments and the Office not produced	Due to delays in concluding the Provincial Communication Plan

Sub-Programme: The Provincial Government Information Technology Officer								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Improved trust	Draft Provincial 10-year Broadband Plan developed	Draft Provincial 10-year Broadband Plan	4 monitoring reports on the rollout of Broadband in 54 sites across the Gert Sibande District Municipality produced	2019/20 status report on Broadband rollout in the Gert Sibande District Municipality compiled	Draft Provincial 10-year Broadband Plan developed	Achieved Draft Provincial 10-year Broadband Plan developed	None	None

Strategy to overcome areas of under performance

Internal HRM&D

- The skills programmes will be conducted in the 2021/22 Financial Year.

Public Service Transformation and Service Delivery Improvement

- The Africa Public Service Day will be celebrated in the upcoming year 2021 in line with the National celebration from the 21-25 June 2021

Government Communication and Information Services

- Ensure Provincial Communication Plan is concluded in time for implementation

Linking performance with budgets

The budget and performance of the Programme is aligned. The spending was consistent with the achievement of planned targets.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	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
Strategic Human Resource	33 938	33 936	2	39 570	37 057	2513
Information Communication Technology	11 699	11 698	1	13 243	11 821	1422
Legal Services	4 132	4 132	0	4 543	4 196	347
Communication Services	13 685	13 683	2	26 041	24 636	1405
Programme Support	2 866	2 864	2	2 015	1 852	163
Total	66 320	66 313	7	85 412	79 562	5 850

The Programme has spent R66 313 000, which equates to 100% expenditure of the final appropriation budget of R66 320 000 for the 2020/2021 financial year resulting in under-expenditure of 0%.

4.3 Programme 3: Policy and Governance

To provide effective macro policy advice, coordination and monitoring in the following key focus areas:

- Provincial Planning;
- Implementation of Provincial programmes;
- Mainstreaming of gender, youth and older persons' issues;
- Regional and International cooperation;
- Research and information management;
- Advisory services to the Premier, EXCO, EXCO committees and MPAC;
- Coordinate key strategic interventions to improve Departmental performance.

Sub-Programme: International Relations

This sub-programme facilitates the development of the **Provincial International Relations Framework** and monitor progress in the implementation. The sub-programme is also responsible for the facilitation of International partnerships and signing of MoUs to support Socio-Economic Development in the Province.

Sub-Programme: Provincial Policy Management

The sub-programme consists of the following Units:

- Special Programmes;
- Macro Planning;
- Monitoring and Evaluation;
- Research and Strategic Information Management;
- Cluster Management; and
- Mpumalanga Province Aids Council.

Purpose of the sub-programme

The purpose of the sub-programme is to enhance evidence-based decision-making processes by the EXCO through provision of integrated research, coordination, planning, monitoring and evaluation within the Province. The sub-programme also conducts macro policy analysis and develops baseline indicators for the Mpumalanga Province (Provincial 5 Years Plan). The following are the key deliverables:

- Developing provincial priorities and monitoring implementation through the cluster system (PPOA)
- Developing PEP and coordinating the evaluation of programmes identifies
- Providing guidance on the development of departments plans (SPs, APPs, AOPs) and monitoring the implementation thereof i.e. through the eQPR
- Developing Provincial Research Agenda and providing quality assurance on the research projects implemented
- Coordination of MPAC seating and monitoring the implementation of the Provincial Implementation Plan on HIV, STIs and TB
- Facilitating the implementation of Youth Empowerment Programmes in the Province

The Programme contributes towards achieving one of the four institutional outcomes namely;

- Good performance

Outcomes, outputs, output indicators, targets and actual achievements

The programme developed its targeted outputs for the year under review with an intention to help contribute towards good performance (outcome) which should also lead to the desired developmental impact. In this context, good performance is decoded and understood as achieved when the Office has performed and executed its mandate to meet the customers' needs. These are measured through the output indicators that have been selected to measure progress with respect to targets set, believing

that based on the theory of change, these would lead to the desired results and impact.

A number of targets have been achieved, namely, the development of the 2020/21 provincial priorities (PPOA), development of the PEP for 2020-2025; monitoring the development and implementation of the Provincial Research Agenda; the Provincial Implementation Plan on HIV, STIs and TB; the Mpumalanga Youth Development Fund Strategy, Established Steering Committee for the Mpumalanga Youth Fund that is responsible for the administrative; the capacity building session on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing; the 365 Days Integrated Plan on Gender Based Violence and Femicide and monitored its implementation and the dialogues for women in faith based sector during the period of 6 Days of Activism on no Violence Against Women and Children.

In line with the theory of change, informed by the problem analysis, the successful execution and monitoring of the above-mentioned plans by the respective provincial departments, should lead to improved service delivery with regard to access to basic services such as water, electricity, sanitation and refuse removal. Furthermore the successful implementation of the Youth Development Funding Strategy should lead to reduction of unemployment through the economic activities that these enterprises would be engaged with. Simultaneously, these should mitigate and reduce challenges such as crime and poverty. The successful execution of the HIV, STI and TB would then help reduce the number of new infections and ultimately reduce the number of people who are living with the virus. This would lead to healthy communities who can be economically active and contribute towards economic growth and development than becoming dependant on the social grants. Furthermore, this would ultimately contribute towards reducing income inequality and life expectancy. Based on the fact that the 2020/21 FY plans is the second year of the MTSF 2019-2024, it would not be realistic to expect outcome and impact results to be realised in the short term, however, only after the third year and going forward.

Table 2.4.4.2: Report against the re-tabled Annual Performance Plan

Sub-Programme: International Relations								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	A Programme of Action for the implementation of International Relations MOUs	A Programme of Action for the implementation of International Relations MOUs	5 reports on international engagements developed	2019/20 status report on the implementation of Memoranda of Understanding compiled	2020/21 Programme of Action for the implementation of International Relations MOUs	Achieved	None	None

Sub-Programme: Cluster Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Performance reports on implementation of the PPOA compiled	Number of performance reports on implementation of the PPOA compiled	Three PPOA assessment reports developed for 2018/19	Status report on the implementation of the 2019/20 PPOA compiled	4 Performance reports on Implementation of the PPOA (2020/21) compiled	Achieved 4 Performance reports on Implementation of the PPOA (2020/21) compiled	None	None

Sub-Programme: Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	1 x Programme evaluation study commissioned	Number of programmes evaluated	2018-2020 Provincial Evaluation Plan (PEP) and Mid-Year progress Report on implementation of the Provincial Evaluation Plan (2018/19) compiled	Status report on the implementation of the 2019/20 Provincial Evaluation Plan compiled	1 x Programme evaluation study commissioned	Not Achieved However, draft Terms of Reference developed	Programme evaluation not conducted	Still in the process of consulting with stakeholders and the establishing a steering committee for the evaluation project
	Provincial Programme Performance Assessments based on APPs	Number of Provincial Programme Performance Assessments concluded based on APPs	-	-	4	Achieved 4 Provincial Programme Performance Assessment concluded based on APPs	None	None

Sub-Programme: Research Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Provincial Research Agenda	Number of Status reports on the implementation of the Provincial Research Agenda compiled	4 monitoring reports on implementation of the Provincial Research Agenda in 11 Departments and the Office of the Premier developed	2019/20 status report on the implementation of the Provincial Research Agenda compiled	4	Achieved 4 status reports on the implementation of the Provincial Research Agenda compiled	None	None

Sub-Programme: Special Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Good performance	Integrated PPOA on Mainstreaming of WEGE, Youth, Older Persons Rights into provincial government programmes	Integrated PPOA on Mainstreaming of WEGE, Youth, Older Persons Rights into provincial government programmes	4 monitoring reports on Gender Equality and Women Empowerment and Rights of Older Persons Integrated POA developed	2019/20 status report compiled on the implementation of the Gender Equality and women Empowerment (WEGE) and Rights of Older Persons Integrated POA compiled	Integrated PPOA on Mainstreaming of WEGE, Youth, Older Persons Rights into provincial government programmes	Achieved 4 quarterly reports on mainstreaming of WEGE, Youth, Older Persons Rights into Provincial Government programmes developed	None	None

Strategy to overcome areas of under performance

Monitoring and Evaluation

- Once the provincial Evaluation Plan has been approved, a study will be commissioned.

Linking performance with budgets

The budget and performance of the Programme is aligned. The spending was consistent with the achievement of planned targets.

Sub-Programme expenditure

Sub- Programme Name	2020/2021			2019//2020		
	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
Special Programme	5 677	5 659	18	10 201	7 893	2 308
Intergovernmental relation	6 110	6 107	3	10 854	7803	3 051
Provincial and Policy Management	33 480	33 504	(24)	43 039	38 881	4 158
Programme Support	382	379	3	1 555	907	648
Total	45 649	45 649	-	65 649	55 484	10 165

The Programme has spent R 45 649 000, which equates to 100% expenditure of the final appropriation budget of R45 649 000 for the 2020/2021 financial year resulting in the 0% under-expenditure.

5. TRANSFER PAYMENTS

5.1 Transfer payments to public entities

The Office did not make any transfer payments to public entities.

5.2 Transfer payments to all organisations other than public entities

The table below reflects the transfer payments made to provinces, municipalities, departmental agencies (excl. public entities), higher education institutions, public corporations, private enterprises, foreign governments, non-profit institutions and households for the period 1 April 2020 to 31 March 2021

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Mbombela Municipality	Municipality	Renewal of motor vehicle licences	N/A	31	N/A	N/A
Various institutions of higher learning	Higher Education Institution	Premier's Discretionary Bursaries	N/A	208	N/A	N/A
	Employees	Injury on duty	N/A	5	N/A	N/A
	Ex-employees	Leave gratuity	N/A	544	N/A	N/A

6. CONDITIONAL GRANTS

6.1 Conditional grants and earmarked funds paid

The Office did not have conditional grants and earmarked funds during the period 1 April 2020 to 31 March 2021

6.2 Conditional grants and earmarked funds received

The Office did not receive any conditional grants and earmarked funds during the period 1 April 2020 to 31 March 2021

7. DONOR FUNDS

7.1 Donor Funds Received

The Office did not receive donor funds during the period 1 April 2020 to 31 March 2021

8. CAPITAL INVESTMENT

8.1 Capital investment, maintenance and asset management plan

Infrastructure projects	2020/2021			2019/2020		
	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	4 500	2 279	2 221	6 464	6 479	(15)
Total	4 500	2 279	2 221	6 464	6 479	(15)



PART C
GOVERNANCE

1. INTRODUCTION

To ensure that the highest standards of governance are maintained, the Office established governance structures such as the Risk Management Committee, the Audit Committee and management committees (EMC and MANCOM). The Mpumalanga Provincial Legislature through the Portfolio Committees as well as SCOPA, holds the Office accountable through reports and during oversight meetings on how public finances and resources are managed.

The Office is committed to good governance. Management believes that maintaining and promoting high standards of professional ethics are key for the Office to remain the centre of excellence in the Mpumalanga Provincial Government. The AO has made it his primary responsibility to ensure that there are effective, efficient and transparent systems of financial and risk management and internal controls. Ethics management has also been institutionalized to promote good behaviour and conduct in the Office.

The Office confidently provide assurance that the limited resources at our disposal were effectively, efficiently and economically utilized to the benefit of the inhabitants of Mpumalanga. There are systems in place to ensure that value is derived from every rand that is spend in the interest of service delivery. Where management is not convinced that due diligence was exercised, an investigation is launched and remedial action instituted in line with the recommendations from the investigation reports.

There are various governance structures in place which have access to all the reports and any information that they may require to assist the Office to achieve highest standards of governance.

Detailed information regarding the governance systems and structures in place is tabled in the paragraphs below.

2. RISK MANAGEMENT

The Office understands that risk management is a strategic imperative within high performing organisations. During 2009, a Risk Management Unit was established in terms of section 38(1) of the PFMA and it is under the custodianship of the Office of the Chief Financial Officer.

The Office has a Risk Management Policy and Strategy developed in terms of the Public Sector Risk Management Framework. The Policy and Strategy communicates the Office's risk management philosophy.

The Office conducts risk assessments and reviews annually in accordance with Treasury Regulations 3.2.1. This helps the Office to direct its Internal Audit effort and prioritize the allocation of resources.

The Risk Management Committee, chaired by an external member, has been appointed by the Accounting Officer to assist in discharging risk management responsibility. The Committee meets on a quarterly basis to evaluate the effectiveness of mitigating strategies to address the material risks and

report to the Accounting Officer any material changes to the risk profile of the Office.

The Committee also provides oversight on ethics management in the Office. An Ethics Management Strategy informed by the ethical risks identified has been developed and on a quarterly basis the Committee discusses the progress regarding of the implementation of the Strategy by Management.

The Audit Committee provides oversight of the risk management function in the Office and as such, risk management is a standing item on the quarterly meetings of the Audit Committee.

The risk profile for the Office increased substantially during 2020 due to the COVID-19 pandemic. After the first case was recorded in South Africa on 5 March 2020, the Office, as the Head of the Provincial Government, had to urgently, like the rest of the world, adapt to this emerging high risk. As no one could foresee this pandemic, it was obviously not a risk which was identified when the Office conducted its risk assessment for 2020/21. Measures (including a separate COVID-19 Risk Assessment) were immediately put in place to ensure that transmission of the virus was and is reduced. The Office managed to mitigate the risk satisfactorily as is borne out by the Office's statistics in this regard. Only six officials have, since the National State of Disaster was first declared, to date, tested positive for the virus and no fatalities have been recorded in the Office.

3. FRAUD AND CORRUPTION

The Office has, in terms of Treasury Regulation 3.2.1, an approved Fraud Prevention Plan in place to implement the Fraud Prevention Policy. Fraud Risk Assessments conducted shows that the Office has a minimum exposure to fraud risks and management has put measures in place to ensure that these risks do not materialise.

Nevertheless, management accepts fraud and corruption as a business risk. Acceptance however, does not mean it condones fraud and it therefore commits itself to actively fight fraud and corruption including all other acts of dishonesty with perseverance and vigour.

There are measures in place to ensure that fraudulent activities are reported, investigated and resolved within a specified period. Employees and the public are encouraged through awareness programmes and initiatives to report any suspected fraud and corruption activities. There is NACH, the Presidential Hotline and Satise Silalele (Provincial Service Delivery Reporting System) which employees and the public can use to report allegations of fraud.

Cases pertaining to Fraud and Corruption are reported through the NACH which is handled by the Office of the Public Service Commission. These cases are then investigated by officials within the Integrity Management Unit (IMU) in the Office. Some cases are reported to investigators by whistle-blowers or other State agencies who then refer them to the IMU for further handling. Some cases are referred by Departments and Municipalities to the IMU.

When such cases are reported, they are then investigated by officials within the IMU and depending on the nature of investigations, they can be finalised anywhere between 2 weeks to a year. depending on the complexity. Once these cases are fully investigated, reports with recommendations are submitted to the affected Department or Municipality. In an instance where an allegation was anonymously reported, feedback is only provided on follow-up by the complainant. Where reporting came via a whistle-blower, the findings are communicated either in writing or telephonically.

The Office has a Whistle-Blowing Policy or Protected Disclosure Policy which provides assurance to provide protection to all reporters of unethical conduct. All incidences of fraud and corruption detected, are dealt with. The Office has a responsibility to investigate all cases for the Provincial Government.

4. MINIMISING CONFLICT OF INTEREST

Conflicts of Interest refers to “any financial or other private interest or undertaking that could directly or indirectly compromise the performance of the public servant’s duties or the reputation of a public servant’s department in its relationship with its stakeholders”; or

“A situation in which a public official has a private interest which influences, or appears to influence a public decision.”

In order to manage conflict of interest, management has put in place the following measures:

- Declaration of financial interests by SMS, MMS, Ethics officers, Supply Chain & Financial Management Officials.
- Declaration of interest forms which are completed during Committee meetings for attendees to declare any conflict of interest.
- The Office requires potential service providers to declare on SBD forms if they are connected to any person employed by the State.
- Employees in the Office are prohibited from conducting business with an organ of state.
- Employees are required to make a formal application to render any remunerative work outside their employment in the Public Service.
- Employees are required to request permission to accept gifts received within the course and scope of employment.

5. CODE OF CONDUCT

The Code of Conduct acts as a guide to employees as to what is expected of them from an ethical point of view, in their individual conduct, relationship with others and the State as the employer. Compliance with the Code of Conduct enhances professionalism and ensures confidence in the Public Service and the promotion of exemplary conduct. Notwithstanding this, employees shall be guilty of misconduct and may be dealt with in accordance with the PSCBC Resolution 1 of 2003 (applicable to employees

on salary levels 1 to 12) and the SMS Handbook (applicable to employees on salary levels 13 to 16) if they contravene any provisions of the Code.

The Office acknowledges the Public Service Code of Conduct as its value system. The conduct and behaviour of employees in the Office is guided by the Public Service Code of Conduct. Management in the Office displays and promotes a high standard of professional ethics.

Any breach of the Code of Conduct is regarded as misconduct and is dealt with accordingly, in line with the provisions of the Disciplinary Code and Procedure outlined below:

- Process followed for the Breach of the Code of Conduct in terms of Resolution 1 of 2003 and Chapter Seven of the SMS Handbook
 - Informal Enquiry (For Less Serious Misconduct)
- In the case of an informal enquiry the manager of the employee must -
 - bring the misconduct to the employee's attention;
 - determine the reasons for the misconduct and give the employee an opportunity to respond to the allegations,
 - seek to get agreement on how to remedy the conduct;
 - take steps to implement the agreed course of action.
- FORMAL ENQUIRY (FOR MORE SERIOUS FORMS OF MISCONDUCT)

In the case of a formal enquiry the employer must appoint an employee as a representative who as far as possible should be the manager for the employee to initiate the enquiry.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The Office has a transversal Unit (Transversal Human Resource Management Services), which is entrusted with the responsibility of monitoring the implementation of the Employee Health and Wellness Programmes across the Mpumalanga Provincial Government. Furthermore, the Office has an Internal Employee Health and Wellness Division within its ranks. The Office could not implement most of the activities, contained in the employee health and wellness operational plan, as they were suspended, owing to COVID-19 pandemic. The Office has however co-ordinated and convened Occupational Health and Safety sessions on a weekly basis, aimed at reducing the spread of COVID-19 in the workplace.

In addition, the Office managed to develop several documents that were used as guides to reduce the spreading of COVID-19 in the workplace and beyond. The guides included, amongst others, the Occupational Health and Safety Policy, the ad hoc Policy on returning of employees to work after

the easing of the national lockdown, as well as the approved Workplace Readiness Plan: Return of Employees to Work, COVID-19 protocols; and update reports on measures to contain and reduce the spreading of COVID-19 in the workplace and beyond.

7. PORTFOLIO COMMITTEES

Matters raised by the Portfolio Committee and how has the department addressed these matters

Date	Subject	Action taken to address issue	Progress
09 June 2020	Consideration of the 2019/20 4 th Quarterly Performance Report and 2020/21 APP	The Office noted the matters raised by the Committee	The Office responded to the matters raised by the Committee
15 September 2020	Consideration of the 2020/21 First Quarter Report		
13 October 2020	Consideration of the 2020/21 re-tabled APP		
20 November 2020	Consideration of the 2020/21 2 nd Quarterly Performance Report		
19 March 2021	Consideration of the 2019/20 Annual Report		

8. SCOPA RESOLUTIONS

The Office did not meet SCOPA during the year under review.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

During the previous financial year, the Office received an unqualified audit opinion with significant matters being reported in the AGSA's audit report. The reported significant matters related to the following:

- Expenditure management
- Financial statements and annual report
- Strategic planning and performance management
- Consequence management
- Procurement and contract management

The Office embarked on a robust integrated approach to address all the matters of emphasis as raised in the AGSA report. Management developed an Audit Remedial Action Plan to respond to all the audit findings which were raised by AGSA during the 2019/20 financial year regularity audit. The Office of the CFO monitors progress related to the implementation of the Audit Remedial Action Plan at regular intervals.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Expenditure management Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R18 979 000 as disclosed in note 21 to the annual financial statement, as required by section 38 (1)(c) (ii) of the PFMA and treasury regulations 9.1.1. The majority of the irregular expenditure was caused by deviations from normal procurement process which were not justifiable and not obtaining 3 quotations.	2018/19	The Accounting Officer sought legal guidance and review of the obligations with intention to opt-out of the existing contracts
Financial statements and annual reports Material misstatements of disclosure items identified by the auditors in the submitted financial statement were corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified opinion.	2018/19	Checklist for the compilation of the annual financial statements was developed and the annual financial statements were subjected to independent reviews
Strategic planning and performance management Specific information systems were not implemented to enable the monitoring of progress made towards achieving targets, core objectives and service delivery as required by public service regulation 25(1)(e)(i) and (iii).	2018/19	Measures were put in place and business reviews were undertaken at regular intervals
Procurement and contract management Some good and services with the transaction value below R500 000 were procured with obtaining the required price quotation, contrary to treasury regulation 16A6.1 similar non compliance was reported in the prior year.	2018/19	Schedule of exceptions was developed and approved by the Accounting Officer
On page 121, the AG reported that goods and services with a transaction value above R500 000 were procured without inviting competitive bids. This deviation were approved by the accounting officer although it was practical to invite competitive bids, contrary to Treasury Regulation 16A6.1		Measures are put in place to address non-compliance issues with laws and regulations within the Office, i.e. the establishment of finance committee to look into the compliance issues for the entire Office.
Consequence management Disciplinary steps were not taken against officials who had incurred irregular, fruitless and wasteful expenditure as required by section 38(1)(h)(iii) of the PFMA. This was due to such expenditure not being investigated.	2018/19	Investigations of irregular, fruitless and wasteful expenditure are in progress as at the end of the financial year

10. INTERNAL CONTROL UNIT

The Office does not have an Internal Control Unit.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

11.1 Internal Audit

The Office of the Premier, in terms of Section 38 (1) (a) (ii) of the PFMA, established an Internal Audit Function under the control and direction of the Audit Committee. Pursuant to a previously made determination, the Internal Audit function and the Audit Committee located within the Office of the Premier is a shared service responsible for the following five cluster Departments:

- Office of the Premier;
- Department of Community Safety, Security and Liaison;
- Department of Co-operative Governance and Traditional Affairs;
- Department of Culture, Sport and Recreation; and
- Department of Human Settlements.

The mission of the Shared Internal Audit function, being what the shared Internal Audit aspires to accomplish, is to enhance and protect departmental values by providing risk-based and objective assurance, advice and insight. In line with the definition of internal auditing as per the Institute of Internal Auditors, the primary mandate and objective of the shared Internal Audit function is to provide an independent, objective assurance and consulting activity designed to add-value and improves the operations of the Office of the Premier.

In keeping with its primary mandate, the shared Internal Audit supports the Director-General through evaluating and contributing to improving the effectiveness of risk management, control and governance processes. In addition, it also facilitates the functioning of the shared Audit Committee.

In accordance with Treasury Regulation 3.2.6, which requires that Internal Audit must be in accordance with the Standards. During the year under review, the shared Internal Audit function ensured that its operations are aligned with the Standards for the Professional Practice of Internal Auditing (“Standards”).

The shared Internal Audit function operated within an approved Internal Audit Charter and in accordance with the requirements of the PFMA, Treasury Regulations and the International Standards for the Professional Practice of Internal Auditing (“Standards”) set by the Institute of Internal Auditors.

During the year under review, the shared Internal Audit function developed a rolling three-year Strategic Internal Audit Plan and an Annual Internal Audit Coverage/Operational Plan based on the results of the risk assessment. The plans were in consultation with Management and were supported by the Director-General and approved by the Audit Committee in June 2020.

The Annual Internal Audit Coverage/Operational Plan identified different audit engagements and

these were performed by the shared Internal Audit function as such. Respective reports were issued to Management communicating identified control weaknesses, recommendations for improvement(s), and also incorporated agreed Management action plans for implementation of corrective action.

In addition, as required in terms of the PFMA and the approved Internal Audit Charter, the identified control weaknesses were also communicated and tabled at the meetings of the Audit Committee to allow for effective monitoring and oversight. The following is the summary of the audit work done by the shared Internal Audit function during the year under review as per the approved plans:

Assurance services

- Monitoring and tracking of audit findings as previously reported by both AGSA and the shared Internal Audit function in order to evaluate progress made by Management in implementing agreed audit action plans.
- Follow-up reviews were performed on both the Auditor-General and Internal Audit findings to evaluate the effectiveness and improvements to internal control environment;
- Review of Draft Annual Report and Annual Financial Statements;
- Review of Interim Financial Statements;
- Business Continuity Management;
- Supply Chain and Financial Management;
- Transfer Payments;
- Performance Information: Mid-Term Review;
- Risk Management and Occupational Health
- Follow up Performance Audit on Contract Management;
- ICT General and Application Controls Audit

Consulting services

- Participation in informal consulting engagements including routine activities such as participating in Standing Management Committee meetings, and the provision of advice, as and when invited and required.

11.2 Audit Committee

The Shared Audit Committee serves as an independent governance structure whose primary function is to provide oversight in the Office of the Premier relating to financial reporting, risk management, control and governance processes. The Shared Audit Committee assists the Accounting Officer (Director-General) in the effective execution of his responsibilities.

The Shared Audit Committee is constituted to ensure its independence and comprises of external non-official members (appointed from outside the Public Service). It operates in terms of a formally

documented and approved terms of reference referred to as the Audit Committee Charter, which deals with matters such as its membership, authority and responsibilities, amongst others. The Terms of Reference are reviewed and approved annually, and in accordance with the requirements set by the PFMA and its Treasury Regulations. Further, it has direct and unobstructed lines of communication to the Accounting Officer, Senior Management, the Provincial Treasury, Shared Internal Audit Function and Auditor-General South Africa.

Attendance of Audit Committee meetings by the Audit Committee Members

In accordance with section 77(b) of the PFMA, an Audit Committee must meet at least twice a year, however, as per the approved Audit Committee Terms of Reference (Audit Committee Charter), the Shared Audit Committee shall meet at least 4 times a year, with authority to convene additional meetings as may be deemed necessary.

In the meetings held, the Accounting Officer and Executive Management were always represented. The Auditor-General South Africa, Provincial Treasury and Shared Internal Audit Function were always invited to attend the meetings of the shared Audit Committee, thus ensuring that meetings are as effective and transparent as possible.

The Shared Audit Committee meetings held were attended as follows:

Name	Qualifications	Internal or External	Date appointed	Date Resigned / End of term	No of meetings attended
Mr. MS Mthembu Chairperson	Diploma in Accounting and Business Studies. BCom (Accounting). Master of Business Leadership Cert. Business Advisory FAP(IAC) SA, GIA (IIA) SA, LIB (IOB) SA	External	01 April 2018	30 June 2021	06
Dr. C Motau	B Comm (VISTA). Higher Diploma in Computer Auditing (Wits). Certificate in Executive Leadership (Regenesys Business School). Certificate in Human Resources Management (Regenesys Business School). Masters Degree in Business Leadership (UNISA). Masters Degree in Information Technology (UP). Doctorate in Business Information Systems (TUT)	External	01 June 2019 Re-appointed as a Member with effect from 01 July 2021	N/A	05
Mr. M Sebeelo	BTech Internal Auditing (UNISA) Nat Diploma Internal Auditing (TUT) Advance Programme Project Management (UNISA)	External	01 April 2018 Re-appointed as a Member with effect from 01 July 2021	N/A	05
Ms. T Mbatha CA(SA)	Master's degree in business leadership (UNISA) BCompt. Honours Accounting (UNISA) BComm Accounting Degree (UNISA) CA(SA)	External	01 April 2018 Re-appointed as a Chairperson with effect from 01 July 2021	N/A	05
Ms. BN Mzuzu	B. Proc Degree (University of Fort Hare) Cert. Business Rescue Cert. Attorney of High Court of South Africa Cert. Attendance in conveyancing practice	External	01 April 2018	30 June 2021	06
Ms. TI Ranape	B.Tech Public Management (Unisa) Dip: Governance Finance (Mangosuthu Technikon)	External	01 August 2021	N/A	0

Name	Qualifications	Internal or External	Date appointed	Date Resigned / End of term	No of meetings attended
Mr. A Mashifane CA(SA)	B Comm Accounting (Wits University) B Comm Hons (Unisa) Post Grad Cert.: Advanced Taxation (Unisa)	External	01 August 2021	N/A	0

12. AUDIT COMMITTEE REPORT

We are pleased to present our draft annual report for the financial year ended 31 March 2021.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1) (a) (ii) of the Public Finance Management Act and 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 controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. The accounting officer retains responsibility for implementing such recommendations as per Treasury Regulation 3.1.12.

From the various reports of the Internal Auditors and the Auditor-General South Africa it was noted that matters were reported indicating deficiencies in the system of internal controls in areas pertaining to annual financial statements, reporting on pre-determined objectives and compliance with laws and regulations.

The work performed by Internal Audit throughout the year was monitored and reviewed by the Audit Committee.

Through our analysis of audit reports and engagement with the Department it can be reported that the system on internal controls including Information and Communication Technology governance for the period under review was not entirely adequate and effective. As a result of the deficiencies, this has led

to a regression in the overall audit outcome.

Based on our interactions with the department we conclude that the Management needs to intensify its efforts to realise improvements in ensuring that the Department has adequate and fully effective action plan management system to address internal audit and Auditor-General South Africa findings.

Risk Management:

The Audit Committee is responsible for the oversight of risk management. The Risk Management Committee reports to the Audit Committee on a quarterly basis on the governance and management of risk. Based on the Audit Committee quarterly reviews of the reports from the Risk Management Committee, it can be concluded that the departmental processes and system relating to fraud prevention and risk management is not yet adequate and effective.

The following internal audit work was completed during the year under review:

- Monitoring and tracking of audit findings as previously reported by both AGSA and the shared Internal Audit function in order to evaluate progress made by Management in implementing agreed audit action plans.
- Follow-up reviews were performed on both the Auditor-General and Internal Audit findings to evaluate the effectiveness and improvements to internal control environment;
- Review of Draft Annual Report and Annual Financial Statements;
- Review of Interim Financial Statements;
- Business Continuity Management;
- Supply Chain and Financial Management;
- Transfer Payments;
- Performance Information: Mid-Term Review;
- Risk Management and Occupational Health
- Follow up Performance Audit on Contract Management;
- ICT General and Application Controls Audit

The following were areas of concern:

- From various reports of the Internal Auditors and the Auditor-General South Africa, The Audit Committee has noted that matters were reported indicating deficiencies in the system of internal controls in areas pertaining to annual financial statements, reporting on pre-determined objectives and compliance with laws and regulations.
- The Audit Committee noted with concern that the Internal Audit function remains under-resourced, and the position of the Chief Audit Executive has been vacant since November 2017.

In-Year Management and Monthly Quarterly Report

The Department has confirmed that they have reported to the Provincial Treasury as is required by the PFMA.

Evaluation of the Annual Financial Statements

The Audit Committee has reviewed the draft annual financial statements prepared by the department and has 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.

Subsequently the material misstatements identified during the external audit process were also reviewed when the audited annual financial statements together with management report of the Auditor-General South Africa were presented and discussed with the Audit Committee.

Evaluation of the reporting on predetermined objectives

The Audit Committee has reviewed the draft annual report prepared by the department and has 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 report to the 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.

Compliance with laws and regulations

Throughout the year under review the Audit Committee has remained concerned with the status of compliance with all applicable laws and regulations. The Committee however appreciates the development of the Compliance Matrix to monitor the compliance issues in the department, even though the remedial actions have not been fully implemented.

Internal Audit

The Audit Committee is reasonably satisfied that the Internal Audit function operated effectively and that it has addressed the risks pertinent to the department in its audits during the year under review.

The Audit Committee has regularly enquired and reviewed the work performed by Internal Audit function and has seen an improvement in the quality of the internal audit reports; the actions initiated by the Internal Audit Function to bring the reported weaknesses to the attention of Senior Management and the process of ensuring action to address such deficiencies.

However, there is still room for improvement in areas such as flexibility of the planning process to adapt to emerging risks and changing risk profile of the Department; the timing and execution of internal audit engagements; influence and persuasion by Internal Audit of Management to effect the necessary changes and improvement of the maturity of governance, risk management and internal control systems.

The Audit Committee noted with concerns that the Internal Audit function remains under-resourced and the vacant position of the Chief Audit Executive since November 2017.

The Audit Committee further appreciates the support provided by the Acting Chief Audit Executive and all the Internal Audit Officials, by assisting the Committee in discharging its responsibilities.

Auditor-General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year and we are not entirely satisfied that all the matters have been adequately resolved.

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

The Audit Committee concurs and accepts the conclusions of the Auditor-General South Africa 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 South Africa.

Conclusion

Audit Committee notes the regression on the audit outcomes from an unqualified to a qualification.

The Audit Committee recommended that the OTP should ensure adequate and effective implementation and frequent monitoring of the audit action plans for both internal and external audits so as to achieve a clean administration.

The Audit Committee wishes to extend its appreciation to the Executive Authority, Accounting Officer and Management, Internal Auditors and Auditor-General South Africa for their tireless efforts, commitment and support throughout the year.

Signed on behalf of the Audit Committee by:

**Chairperson of the
Audit Committee**


.....
Ms. TH Mbatha CA(SA)

Date

01 October 2021
.....

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion <i>(include a discussion on your response and indicate what measures have been taken to comply)</i>
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	N/A
Developing and implementing a preferential procurement policy?	Yes	The Office has adopted and continues to implement the National Treasury Preferential Policy.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	N/A
Developing criteria for entering into partnerships with the private sector?	N/A	N/A
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	N/A	N/A



PART D
**HUMAN
RESOURCE
MANAGEMENT**

1. INTRODUCTION

The information contained in this part of the Annual Report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

2. OVERVIEW OF HUMAN RESOURCES

The status of human resources in the Department

The Office has continued to emphasise the importance of the current technological revolution that fundamentally requires that the Office alters the way work is carried out in the organisation. Given the Fourth Industrial Revolution's rapid pace of change and broad impact on legislators and regulators, National and Provincial Departments, including the Offices of the Premier are being challenged to an unprecedented degree. The Office has therefore, continued to streamline its Workplace Skills Plan based on the latest technological developments and innovations, in an effort to remain relevant. Several meetings, workshops and sessions, including management committee, provincial human resource fora, employee health and wellness, occupational health and safety committee meetings, etc. were conducted virtually in an effort to keep up with the technological pace. The emergence of the COVID-19 pandemic towards the end of the previous financial year has accelerated the use of advanced technology in our daily operations to an extent that during the course of this financial year, no activity could be conducted without utilising advanced technology. All activities and operations in the Office had to be planned and conducted in a manner that comply with the provisions of the COVID-19 protocols.

In addition, the Office kept positioning itself accordingly and continued to emphasise the importance of keeping up with the latest human resource trends, aimed at improving effectiveness and efficiency within its ranks. The Chief Directorate: Strategic Human Resource Services plays a pivotal role in providing support to all the line units with the purpose of facilitating the achievements of the Offices's outcomes and outputs as outlined in the APP.

Human resource priorities for the year under review and the impact of these

The recruitment process in the Office is informed by legal prescripts such as the selection and recruitment policies, and code of remuneration that must guide the process of identifying and acquiring relevant skills. In addition, the Office is required to conduct competency assessments prior to filling posts of Managers and those of Senior Management Services.

An analysis by human resources indicates that the Office has made few appointments during the course of the Financial Year 2020/2021, i.e. in terms of section 9, as well as section 12A of the Public Service Act, 1994, as amended in 2007. The main reason for making few appointments of permanent

staff, i.e. in terms of Section 9 of the Public Service Act, was due to the moratorium that was imposed since February 2015. The moratorium directed that no vacant and funded posts should be filled as at the 4th of February 2015 until further notice. Departments may seek approval from the Executive Council for a special exemption with respect to new appointments. During the course of the Financial Year, the Office received an approval from the Executive Council to advertise and fill 60 posts in a staggered manner. The process of advertising the posts was initiated in October 2020 and shall be concluded in 30 June 2021.

Workforce planning and key strategies to attract and recruit a skilled and capable workforce

The Office has an approved Human Resource Plan that had to be adjusted slightly to incorporate the provisions and requirements of the moratorium. The HR Plan was reviewed and submitted to the DPSA as per the requirement. It outlines clearly the need and strategies to attract and recruit a skilled workforce. It also outlines the need to reduce the period taken to fill vacant posts to at most six months and decrease the vacancy rate to be below the national norm of 10 percent. It further emphasizes the need to meet all employment equity targets as reflected in the approved Employment Equity Plan of the Office. The Office acknowledges that there is still a long way to go before all employment equity goals are realized, especially with regard to representation of women in the senior management services level which is at 28.6%, i.e. eight women out of 28 SMS members. However, the Office will keep developing and implementing strategies aimed at achieving this crucial goal. To achieve ultimate equity in the Office, additional measures such as policies, programmes and plans must be integrated and implemented in harmony. These policies, programmes and plans must be developed in an interactive, participative, consultative and transparent manner. The Employment Equity Act, 1998 and the Office Employment Equity Policy place an obligation upon the Office to develop, implement and monitor an employment equity plan. The Office is, however, doing well in terms of the representation of people with disabilities within its ranks, i.e. eight out of 211 staff members, which is 3.8% (the figure excludes Interns). With regard to representation of females in the middle and junior positions, the Office stands at 50% (41 out of 82). On post levels 3 to 12, the Office stands at 64.5% (118 out of 183) in relation to representation of females. Overall the Office has a total of 59.7% (126 out of 211) representation of females within its ranks.

According to the Oversight Report, the Office's occupancy rate stands at 80.4%, which is inclusive of the Interns. While the vacancy rate stands at 19.6% on the PERSAL establishment. These figures are informed by the fact that most of those vacant funded posts were abolished, subject to them being resuscitated once an approval has been obtained from the Executive Council, as per the Moratorium of not filling vacant funded posts.

The vacant funded posts in which appointed officials are acting on, were kept on the PERSAL establishment to facilitate the payment of their acting allowances. Note must be taken though that the

vacancy rate based on the approved organogram has remained high throughout the Financial Year. The approved organogram has 384 posts, of which 211 (55.%) are filled and 174 (45.%) are vacant.

Employee performance management

The Office has shown stability in relation to the implementation of the PMDS in terms of the approved Performance Management and Development Policy (PMDP), for officials on salary levels 3 – 12, i.e. 81.3% compliance in terms of signing of performance undertakings. The signing of performance agreements by SMS members on or before the deadline as per Chapter 4 of the SMS Handbook has recorded a 64.3% compliance rate (18 SMS members out of 28), which is a decline in comparison to the previous financial year. Ten SMS members did not submit their performance agreements. There has also been a slight decline on the assessment of SMS members in this regard.

Employee Wellness Programmes

Strategic Human Resource Services is responsible for monitoring the implementation of the Employee Health and Wellness Programmes across the Mpumalanga Provincial Government. Furthermore, the Office has an Internal Employee Health and Wellness Division within its ranks however, the Office could not implement most of the activities, contained in the employee health and wellness operational plan due to COVID-19 restrictions. The Office has however co-ordinated and convened Occupational Health and Safety sessions virtually on weekly basis, aimed at reducing the spread of COVID-19 in the workplace.

Achievements by the Department, as well as future human resource plans/goals.

- Availability of an approved comprehensive human resource plan, which was submitted to the DPSA.
- Availability of the EXCO approval to fill critical vacant funded posts in a staggered manner.
- Availability of an approved comprehensive human resource planning implementation Report, which was submitted to the DPSA.
- Availability of an approved Employment Equity Plan and Report, which were submitted to the DPSA and the Department of Labour.
- Representation of People with Disabilities, i.e. 3.8% (8 out 211) employees.
- Availability of approved human resource policies, including Employee Health and Wellness policies.
- The swift response by the Office in establishing the Occupational Health and Safety Committee to strategise and advise staff on measures to reduce the spread of the COVID-19 outbreak in the workplace and beyond.
- Availability of an approved Ad Hoc Policy on returning of employees to work after the easing of the National Lockdown COVID-19.
- Availability of COVID-19 Assessment reports.

- Availability of approved Return to Work: COVID-19 Protocols.
- Availability of an approved Workplace Readiness plan: Return of employees to work.
- Availability of an approved Occupational Health and Safety Policy.

Challenges

- Non-achievement of 50% target on women representation at SMS level.
- Limited appointments in terms of section 9 of the Public Service Act, 1994, as amended in 2007, due to the Moratorium – Appointments were only done based on transfers of officials from other departments.
- Limited or no accountability at all, regarding officials working from home, due to the National Lockdown.
- Limited resources to cater for officials working from home when implementing rotational plans aimed to reduce overcrowding of officials in the workplace during the National Lockdown.
- Too many officials acting in higher positions.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel related expenditure

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2020 and 31 March 2021

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average per-personnel cost per employee (R'000)
			(R'000)			
ADMINISTRATION	123 499	59 381	0	0	48,1	683
INSTITUTIONAL DEVELOPMENT	66 313	49 105	0	0	74,1	585
POLICY & GOVERNANCE	45 648	35 958	0	0	78,8	749
Total as on Financial Systems (BAS)	235 461	144 444	0	0	61,3	654

Table 3.1.2 Personnel costs by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (Levels 3-5)	12 171	8,4	40	304,275
Highly skilled production (Levels 6-8)	24 062	16,7	52	462,731
Highly skilled supervision (Levels 9-12)	63 222	43,8	78	810,538
Senior management (Levels >= 13)	26 423	18,3	21	1 258,238
Contract (Levels 3-5)	244	0,2	2	122,000
Contract (Levels 6-8)	1 515	1	4	378,750
Contract (Levels 9-12)	4 119	2,9	6	686,500
Contract (Levels >= 13)	11 896	8,2	8	1 487,000
Contract Other	792	0,5	10	79,200
TOTAL	144 444	100	221	653,593

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2020 and 31 March 2021

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
PR1: ADMINISTRATION*	50 431	84,9	321	0,5	982	1,7	2 234	3,8
PR2: INSTITUTIONAL DEVELOPMENT*	41 495	84,5	178	0,4	927	1,9	2 140	4,3
PR3: POLICY AND PLANNING	29 116	80,9	4	0	529	1,5	1 490	4,3
PROGRAM 3:*POLICY AND GOVERNANCE	1 429	80,6	0	0	53	3	119	6,7
TOTAL	122 471	82,1	503	0,3	2 491	1,7	5 983	4

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2020 and 31 March 2021

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 (Levels 3-5)	8 924	72,7	122	1	726	5,9	1 293	10,5
Highly skilled production (Levels 6-8)	18 891	77,9	228	0,9	874	3,6	1 752	7,2
Highly skilled supervision (Levels 9-12)	54 221	84,6	153	0,2	712	1,1	2 065	3,2
Senior management (Levels >= 13)	23 633	88,5	0	0	70	0,3	441	1,7
Contract (Levels 3-5)	199	81,6	0	0	20	8,2	0	0
Contract (Levels 6-8)	1 136	74,9	0	0	52	3,4	199	13,1
Contract (Levels 9-12)	3 661	65,8	0	0	28	0,5	71	1,3
Contract (Levels >= 13)	11 016	79,7	0	0	9	0,1	162	1,2
Contract Other	792	99	0	0	0	0	0	0
TOTAL	122 472	82,1	503	0,3	2 491	1,7	5 983	4

3.2 Employment and Vacancies

Table 3.2.1 Employment and vacancies by programme as on 31 March 2021

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
PR1: ADMINISTRATION*, Permanent	109	87	20,2	0
PR2: INSTITUTIONAL DEVELOPMENT*, Permanent	102	84	17,6	0
PR3: POLICY AND PLANNING, Permanent	60	47	21,7	0
PROGRAM 3:*POLICY AND GOVERNANCE, Permanent	4	3	25	0
TOTAL	275	221	19,6	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2021

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower Skilled (Levels 1-2), Permanent	1	0	100	0
Skilled (Levels 3-5), Permanent	44	40	9,1	0
Highly Skilled Production (Levels 6-8), Permanent	57	52	8,8	0
Highly Skilled Supervision (Levels 9-12), Permanent	105	78	25,7	0
Senior Management (Levels >= 13), Permanent	38	21	44,7	0
Other, Permanent	10	10	0	0
Contract (Levels 3-5), Permanent	2	2	0	0
Contract (Levels 6-8), Permanent	4	4	0	0
Contract (Levels 9-12), Permanent	6	6	0	0
Contract (Levels >= 13), Permanent	8	8	0	0
TOTAL	275	221	19,6	0

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2021

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
ADMINISTRATIVE RELATED, Permanent	56	43	23,2	0
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC., Permanent	7	6	14,3	0
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS), Permanent	3	3	0	0
COMMUNICATION AND INFORMATION RELATED, Permanent	19	14	26,3	0
ECONOMISTS, Permanent	2	2	0	0
FINANCE AND ECONOMICS RELATED, Permanent	12	11	8,3	0
FINANCIAL AND RELATED PROFESSIONALS, Permanent	4	2	50	0
FINANCIAL CLERKS AND CREDIT CONTROLLERS, Permanent	27	22	18,5	0
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER, Permanent	1	0	100	0
HOUSEHOLD FOOD AND LAUNDRY SERVICES RELATED, Permanent	1	1	0	0
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF, Permanent	4	3	25	0
HUMAN RESOURCES CLERKS, Permanent	14	13	7,1	0
HUMAN RESOURCES RELATED, Permanent	22	17	22,7	0
INFORMATION TECHNOLOGY RELATED, Permanent	1	0	100	0
LEGAL RELATED, Permanent	1	1	0	0
LIBRARY MAIL AND RELATED CLERKS, Permanent	5	5	0	0
MOTOR VEHICLE DRIVERS, Permanent	1	1	0	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS, Permanent	36	34	5,6	0
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS, Permanent	1	0	100	0
OTHER OCCUPATIONS, Permanent	4	3	25	0
RISK MANAGEMENT AND SECURITY SERVICES, Permanent	1	1	0	0
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS, Permanent	20	18	10	0
SENIOR MANAGERS, Permanent	33	21	36,4	0
TOTAL	275	221	19,6	0

3.3 Filling of SMS Posts

Table 3.3.1 SMS post information as on 31 March 2021

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	0	0%	1	100%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	4	2	50%	2	50%
Salary Level 14	8	5	62.5%	3	37.5
Salary Level 13	27	21	77.8%	6	22.2%
Total	40	28	70%	12	30%

Table 3.3.2 SMS post information as on 30 September 2020

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	4	2	50%	2	50%
Salary Level 14	8	5	62.5%	3	37.5
Salary Level 13	27	21	77.8%	6	22.2%
Total	40	29	72.5%	11	27.5%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2020 and 31 March 2021

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/ Head of Department	1	0	0
Salary Level 16	0	0	0
Salary Level 15	1	0	0
Salary Level 14	3	0	0
Salary Level 13	4	0	0
Total	9	0	0

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2020 and 31 March 2021

Reasons for vacancies not advertised within six months
The decision that imposed a moratorium on the filling in of vacancies taken by the Executive Council in 2014/15 was still in place, hence no posts were advertised until it was lifted in October 2020. Subsequently, eight SMS posts were advertised in November 2020.
Reasons for vacancies not filled within twelve months
The decision that imposed a moratorium on the filling in of vacancies taken by the Executive Council in 2014/15 was still in place, hence no posts were advertised until it was lifted in October 2020. Subsequently, eight SMS posts were advertised in November 2020. However, by end March 2021, the recruitment and selection process on the advertised posts had not been finalised.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2020 and 31 March 2021

Reasons for vacancies not advertised within six months
Not applicable
Reasons for vacancies not filled within six months
Not applicable

3.4 Job Evaluation

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2020 and 31 March 2021

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)	1	0	0	0	0	0	0
Skilled (Levels 3-5)	44	0	0	0	0	0	0
Highly Skilled Production (Levels 6-8)	57	0	0	0	0	0	0
Highly Skilled Supervision (Levels 9-12)	105	0	0	0	0	0	0
Senior Management Service Band A	28	0	0	0	0	0	0
Senior Management Service Band B	7	0	0	0	0	0	0
Senior Management Service Band C	1	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
Other	10	0	0	0	0	0	0
Contract (Levels 3-5)	2	0	0	0	0	0	0
Contract (Levels 6-8)	4	0	0	0	0	0	0
Contract (Levels 9-12)	6	0	0	0	0	0	0
Contract Band A	3	0	0	0	0	0	0
15 Contract Band B	3	0	0	0	0	0	0
16 Contract Band C	2	0	0	0	0	0	0
TOTAL	275	0	0	0	0	0	0

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2020 and 31 March 2021

Gender	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
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Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2020 and 31 March 2021

Total number of Employees whose salaries exceeded the grades determine by job evaluation	0
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Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2020 and 31 March 2021

Gender	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	0	0	0	0
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Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
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3.5 Employment Changes

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Number of employees at beginning of period - 1 April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Skilled (Levels 3-5) Permanent	44	0	2	4,5
Highly Skilled Production (Levels 6-8) Permanent	52	0	2	3,8
Highly Skilled Supervision (Levels 9-12) Permanent	78	0	1	1,3
Senior Management Service Band A Permanent	18	0	0	0
Senior Management Service Band B Permanent	3	0	0	0
Senior Management Service Band D Permanent	1	0	0	0
Other Permanent	10	0	0	0
Contract (Levels 3-5) Permanent	1	1	0	0
Contract (Levels 6-8) Permanent	4	0	0	0
Contract (Levels 9-12) Permanent	6	0	0	0
Contract Band A Permanent	3	0	0	0
Contract Band B Permanent	2	1	0	0
Contract Band C Permanent	2	0	0	0
Contract Band D Permanent	1	0	1	100
TOTAL	225	2	6	2,7

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2020 and 31 March 2021

Critical occupation	Number of employees at beginning of period - April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
ADMINISTRATIVE RELATED Permanent	42	0	0	0
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC. Permanent	6	1	1	16,7
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS) Permanent	3	0	0	0
COMMUNICATION AND INFORMATION RELATED Permanent	15	0	1	6,7
ECONOMISTS Permanent	2	0	0	0
FINANCE AND ECONOMICS RELATED Permanent	11	0	0	0
FINANCIAL AND RELATED PROFESSIONALS Permanent	2	0	0	0
FINANCIAL CLERKS AND CREDIT CONTROLLERS Permanent	23	0	1	4,3

Critical occupation	Number of employees at beginning of period - April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER Permanent	1	0	1	100
HOUSEHOLD FOOD AND LAUNDRY SERVICES RELATED Permanent	1	0	0	0
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF Permanent	3	0	0	0
HUMAN RESOURCES CLERKS Permanent	13	0	0	0
HUMAN RESOURCES RELATED Permanent	17	0	0	0
LEGAL RELATED Permanent	1	0	0	0
LIBRARY MAIL AND RELATED CLERKS Permanent	5	0	0	0
MOTOR VEHICLE DRIVERS Permanent	1	0	0	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS Permanent	33	0	1	3
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS Permanent	1	0	0	0
OTHER OCCUPATIONS Permanent	3	0	0	0
RISK MANAGEMENT AND SECURITY SERVICES Permanent	1	0	0	0
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS Permanent	20	0	1	5
SENIOR MANAGERS Permanent	21	1	0	0
TOTAL	225	2	6	2,7

Table 3.5.3 Reasons why staff left the department for the period 1 April 2020 and 31 March 2021

Termination Type	Number	% of Total Resignations
Death	2	33,3
Resignation	1	16,7
Expiry of contract	1	16,7
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	2	33,3
Transfer to other Public Service Departments	0	0
Other	0	0
Total	6	100
Total number of employees who left as a % of total employment		2,7

Table 3.5.4 Promotions by critical occupation for the period 1 April 2020 and 31 March 2021

Occupation	Employees 1 April 2020	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	42	0	0	27	64,3
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	6	0	0	0	0
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS)	3	0	0	2	66,7
COMMUNICATION AND INFORMATION RELATED	15	0	0	8	53,3
ECONOMISTS	2	0	0	0	0
FINANCE AND ECONOMICS RELATED	11	0	0	9	81,8
FINANCIAL AND RELATED PROFESSIONALS	2	0	0	1	50
FINANCIAL CLERKS AND CREDIT CONTROLLERS	23	0	0	19	82,6
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER	1	0	0	0	0
HOUSEHOLD FOOD AND LAUNDRY SERVICES RELATED	1	0	0	0	0
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	3	0	0	0	0
HUMAN RESOURCES CLERKS	13	0	0	2	15,4
HUMAN RESOURCES RELATED	17	0	0	10	58,8
LEGAL RELATED	1	0	0	1	100
LIBRARY MAIL AND RELATED CLERKS	5	0	0	2	40
MOTOR VEHICLE DRIVERS	1	0	0	0	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	33	0	0	23	69,7
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	1	0	0	0	0
OTHER OCCUPATIONS	3	0	0	0	0

Occupation	Employees 1 April 2020	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
RISK MANAGEMENT AND SECURITY SERVICES	1	0	0	1	100
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	20	0	0	12	60
SENIOR MANAGERS	21	0	0	1	4,8
TOTAL	225	0	0	118	52,4

Table 3.5.5 Promotions by salary band for the period 1 April 2020 and 31 March 2021

Salary Band	Employees 1 April 2020	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
Skilled (Levels 3-5), Permanent	44	0	0	25	56,8
Highly Skilled Production (Levels 6-8), Permanent	52	0	0	36	69,2
Highly Skilled Supervision (Levels 9-12), Permanent	78	0	0	56	71,8
Senior Management (Levels >= 13), Permanent	22	0	0	0	0
Other, Permanent	10	0	0	0	0
Contract (Levels 3-5), Permanent	1	0	0	0	0
Contract (Levels 6-8), Permanent	4	0	0	0	0
Contract (Levels 9-12), Permanent	6	0	0	0	0
Contract (Levels >= 13), Permanent	8	0	0	1	12,5
TOTAL	225	0	0	118	52,4

3.6 Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
SENIOR OFFICIALS AND MANAGERS	11	0	0	3	7	0	0	0	21
PROFESSIONALS	26	3	1	1	21	0	0	0	52
TECHNICIANS AND ASSOCIATE PROFESSIONALS	17	0	0	1	24	0	0	1	43
CLERKS	25	0	0	0	65	4	0	1	95
SERVICE SHOP AND MARKET SALES WORKERS	0	0	0	0	2	0	0	0	2
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	1	0	0	0	0	0	0	0	1
LABOURERS AND RELATED WORKERS	1	0	0	0	6	0	0	0	7
TOTAL	81	3	1	5	125	4	0	2	221
Employees with disabilities	5	1	0	1	1	0	0	0	8

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management, Permanent	0	0	0	0	1	0	0	0	1
Senior Management, Permanent	11	0	0	3	6	0	0	0	20
Professionally qualified and experienced specialists and mid-management, Permanent	34	3	1	2	36	1	0	1	78
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	12	0	0	0	38	1	0	1	52
Semi-skilled and discretionary decision making, Permanent	10	0	0	0	29	1	0	0	40
Not Available, Permanent	4	0	0	0	5	1	0	0	10
Contract (Top Management), Permanent	2	0	0	0	0	0	0	0	2
Contract (Senior Management), Permanent	5	0	0	0	1	0	0	0	6
Contract (Professionally Qualified), Permanent	2	0	0	0	4	0	0	0	6
Contract (Skilled Technical), Permanent	1	0	0	0	3	0	0	0	4
Contract (Semi-Skilled), Permanent	0	0	0	0	2	0	0	0	2
TOTAL	81	3	1	5	125	4	0	2	221

Table 3.6.3 Recruitment for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Senior Management), Permanent	1	0	0	0	0	0	0	0	1
Contract (Semi-skilled), Permanent	0	0	0	0	1	0	0	0	1
Total	1	0	0	0	1	0	0	0	2
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management, Permanent	24	2	1	1	27	1	0	0	56
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	7	0	0	0	27	1	0	1	36
Semi-skilled and discretionary decision making, Permanent	5	0	0	0	19	1	0	0	25
Contract (Top Management), Permanent	1	0	0	0	0	0	0	0	1
TOTAL	37	2	1	1	73	3	0	1	118
Employees with disabilities	2	1	0	0	1	0	0	0	4

Table 3.6.5 Terminations for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management, Permanent	1	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	0	0	0	1	0	0	0	2
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	2	0	0	0	2
08 Contract (Top Management), Permanent	0	0	0	0	1	0	0	0	1
TOTAL	2	0	0	0	4	0	0	0	6
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 Disciplinary action for the period 1 April 2020 to 31 March 2021

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

Table 3.6.7 Skills development for the period 1 April 2020 to 31 March 2021

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
SENIOR OFFICIALS AND MANAGERS	11	0	0	3	7	0	0	0	21
PROFESSIONALS	25	2	1	1	21	0	0	0	50
TECHNICIANS AND ASSOCIATE PROFESSIONALS	18	0	0	1	23	0	0	1	43
CLERKS	25	0	0	0	67	4	0	1	97
SERVICE SHOP AND MARKET SALES WORKERS	0	0	0	0	2	0	0	0	2
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	1	0	0	0	0	0	0	0	1

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
LABOURERS AND RELATED WORKERS	1	0	0	0	6	0	0	0	7
TOTAL	81	2	1	5	126	4	0	2	221
Employees with disabilities	5	1	0	1	1	0	0	0	8

3.7 Signing of Performance Agreements by SMS Members

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2020

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	0	0%
Salary Level 16	0	0	0	0%
Salary Level 15	4	2	1	50%
Salary Level 14	8	5	1	20%
Salary Level 13	27	21	16	76.2%
Total	40	29	18	62.1%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2021

Reasons
Service termination
Expiry of contract
Non-compliance
Advisors to the Premier not required by law to sign performance Agreements

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2021

Reasons
None

3.8 Performance Rewards

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2019 to 31 March 2020

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African, Female	74	124	59,7	684,94	9 256
African, Male	28	76	36,8	295,55	10 555
Asian, Female	0	0	0	0	0
Asian, Male	1	1	100	10,86	10 863
Coloured, Female	2	4	50	19,33	9 666
Coloured, Male	1	2	50	10,86	10 863
Total Blacks, Female	76	128	59,4	704,27	9 267
Total Blacks, Male	30	79	38	317,27	10 576
White, Female	2	2	100	26,78	13 389
White, Male	0	4	0	0	0
Employees with a disability	5	8	62,5	48,3	9 660
TOTAL	113	221	51,1	1 096,63	9 705

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2019 to 31 March 2020

Salary band	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee
Skilled (Levels 3-5)	33	40	82,5	239,11	7 246,00
Highly Skilled Production (Levels 6-8)	34	52	65,4	331,78	9 758,00
Highly Skilled Supervision (Levels 9-12)	46	78	59	525,74	11 429,00
Other	0	10	0	0	0
Contract (Levels 3-5)	0	2	0	0	0
Contract (Levels 6-8)	0	4	0	0	0
Contract (Levels 9-12)	0	6	0	0	0
TOTAL	113	192	58,9	1 096,63	9 705,00

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2019 to 31 March 2020

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficia-ries	Number of em-ployees	% of total within occu-pation	Total Cost (R'000)	Average cost per employee
FINANCIAL CLERKS AND CREDIT CONTROLLERS	16	22	72,7	148,97	9 310
HOUSEHOLD FOOD AND LAUNDRY SERVICES RELATED	0	1	0	0	0
HUMAN RESOURCES CLERKS	3	13	23,1	18,06	6 019
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	0	3	0	0	0
RISK MANAGEMENT AND SECURITY SERVICES	1	1	100	10,17	10 173
FINANCE AND ECONOMICS RELATED	4	11	36,4	46,52	11 629
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	23	34	67,6	205,15	8 919
OTHER OCCUPATIONS	1	3	33,3	13,84	13 842
LEGAL RELATED	0	1	0	0	0
FINANCIAL AND RELATED PROFESSIONALS	1	2	50	9,4	9 401
ADMINISTRATIVE RELATED	23	43	53,5	265,14	11 528
COMMUNICATION AND INFORMATION RELATED	9	14	64,3	95,09	10 565
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	11	18	61,1	74,43	6 766
LIBRARY MAIL AND RELATED CLERKS	3	5	60	25,46	8 487
CLEANERS IN OFFICES WORKSHOPS HOSPI-TALS ETC.	5	6	83,3	43,32	8 665
HUMAN RESOURCES RELATED	11	17	64,7	129,5	11 773
SENIOR MANAGERS	0	21	0	0	0
CLIENT INFORM CLERKS(SWITCHB RECEPT IN-FORM CLERKS)	2	3	66,7	11,58	5 789
ECONOMISTS	0	2	0	0	0
MOTOR VEHICLE DRIVERS	0	1	0	0	0
TOTAL	113	221	51,1	1 096,63	9 705

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2020 to 31 March 2021

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	0	21	0		0	0
Band B	0	5	0		0	0
Band C	0	2	0		0	0
Band D	0	1	0		0	0
Total	0	29	0		0	0

3.9 Foreign Workers

Table 3.9.1 Foreign workers by salary band for the period 1 April 2020 and 31 March 2021

Salary band	01 April 2020		31 March 2021		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. 9-12)	0	0	0	0	0	0
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	0	0	0	0	0	0
Total	0	0	0	0	0	0

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2020 and 31 March 2021

Major occupation	01 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% Change
None	0	0	0	0	0	0

3.10 Leave utilisation

Table 3.10.1 Sick leave for the period 1 January 2020 to 31 December 2020

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)
Contract (Levels 13-16)	2	100	1		2	10
Contract Other	10	90	3		3	4
Highly skilled production (Levels 6-8)	165	77	20		8	272
Highly skilled supervision (Levels 9-12)	87	33,3	20		4	273
Senior management (Levels 13-16)	27	0	4		7	114
Skilled (Levels 3-5)	51	43,1	14		4	51
TOTAL	342	55,3	62		6	724

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2020 to 31 December 2020

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)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Total	0	0	0	0	0	0

Table 3.10.3 Annual Leave for the period 1 January 2020 to 31 December 2020

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Contract (Levels 13-16)	3	3	1
Contract (Levels 6-8)	39	20	2
Contract (Levels 9-12)	10	10	1
Contract Other	94	10	9
Highly skilled production (Levels 6-8)	1 091	21	53
Highly skilled supervision (Levels 9-12)	1 490	20	74
Senior management (Levels 13-16)	369	18	20
Skilled (Levels 3-5)	770	18	44
TOTAL	3 866	19	204

Table 3.10.4 Capped leave for the period 1 January 2020 to 31 December 2020

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 2021
Contract (Levels 13-16)	0	0	0	0
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	0	0	0	0
Contract Other	0	0	0	0
Highly skilled production (Levels 6-8)	9	1	9	41
Highly skilled supervision (Levels 9-12)	0	0	0	51
Senior management (Levels 13-16)	0	0	0	84
Skilled (Levels 3-5)	0	0	0	34
TOTAL	9	1	9	50

Table 3.10.5 Leave payouts for the period 1 April 2020 and 31 March 2021

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
ANNUAL - DISCOUNTING WITH RESIGNATION (WORK DAYS)	30	1	30 000
ANNUAL - DISCOUNTING: UNUSED VACATION CREDITS (WORK DAYS)	49	1	49 000
ANNUAL - GRATUITY: DEATH/RETIREMENT/MEDICAL RETIREMENT(WORK	190	5	38 000
CAPPED - GRATUITY: DEATH/RETIREMENT/MEDICAL RETIREMENT(WORK	324	3	108 000
TOTAL	594	-	-

3.11 HIV/AIDS & Health and Wellness Programme

Table 3.11.1. 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 risks
None	

Table 3.11.2 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		Mr André Liebenberg (A) Senior Manager: Transversal Human Resource Management Services
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 Transversal Human Resource Management Services Unit is entrusted with the responsibility of monitoring the implementation of Employee Health and Wellness Programme, including HCT campaigns across the Mpumalanga Provincial Government. The team has four staff members, who facilitate the implementation of the Employee Health and Wellness (EH&W) Strategic Plan and Occupational Health and Safety Plan to ensure the employee wellness, safety in the workplace and co-ordination. The budget for the Internal Employee Health and Wellness Program is allocated within the Internal HRM and Development Unit – The budget is therefore not specifically allocated for the Internal Employee Health and Wellness Division.
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.	YES		Financial Management, Stress management, Home Visits, Health Screening, Physical Activities, Pre-Counselling HIV Counselling and Testing. The Key elements of the Programme are: HIV&AIDS and TB management and mitigation; Prevention; Treatment; Care and Support; Wellness management; Safety Health Environment Risk and Quality Management; and Health Productivity Management in compliance with the National Policy Framework on Employee Health and Wellness.

Question	Yes	No	Details, if yes
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		NAME POSITION 1. Mr PJ Jiyane Acting General Manager: Strategic HR (Co-ordinator) 2. Mr BP Dlalisa Compliance Officer 3. Mr EM Nkosi Senior Manager: Mpumalanga Province AIDS Council 4. Mr JP Dlamini Manager: Internal HRM and Development (Co-ordinator) 5. Mr E Jansen Manager: Media Liaison 6. Mr W Nkuna Security and Protocol Services 7. Mr L van der Walt Manager: Office of the Director General 8. Ms YA Fakude Manager: Risk Management 9. Mr RA Bellim Manager: Monitoring and Evaluation 10. Mr P Mahlakoane Assistant Director: Governance & Criminal Justice Cluster 11. Mr M Myalezwa Manager: Public Service Transformation & Service Delivery Improvement 12. Mr A Liebenberg Manager: Transversal HRM Services 13. Mr AB Mashele Manager Office of the DDG: Institutional Development 14. Ms MN RadebeOHS Practitioner (Co-ordinator) 15. Ms PPL Tlou Labour Union representative 16. Mr MS Lebea Labour Union representative
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		The Office has reviewed its HIV/AIDS and TB Management Policy Framework, Wellness Management Policy and Bereavement policies. All the above policies have been approved by the Accounting Officer.
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		The Office ensures that during its quarterly Employee Health and Wellness Programmes, it provides awareness on condom usage and condom distribution. In addition, there are policies in place that can be used as educational tools on important issues relating HIV/AIDS.

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		During the course of this financial year, no employee got tested through the Office's initiative or programme, owing to the disruptions brought about by the COVID-19 pandemic. It must however be noted that according to the Office's plans, during every Health and Wellness promotion event, employees are required to be provided with the opportunity to undergo voluntarily counselling and testing including General and Physical Health assessment. To date 143 officials in the Office have undergone VCT.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		There are several Policies in place to guide the implementation of EH&W and the conduct of employees Quarterly Sick leave utilization profile; Reduction in absenteeism; behaviour and lifestyle modification; the levels of compliance to treatment and healthy lifestyles; and the improved level of attendance to EH&W Programmes and HCT campaigns. The Annual Operational Plan that talks to the four (4) Pillars, Implementation and Operation of the EH&W Management system and EH&W evaluation, corrective and preventative action makes provision for the effective monitoring and evaluation of the EH&W Programme.

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2020 and 31 March 2021

Total number of Collective agreements	None
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Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2020 and 31 March 2021

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0%
Verbal warning	0	0%
Written warning	0	0%
Final written warning	0	0%
Suspended without pay	0	0%
Fine	0	0%
Demotion	0	0%
Dismissal	0	0%
Not guilty	0	0%
Case withdrawn	0	0%
Total	0	0%

Total number of Disciplinary hearings finalised	None
--	-------------

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2020 and 31 March 2021

Type of misconduct	Number	% of total
-	0	0%
-	0	0%
Total	0	0%

Table 3.12.4 Grievances logged for the period 1 April 2020 and 31 March 2021

Grievances	Number	% of Total
Number of grievances resolved	8	89%
Number of grievances not resolved	1	11%
Total number of grievances lodged	9	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2020 and 31 March 2021

Disputes	Number	% of Total
Number of disputes upheld	4	100%
Number of disputes dismissed	0	0%
Total number of disputes lodged	4	100%

Table 3.12.6 Strike actions for the period 1 April 2020 and 31 March 2021

Total number of persons working days lost	0
Total costs working days lost	0
Amount recovered as a result of no work no pay (R'000)	0

Table 3.12.7 Precautionary suspensions for the period 1 April 2020 and 31 March 2021

Number of people suspended	0
Number of people who's suspension exceeded 30 days	0
Average number of days suspended	0
Cost of suspension(R'000)	0

3.13 Skills Development

Table 3.13.1 Training needs identified for the period 1 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learner-ships/Internships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	8	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	24
	Male	16	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Professionals	Female	23	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	55
	Male	32	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Technicians and associate professionals	Female	35	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	59
	Male	24	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Clerks	Female	51		Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	73
	Male	22		Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	
Service and sales workers	Female	0	-	-	-	0
	Male	0	-	-	-	
Skilled agriculture and fishery workers	Female	0	-	-	-	0
	Male	0	-	-	-	

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learner-ships/Internships	Skills Programmes & other short courses	Other forms of training	Total
Craft and related trades workers	Female	0	-	-	-	0
	Male	0	-	-	-	
Plant and machine operators and assemblers	Female	0	-	-	-	0
	Male	0	-	-	-	
Elementary occupations	Female	11	-	Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	15
	Male	4	-	Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	
Interns	Female	0	6	Frontline Workers: COVID 19	-	10
	Male	0	4	Frontline Workers: COVID 19	-	
Total		202	10	-	-	212

Table 3.13.2 Training provided for the period 1 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learner-ships/In-ternships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	8	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	24
	Male	16	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Professionals	Female	23	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	55
	Male	32	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Technicians and associate professionals	Female	35	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	59
	Male	24	-	Executive Management Programme; Programme and Project Management; Skills Auditing; Internal Audit Client conflicts; ; First Aid level 1;	-	
Clerks	Female	51		Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	73
	Male	22		Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	
Service and sales workers	Female	0	-	-	-	0
	Male	0	-	-	-	
Skilled agriculture and fishery workers	Female	0	-	-	-	0
	Male	0	-	-	-	

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learner-ships/Internships	Skills Programmes & other short courses	Other forms of training	Total
Craft and related trades workers	Female	0	-	-	-	0
	Male	0	-	-	-	
Plant and machine operators and assemblers	Female	0	-	-	-	0
	Male	0	-	-	-	
Elementary occupations	Female	11	-	Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	15
	Male	4	-	Basic archives and records management workshop; First Aid Level 1; Re-orientation in the Public Service	-	
Interns	Female		6	-	-	10
	Male		4	-	-	
Total		202	10	-	-	212

3.14 Injury on Duty

Table 3.14.1 Injury on duty for the period 1 April 2020 and 31 March 2021

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

3.15 Utilisation of Consultants

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2020 and 31 March 2021

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
None	0	0	0
None	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
None	0	0	0

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None	0	0	0

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2020 and 31 March 2021

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
None	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
None	0	0	0

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None	0	0	0

3.16 Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2020 and 31 March 2021

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by department
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision(Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	0	0	0	0



PART E
FINANCIAL
INFORMATION

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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Qualified opinion

1. I have audited the financial statements of the Office of the Premier set out on pages 124 to 174, which comprise the appropriation statement, statement of financial position as at 31 March 2021, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 4 of 2020 (Dora).

Basis for qualified opinion

Goods and services – computer services

3. Included in goods and services is expenditure related to computer services – external computer service providers of R21,13 million. I was unable to obtain sufficient appropriate audit evidence for this expenditure due to the status of the accounting records. I was unable to confirm this expenditure by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to computer services – external computer service providers expenditure disclosed in note 4.2 to the financial statements.

Context for the opinion

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

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Emphasis of matters

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

Payables not recognised

8. As disclosed in note 20.2 to the financial statements, payables of R15,04 million exceeded the payment term of 30 days, contrary to treasury regulation 8.2.3. This amount, in turn, exceeded the R2,24 million in voted funds to be surrendered by R12,80 million as per the statement of financial performance. The amount of R12,80 million would therefore have constituted unauthorised expenditure had the amounts due been paid in time.

Restatement of corresponding figures

9. As disclosed in note 32.1 to the financial statements, the corresponding figures for 31 March 2020 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2021.

Other matter

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

Unaudited supplementary schedules

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

Responsibilities of the accounting officer for the financial statements

12. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

13. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

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Auditor-general's responsibilities for the audit of the financial statements

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

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

16. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
17. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
18. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the annual performance report of the department for the year ended 31 March 2021:

Programmes	Pages in the annual performance report
Programme 2: institutional development	44 – 53

19. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

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20. The material findings in respect of the usefulness and reliability of the selected programme are as follows:

Percentage of legal advisory services provided

21. An achievement of *100% (206 of 206) legal advisory services provided as requested* was reported against the target of *100% provision of legal advisory services per request*, in the annual performance report. However, some supporting evidence provided materially differed from the reported achievement, while in other instances I was unable to obtain sufficient appropriate audit evidence. This was due to a lack of accurate and complete records. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.

Other matters

22. I draw attention to the matters below.

Achievement of planned targets

23. Refer to the annual performance report on pages 27 to 59 for information on the achievement of planned targets for the year and explanations provided for the under- or overachievement of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraph 21 of this report.

Adjustment of material misstatements

24. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of institutional development. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope

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

26. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

27. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records as required by section 40(1)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS TO THE MPUMALANGA PROVINCIAL
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(a) and (b) of the PFMA. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were corrected, but the supporting records that could not be provided resulted in the financial statements receiving a qualified opinion.

Strategic planning and performance management

28. Specific information systems were not implemented to enable the monitoring of progress made towards achieving targets, core objectives and service delivery, as required by public service regulation 25(1)(e)(i) and (iii).

Expenditure management

29. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R47,01 million, as disclosed in note 24 to the financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1. Most of the irregular expenditure was caused by non-compliance with Supply Chain Management Regulations.
30. Effective internal controls were not in place for the approval and processing of payments, as required by treasury regulation 8.1.1.

Consequence management

31. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred fruitless and wasteful expenditure, as required by section 38(1)(h)(iii) of the PFMA. This was because investigations into fruitless and wasteful expenditure were not performed.

Procurement and contract management

32. Some 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 and paragraph 3.3.1 of Practice Note 8 of 2007/08. Similar non-compliance was also reported in the prior year.
33. Some goods and services with a transaction value above R500 000 were procured without inviting competitive bids and deviations were approved by the accounting officer although it was practical to invite competitive bids, contrary to treasury regulation 16A6.1, paragraph 3.4.1 of Practice Note 8 of 2007/08 and treasury regulation 16A6.4.

OTHER INFORMATION

34. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
35. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion

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or any form of assurance conclusion thereon.

36. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained during the audit, or otherwise appears to be materially misstated.
37. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

INTERNAL CONTROL DEFICIENCIES

38. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.
39. Leadership and management did not ensure that systems of internal control relating to financial and performance management were adequately implemented and monitored. This was as a result of the partial implementation of the audit action plan.
40. Management did not adequately review and monitor compliance with laws and regulations, considering the repeat non-compliance with supply chain management prescripts as well as the material adjustments of the financial statements as a result of the audit process.

Auditor-General

Mbombela

21 September 2021



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ANNEXURE – AUDITOR-GENERAL’S RESPONSIBILITY FOR THE AUDIT

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

Financial statements

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

Communication with those charged with governance

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

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Appropriation per programme

				2020/2021				2019/2020		
Figures in Rand thousand										
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Programme										
Programme 1 Administration	1	117,509	-	8,219	125,728	123,500	2,228	98.23 %	143,238	133,742
Programme 2 Institutional Development	2	71,840	-	(5,520)	66,320	66,313	7	99.99 %	85,412	79,562
Programme 3 Policy and Governance	3	48,348	-	(2,699)	45,649	45,648	1	100.00 %	65,649	55,484
Programme subtotal		237,697	-	-	237,697	235,461	2,236	99.06 %	294,299	268,788
Programme sub total		237,697	-	-	237,697	235,461	2,236	99.06 %	294,299	268,788
Total		237,697	-	-	237,697	235,461	2,236	99.06 %	294,299	268,788

Reconciliation with statement of financial performance

Add:										
Departmental revenue				1,853				-		
Actual amounts per statement of financial performance (total revenue)				239,550				294,299		
Actual expenditure						235,461				268,788
Add:										
Actual amounts per statement of financial performance (total expenditure)						235,461				268,788

Appropriation per economic classification

Economic classification

Current payments										
Compensation of employees										
Salaries and wages		133,047	-	4,551	125,615	125,612	3	100.00 %	142,058	132,958

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Figures in Rand thousand

	2020/2021						2019/2020		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Social contributions	26,487	-	(7,656)	18,831	18,832	(1)	100.01 %	21,558	18,907
	147,551	-	(3,105)	144,446	144,444	2	100.00 %	163,616	151,865
Goods and services									
Administrative fees	2,524	-	(2,268)	256	243	13	94.92 %	2,524	2,417
Advertising	7,631	-	(983)	6,648	6,648	-	100.00 %	3,170	3,131
Minor assets	49	-	125	174	171	3	98.28 %	44	55
Audit costs: External	7,002	-	42	7,044	7,044	-	100.00 %	4,287	4,286
Catering: Departmental activities	1,382	-	(196)	466	470	(4)	100.86 %	3,668	3,051
Communication	4,921	-	7,711	12,632	12,630	2	99.98 %	11,360	10,847
Computer services	10,608	-	11,069	21,677	21,674	3	99.99 %	2,531	2,536
Consultants: Business and advisory services	18,451	-	2,431	20,882	20,903	(21)	100.10 %	23,259	16,120
Infrastructure and planning services	6,511	-	(6,511)	-	-	-	- %	-	-
Legal services	436	-	(107)	329	329	-	100.00 %	1,617	1,617
Contractors	128	-	(117)	11	6	5	54.55 %	681	648
Fleet services	1,947	-	(112)	1,835	1,846	(11)	100.60 %	3,076	3,076
Consumable supplies	628	-	180	808	807	1	99.88 %	704	673
Consumable: Stationery, printing and office supplies	1,114	-	142	1,256	1,252	4	99.68 %	2,138	2,019
Operating leases	705	-	(238)	467	467	-	100.00 %	770	770
Property payments	7,064	-	(1,840)	5,224	5,224	-	100.00 %	5,981	5,981
Transport provided: Departmental activity	(78)	-	78	-	-	-	- %	2,221	1,548
Travel and subsistence	11,264	-	(3,918)	7,346	7,338	8	99.89 %	24,204	21,619
Training and development	1,187	-	(942)	245	244	1	99.59 %	1,957	1,819
Operating payments	356	-	(120)	236	235	1	99.58 %	779	609
Venues and facilities	564	-	(200)	364	363	1	99.73 %	20,568	20,178
Rental and hiring	-	-	-	-	-	-	- %	3,481	3,459
	84,394	-	3,506	87,900	87,894	6	99.99 %	119,020	106,459
Compensation of employees	147,551	-	(3,105)	144,446	144,444	2	100.00 %	163,616	151,865
Goods and services	84,394	-	3,506	87,900	87,894	6	99.99 %	119,020	106,459
Total current payments	231,945	-	401	232,346	232,338	8	100.00 %	282,636	258,324

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Figures in Rand thousand

	2020/2021				2019/2020				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Transfers and subsidies									
Provinces and municipalities									
Provinces									
Provincial Revenue Funds	32	-	-	32	31	1	96.88 %	29	29
Provinces	32	-	-	32	31	1	96.88 %	29	29
Households									
Social benefits	920	-	(366)	554	550	4	99.28 %	5,170	3,956
Other transfers to households	300	-	(92)	208	207	1	99.52 %	-	-
	1,220	-	(458)	762	757	5	99.34 %	5,170	3,956
Provinces and municipalities	32	-	-	32	31	1	96.88 %	29	29
Households	1,220	-	(458)	762	757	5	99.34 %	5,170	3,956
Total transfers and subsidies	1,252	-	(458)	794	788	6	99.24 %	5,199	3,985
Payments for capital assets									
Machinery and equipment									
Transport equipment	1,800	-	(55)	1,745	-	1,745	- %	2,317	2,302
Other machinery and equipment	2,700	-	(42)	2,658	2,183	475	82.13 %	2,357	2,414
	4,500	-	(97)	4,403	2,183	2,220	49.58 %	4,674	4,716
Software and other intangible assets	-	97	-	97	96	1	98.97 %	1,790	1,763
Machinery and equipment	4,500	-	(97)	4,403	2,183	2,220	49.58 %	4,674	4,716
Intangible assets	-	97	97	97	96	1	98.97 %	1,790	1,763
Total payments for capital assets	4,500	97	-	4,500	2,279	2,221	50.64 %	6,464	6,479
	-	-	57	57	56	1	98.25 %	-	-
Payments for financial assets									
Total current payments	231,945	-	401	232,346	232,338	8	100.00 %	282,636	258,324
Total transfers and subsidies	1,252	-	(458)	794	788	6	99.24 %	5,199	3,985
Total payments for capital assets	4,500	97	-	4,500	2,279	2,221	50.64 %	6,464	6,479
Total payments for financial assets	-	-	57	57	56	1	98.25 %	-	-
Total	237,697	97	-	237,697	235,461	2,236	99.06 %	294,299	268,788

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Figures in Rand thousand		2020/2021						2019/2020		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
1. Programme 1 Administration										
		2020/2021						2019/2020		
Figures in Rand thousand										
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme										
Premier Support	1.1	23,117	-	(1,321)	21,796	21,796	-	100.00 %	28,219	27,291
Executive Council Support	1.2	4,839	-	15	4,854	4,854	-	100.00 %	6,185	5,968
Director-General Support	1.3	45,876	-	8,384	54,260	54,260	-	100.00 %	59,288	52,251
Financial Support	1.4	43,677	-	1,141	44,818	42,590	2,228	95.03 %	49,546	48,232
Subtotal		117,509	-	8,219	125,728	123,500	2,228	98.23 %	143,238	133,742
Economic classification										
Current payments										
Compensation of employees										
Salaries and wages		54,683	297	(3,047)	51,933	51,931	2	100.00 %	60,969	57,646
Social contributions		8,659	(297)	(913)	7,449	7,450	(1)	100.01 %	8,691	7,685
		63,342	-	(3,960)	59,382	59,381	1	100.00 %	69,660	65,331
Goods and services										
Administrative fees		1,461	(893)	(396)	172	169	3	98.26 %	1,657	1,597
Advertising		10	(10)	-	-	-	-	- %	9	8
Minor assets		-	-	172	172	170	2	98.84 %	44	44
Audit costs: External		4,372	344	2,328	7,044	7,044	-	100.00 %	4,287	4,286
Catering: Departmental activities		790	(131)	(309)	350	354	(4)	101.14 %	2,453	2,297
Communication		5,919	57	2,616	8,592	8,587	5	99.94 %	8,092	8,089
Computer services		1,083	9,707	10,802	21,592	21,590	2	99.99 %	1,053	1,058

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Figures in Rand thousand	2020/2021						2019/2020		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Consultants: Business and advisory services	4,170	(9,851)	13,260	7,579	7,579	-	100.00 %	4,666	975
Contractors	64	(61)	6	9	4	5	44.44 %	530	529
Fleet services	1,515	-	320	1,835	1,846	(11)	100.60 %	3,076	3,076
Consumable supplies	410	264	135	809	807	2	99.75 %	607	607
Consumable: Stationery, printing and office supplies	1,280	(186)	-	1,094	1,092	2	99.82 %	1,804	1,804
Operating leases	1,256	-	(789)	467	467	-	100.00 %	770	770
Property payments	6,800	-	(1,576)	5,224	5,224	-	100.00 %	5,981	5,981
Transport provided: Departmental activity	-	-	-	-	-	-	- %	659	659
Travel and subsistence	8,589	1,024	(3,163)	6,450	6,456	(6)	100.09 %	14,502	13,449
Training and development	-	-	53	53	52	1	98.11 %	175	173
Operating payments	281	(64)	(186)	31	30	1	96.77 %	366	218
Venues and facilities	685	130	(658)	157	156	1	99.36 %	12,828	12,826
Rental and hiring	330	(330)	-	-	-	-	- %	3,347	3,346
	39,015	-	22,615	61,630	61,627	3	100.00 %	66,906	61,792
Compensation of employees	63,342	-	(3,960)	59,382	59,381	1	100.00 %	69,660	65,331
Goods and services	39,015	-	22,615	61,630	61,627	3	100.00 %	66,906	61,792
Total current payments	102,357	-	18,655	121,012	121,008	4	100.00 %	136,566	127,123
Transfers and subsidies									
Provinces and municipalities	32	-	-	32	31	1	96.88 %	29	29
Households	220	-	(93)	127	125	1	98.43 %	1,969	1,939
Provinces and municipalities	32	-	-	32	31	1	96.88 %	29	29
Households	220	-	(93)	127	125	1	98.43 %	1,969	1,939
Total transfers and subsidies	252	-	(93)	159	157	1	98.74 %	1,998	1,968
Payments for capital assets									
Machinery and equipment	3,000	(187)	1,590	4,403	2,183	2,220	49.58 %	4,674	4,651
Software and other intangible assets	-	97	-	97	96	1	98.97 %	-	-

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Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Machinery and equipment	3,000	(187)	1,590	4,403	2,183	2,220	49.58 %	4,674	4,651
Intangible assets	-	97	-	97	96	1	98.97 %	-	-
Total payments for capital assets	3,000	(90)	1,590	4,500	2,279	2,221	50.64 %	4,674	4,651
	-	-	57	57	56	1	98.25 %	-	-
Payments for financial assets									
Total current payments	102,357	-	18,655	121,012	121,008	4	100.00 %	136,566	127,123
Total transfers and subsidies	252	-	(93)	159	157	1	98.74 %	1,998	1,968
Total payments for capital assets	3,000	(90)	1,590	4,500	2,279	2,221	50.64 %	4,674	4,651
Total payments for financial assets	-	-	57	57	56	1	98.25 %	-	-
Total	105,609	(90)	20,209	125,728	123,500	2,227	98.23 %	143,238	133,742

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Figures in Rand thousand		2020/2021						2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
1.1 Premier Support									
Figures in Rand thousand		2020/2021						2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	12,972	-	1,267	14,239	14,239	-	100.00 %	13,613	13,034
Social contributions	3,145	-	(1,532)	1,613	1,613	-	100.00 %	1,777	1,433
	16,117	-	(265)	15,852	15,852	-	100.00 %	15,390	14,467
Goods and services									
Administrative fees	895	-	(810)	85	84	1	98.82 %	941	940
Audit costs: External	-	-	-	-	-	-	- %	4	3
Catering: Departmental activities	233	-	(66)	167	166	1	99.40 %	315	315
Communication	-	-	83	83	82	1	98.80 %	37	36
Computer services	780	-	(398)	382	381	1	99.74 %	649	649
Legal services	24	-	(24)	-	-	-	- %	-	-
Contractors	-	-	-	-	-	-	- %	424	423
Consumable supplies	-	-	70	70	70	-	100.00 %	92	93
Consumable: Stationery, printing and office supplies	-	-	1	1	-	1	- %	1	2
Travel and subsistence	5,030	-	62	5,092	5,098	(6)	100.12 %	9,594	9,594
Operating payments	-	-	6	6	5	1	83.33 %	34	34
Venues and facilities	38	-	20	58	58	-	100.00 %	249	249
	7,000	-	(1,056)	5,944	5,944	-	100.00 %	12,340	12,338
Compensation of employees	16,117	-	(265)	15,852	15,852	-	100.00 %	15,390	14,467
Goods and services	7,000	-	(1,056)	5,944	5,944	-	100.00 %	12,340	12,338

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Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Total current payments	23,117	-	(1,321)	21,796	21,796	-	100.00 %	27,730	26,818
Transfers and subsidies									
Households	-	-	-	-	-	-	- %	489	486
Households	-	-	-	-	-	-	- %	489	486
Total current payments	23,117	-	(1,321)	21,796	21,796	-	100.00 %	27,730	26,818
Total transfers and subsidies	-	-	-	-	-	-	- %	489	486
Total	23,117	-	(1,321)	21,796	21,796	-	100.00 %	28,219	27,291

1.2 Executive Council Support

Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	4,164	-	55	4,219	4,219	-	100.00 %	4,535	4,324
Social contributions	575	-	12	587	587	-	100.00 %	597	595
	4,739	-	67	4,806	4,806	-	100.00 %	5,132	4,919
Goods and services									
Administrative fees	-	-	-	-	-	-	- %	89	88
Catering: Departmental activities	100	-	(82)	18	18	-	100.00 %	28	27
Contractors	-	-	-	-	-	-	- %	3	3
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	- %	15	14
Travel and subsistence	(7)	-	37	30	30	-	100.00 %	268	268
Operating payments	7	-	(7)	-	-	-	- %	-	-

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Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Venues and facilities	-	-	-	-	-	-	- %	637	637
	100	-	(52)	48	48	-	100.00 %	1,040	1,037
Compensation of employees	4,739	-	67	4,806	4,806	-	100.00 %	5,132	4,919
Goods and services	100	-	(52)	48	48	-	100.00 %	1,040	1,037
Total current payments	4,839	-	15	4,854	4,854	-	100.00 %	6,172	5,956
Transfers and subsidies									
Households	-	-	-	-	-	-	- %	13	12
Households	-	-	-	-	-	-	- %	13	12
Total current payments	4,839	-	15	4,854	4,854	-	100.00 %	6,172	5,956
Total transfers and subsidies	-	-	-	-	-	-	- %	13	12
Total	4,839	-	15	4,854	4,854	-	100.00 %	6,185	5,968

1.3 Director-General Support

Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	19,712	-	1,498	21,210	21,209	1	100.00 %	27,405	25,807
Social contributions	4,449	-	(1,447)	3,002	3,003	(1)	100.03 %	3,568	3,188
	24,161	-	51	24,212	24,212	-	100.00 %	30,973	28,995
Goods and services									
Administrative fees	421	-	(349)	72	72	-	100.00 %	549	495
Catering: Departmental activities	218	-	(77)	141	145	(4)	102.84 %	2,100	1,948
Communication	-	-	5	5	5	-	100.00 %	119	117
Computer services	9,112	-	12,020	21,132	21,131	1	100.00 %	157	148
Consultants: Business and advisory services	9,440	-	(1,913)	7,527	7,527	-	100.00 %	4,615	924
Contractors	68	-	(65)	3	3	-	100.00 %	2	2
Consumable supplies	-	-	7	7	6	1	85.71 %	5	4
Consumable: Stationery, printing and office supplies	-	-	1	1	1	-	100.00 %	1	1
Transport provided: Departmental activity	(200)	-	200	-	-	-	- %	659	659
Travel and subsistence	2,360	-	(1,404)	956	956	-	100.00 %	3,650	2,652
Training and development	-	-	51	51	50	1	98.04 %	148	147
Operating payments	186	-	(163)	23	23	-	100.00 %	180	32
Venues and facilities	110	-	(11)	99	99	-	100.00 %	11,479	11,478
Rental and hiring	-	-	-	-	-	-	- %	3,347	3,346
	21,715	-	8,302	30,017	30,018	(1)	100.00 %	27,011	21,953
Compensation of employees	24,161	-	51	24,212	24,212	-	100.00 %	30,973	28,995
Goods and services	21,715	-	8,302	30,017	30,018	(1)	100.00 %	27,011	21,953
Total current payments	45,876	-	8,353	54,229	54,230	(1)	100.00 %	57,984	50,948
Transfers and subsidies									
Households									
Social benefits	-	-	31	31	30	1	96.77 %	1,304	1,303

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Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Households	-	-	31	31	30	1	96.77 %	1,304	1,303
Total current payments	45,876	-	8,353	54,229	54,230	(1)	100.00 %	57,984	50,948
Total transfers and subsidies	-	-	31	31	30	1	96.77 %	1,304	1,303
Total	45,876	-	8,384	54,260	54,260	-	100.00 %	59,288	52,251

1.4 Financial Support

Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	12,481	-	(216)	12,265	12,264	1	99.99 %	15,416	14,481
Social contributions	2,409	-	(162)	2,247	2,247	-	100.00 %	2,749	2,469
	14,890	-	(378)	14,512	14,511	1	99.99 %	18,165	16,950
Goods and services									
Administrative fees	87	-	(72)	15	13	2	86.67 %	78	74
Advertising	-	-	-	-	-	-	- %	9	8
Minor assets	-	-	172	172	170	2	98.84 %	44	44
Audit costs: External	7,002	-	42	7,044	7,044	-	100.00 %	4,283	4,283
Catering: Departmental activities	63	-	(38)	25	25	-	100.00 %	10	7
Communication	4,921	-	3,582	8,503	8,500	3	99.96 %	7,936	7,936
Computer services	240	-	(162)	78	78	-	100.00 %	247	261
Consultants: Business and advisory services	73	-	(21)	52	52	-	100.00 %	51	51
Contractors	39	-	(33)	6	1	5	16.67 %	101	101
Fleet services	1,947	-	(112)	1,835	1,846	(11)	100.60 %	3,076	3,076
Consumable supplies	628	-	103	731	731	-	100.00 %	510	510

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Figures in Rand thousand									
	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Consumable: Stationery, printing and office supplies	759	-	334	1,093	1,091	2	99.82 %	1,787	1,787
Operating leases	678	-	(211)	467	467	-	100.00 %	770	770
Property payments	7,064	-	(1,840)	5,224	5,224	-	100.00 %	5,981	5,981
Travel and subsistence	419	-	(47)	372	372	-	100.00 %	990	935
Training and development	-	-	2	2	2	-	100.00 %	27	26
Operating payments	163	-	(161)	2	2	-	100.00 %	152	152
Venues and facilities	12	-	(12)	-	-	-	- %	463	462
	24,095	-	1,526	25,621	25,618	3	99.99 %	26,515	26,464
Compensation of employees	14,890	-	(378)	14,512	14,511	1	99.99 %	18,165	16,950
Goods and services	24,095	-	1,526	25,621	25,618	3	99.99 %	26,515	26,464
Total current payments	38,985	-	1,148	40,133	40,129	4	99.99 %	44,680	43,414
Transfers and subsidies									
Provinces and municipalities									
Provinces									
Provincial Revenue Funds	32	-	-	32	31	1	96.88 %	29	29
Provinces	32	-	-	32	31	1	96.88 %	29	29
Households									
Social benefits	160	-	(64)	96	95	1	98.96 %	163	138
Provinces and municipalities	32	-	-	32	31	1	96.88 %	29	29
Households	160	-	(64)	96	95	1	98.96 %	163	138
Total transfers and subsidies	192	-	(64)	128	126	2	98.44 %	192	167
Payments for capital assets									
Machinery and equipment									
Transport equipment	1,800	-	(55)	1,745	-	1,745	- %	4,674	4,651
Other machinery and equipment	2,700	-	(42)	2,658	2,183	475	82.13 %	-	-
	4,500	-	(97)	4,403	2,183	2,220	49.58 %	4,674	4,651
Software and other intangible assets	-	97	-	97	96	1	98.97 %	-	-

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	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Machinery and equipment	2,700	-	(42)	2,658	2,183	475	82.13 %	4,674	4,651
Intangible assets	-	97	-	97	96	1	98.97 %	-	-
Total payments for capital assets	4,500	-	(97)	4,403	2,183	2,220	49.58 %	4,674	4,651
Payments for financial assets	-	-	57	57	56	1	98.25 %	-	-
Total current payments	38,985	-	1,148	40,133	40,129	4	99.99 %	44,680	43,414
Total transfers and subsidies	192	-	(64)	128	126	2	98.44 %	192	167
Total payments for capital assets	4,500	-	-	4,500	2,279	2,221	50.64 %	4,674	4,651
Total payments for financial assets	-	-	57	57	56	1	98.25 %	-	-
Total	43,677	-	1,141	44,818	42,590	2,228	95.03 %	49,546	48,232

2. Programme 2 Institutional Development

		2020/2021							2019/2020	
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme										
Strategic Human Resource	2.1	36,016	-	(2,078)	33,938	33,936	2	99.99 %	39,570	37,057
Information Communication Technology	2.2	11,029	-	670	11,699	11,698	1	99.99 %	13,243	11,821
Legal Services	2.3	4,414	-	(282)	4,132	4,132	-	100.00 %	4,543	4,196
Communication Services	2.4	17,517	-	(3,832)	13,685	13,683	2	99.99 %	26,041	24,636
Programme Support	2.5	2,864	-	2	2,866	2,864	2	99.93 %	2,015	1,852
Subtotal		71,840	-	(5,520)	66,320	66,313	7	99.99 %	85,412	79,562

Economic classification

Current payments

Compensation of employees

Salaries and wages	42,325	-	226	42,551	42,550	1	100.00 %	45,596	43,963
Social contributions	8,051	-	(1,496)	6,555	6,555	-	100.00 %	7,065	6,379

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	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	50,376	-	(1,270)	49,106	49,105	1	100.00 %	52,661	50,342
Goods and services									
Administrative fees	509	-	(455)	54	49	5	90.74 %	320	288
Advertising	7,631	-	(1,243)	6,388	6,388	-	100.00 %	3,151	3,123
Minor assets	-	-	2	2	1	1	50.00 %	-	-
Catering: Departmental activities	391	-	(367)	24	21	3	87.50 %	476	382
Communication	-	-	296	296	298	(2)	100.68 %	8	8
Computer services	200	-	(115)	85	84	1	98.82 %	1,478	1,478
Consultants: Business and advisory services	8,250	-	459	8,709	8,707	2	99.98 %	10,230	9,000
Legal services	323	-	6	329	329	-	100.00 %	1,617	1,616
Contractors	-	-	2	2	2	-	100.00 %	97	95
Consumable supplies	-	-	-	-	-	-	- %	90	60
Consumable: Stationery, printing and office supplies	355	-	(194)	161	160	1	99.38 %	267	214
Transport provided: Departmental activity	-	-	-	-	-	-	- %	896	667
Travel and subsistence	1,581	-	(1,181)	400	408	(8)	102.00 %	3,831	3,225
Training and development	1,187	-	(995)	192	192	-	100.00 %	1,615	1,614
Operating payments	-	-	189	189	189	-	100.00 %	267	267
Venues and facilities	300	-	(247)	53	52	1	98.11 %	5,253	5,209
Rental and hiring	-	-	-	-	-	-	- %	134	113
	20,754	-	(3,870)	16,884	16,880	4	99.98 %	29,730	27,360
Compensation of employees	50,376	-	(1,270)	49,106	49,105	1	100.00 %	52,661	50,342
Goods and services	20,754	-	(3,870)	16,884	16,880	4	99.98 %	29,730	27,360
Total current payments	71,130	-	(5,140)	65,990	65,985	5	99.99 %	82,391	77,702
Transfers and subsidies									
Households									
Social benefits	410	-	(288)	122	121	1	99.18 %	1,479	1,248
Other transfers to households	300	-	(92)	208	207	1	99.52 %	1,542	612
	710	-	(380)	330	328	2	99.39 %	3,021	1,860

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	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Households	710	-	(380)	330	328	2	99.39 %	3,021	1,860
Total current payments	71,130	-	(5,140)	65,990	65,985	5	99.99 %	82,391	77,702
Total transfers and subsidies	710	-	(380)	330	328	2	99.39 %	3,021	1,860
Total	71,840	-	(5,520)	66,320	66,313	7	99.99 %	85,412	79,562

2.1 Strategic Human Resource

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	24,294	-	(88)	24,206	24,206	-	100.00 %	25,805	25,330
Social contributions	4,418	-	(531)	3,887	3,887	-	100.00 %	4,354	3,853
	28,712	-	(619)	28,093	28,093	-	100.00 %	30,159	29,183
Goods and services									
Administrative fees	279	-	(234)	45	43	2	95.56 %	177	178
Advertising	3,125	-	1,511	4,636	4,636	-	100.00 %	453	424
Catering: Departmental activities	279	-	(259)	20	18	2	90.00 %	450	361
Communication	-	-	-	-	-	-	- %	4	4
Consultants: Business and advisory services	250	-	(240)	10	5	5	50.00 %	67	44
Legal services	323	-	6	329	329	-	100.00 %	1,617	1,617
Contractors	-	-	2	2	2	-	100.00 %	27	25
Consumable supplies	-	-	-	-	-	-	- %	86	58
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	- %	27	27
Operating leases	27	-	(27)	-	-	-	- %	-	-
Travel and subsistence	884	-	596	288	298	(10)	103.47 %	1,687	1,439

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	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Training and development	1,187	-	(995)	192	192	-	100.00 %	1,599	1,599
Operating payments	-	-	-	-	-	-	- %	47	47
Venues and facilities	300	-	(247)	53	52	1	98.11 %	362	318
Rental and hiring	-	-	-	-	-	-	- %	44	44
	6,654	-	(1,079)	5,575	5,575	-	100.00 %	6,647	6,185
Compensation of employees	28,712	-	(619)	28,093	28,093	-	100.00 %	30,159	29,183
Goods and services	6,654	-	(1,079)	5,575	5,575	-	100.00 %	6,647	6,185
Total current payments	35,366	-	(1,698)	33,668	33,668	-	100.00 %	36,806	35,368
Transfers and subsidies									
Households									
Social benefits	350	-	(288)	62	60	2	96.77 %	2,764	1,077
Other transfers to households	300	-	(92)	208	208	-	100.00 %	1,542	612
	650	-	(380)	270	268	2	99.26 %	4,306	1,689
Households	-	-	(380)	270	268	2	99.26 %	4,306	1,689
Total current payments	35,366	-	(1,698)	33,668	33,668	-	100.00 %	36,806	35,368
Total transfers and subsidies	650	-	(380)	270	268	2	99.26 %	2,764	1,689
Total	36,016	-	(2,078)	33,938	33,936	2	99.99 %	39,570	37,057

2.2 Information Communication Technology

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	2,276	-	140	2,416	2,415	1	99.96 %	2,580	2,399

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	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Social contributions	453	-	(138)	315	315	-	100.00 %	333	311
	2,729	-	2	2,731	2,730	1	99.96 %	2,913	2,710
Goods and services									
Administrative fees	37	-	(37)	-	-	-	- %	2	1
Minor assets	-	-	2	2	1	1	50.00 %	-	-
Catering: Departmental activities	-	-	-	-	-	-	- %	1	1
Communication	-	-	262	262	261	1	99.62 %	-	-
Consultants: Business and advisory services	8,000	-	699	8,699	8,702	(3)	100.03 %	10,163	8,956
Consumable: Stationery, printing and office supplies	-	-	2	2	1	1	50.00 %	-	-
Travel and subsistence	263	-	(260)	3	3	-	100.00 %	148	138
Training and development	-	-	-	-	-	-	- %	16	15
	8,300	-	668	8,968	8,968	-	100.00 %	10,330	9,111
Compensation of employees	2,729	-	2	2,731	2,730	1	99.96 %	2,913	2,710
Goods and services	8,300	-	668	8,968	8,968	-	100.00 %	10,330	9,111
Total current payments	11,029	-	670	11,699	11,698	1	99.99 %	13,243	11,821
Total current payments	11,029	-	670	11,699	11,698	1	99.99 %	13,243	11,821
Total	11,029	-	670	11,699	11,698	1	99.99 %	13,243	11,821

2.3 Legal Services

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	3,732	-	(120)	3,612	3,612	-	100.00 %	3,911	3,685
Social contributions	532	-	(108)	424	424	-	100.00 %	472	422
	4,264	-	(228)	4,036	4,036	-	100.00 %	4,383	4,107
Goods and services									
Administrative fees	9	-	(9)	-	-	-	- %	2	-
Catering: Departmental activities	13	-	(13)	-	-	-	- %	-	-
Consumable: Stationery, printing and office supplies	78	-	18	96	96	-	100.00 %	90	89
Travel and subsistence	50	-	(50)	-	-	-	- %	68	-
	150	-	(54)	96	96	-	100.00 %	160	89
Compensation of employees	4,264	-	(228)	4,036	4,036	-	100.00 %	4,383	4,107
Goods and services	150	-	(54)	96	96	-	100.00 %	160	89
Total current payments	4,414	-	(282)	4,132	4,132	-	100.00 %	4,543	4,196
Total current payments	4,414	-	(282)	4,132	4,132	-	100.00 %	4,543	4,196
Total	4,414	-	(282)	4,132	4,132	-	100.00 %	4,543	4,196

2.4 Communication Services

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	10,095	-	(203)	9,892	9,892	-	100.00 %	11,820	11,070
Social contributions	1,812	-	(261)	1,551	1,551	-	100.00 %	1,721	1,610
	11,907	-	(464)	11,443	11,443	-	100.00 %	13,541	12,680

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Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Goods and services									
Administrative fees	161	-	(152)	9	6	3	66.67 %	134	106
Advertising	4,506	-	(2,754)	1,752	1,752	-	100.00 %	2,698	2,699
Catering: Departmental activities	85	-	(81)	4	3	1	75.00 %	20	19
Computer services	200	-	(115)	85	84	1	98.82 %	1,478	1,478
Contractors	-	-	-	-	-	-	- %	70	70
Consumable supplies	-	-	-	-	-	-	- %	2	1
Consumable: Stationery, printing and office supplies	277	-	(214)	63	63	-	100.00 %	150	98
Transport provided: Departmental activity	-	-	-	-	-	-	- %	896	667
Travel and subsistence	321	-	(241)	80	83	(3)	103.75 %	1,769	1,556
Operating payments	-	-	189	189	189	-	100.00 %	220	220
Venues and facilities	-	-	-	-	-	-	- %	4,891	4,891
Rental and hiring	-	-	-	-	-	-	- %	90	69
	5,550	-	(3,368)	2,182	2,180	2	99.91 %	12,418	11,874
Compensation of employees	11,907	-	(464)	11,443	11,443	-	100.00 %	13,541	12,680
Goods and services	5,550	-	(3,368)	2,182	2,180	2	99.91 %	12,418	11,874
Total current payments	17,457	-	(3,832)	13,625	13,623	2	99.99 %	25,959	24,554
Transfers and subsidies									
Households									
Social benefits	60	-	-	60	60	-	100.00 %	82	82
Households	60	-	-	60	60	-	100.00 %	82	82
Total current payments	17,457	-	(3,832)	13,625	13,623	2	99.99 %	25,959	24,554
Total transfers and subsidies	60	-	-	60	60	-	100.00 %	82	82
Total	17,517	-	(3,832)	13,685	13,683	2	99.99 %	26,041	24,636

2.5 Programme Support

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	1,928	-	497	2,425	2,425	-	100.00 %	1,480	1,479
Social contributions	836	-	(458)	378	378	-	100.00 %	185	183
	2,764	-	39	2,803	2,803	-	100.00 %	1,665	1,662
Goods and services									
Administrative fees	23	-	(23)	-	-	-	- %	5	3
Catering: Departmental activities	14	-	(14)	-	-	-	- %	5	1
Communication	-	-	34	34	37	(3)	108.82 %	4	4
Consumable supplies	-	-	-	-	-	-	- %	2	1
Travel and subsistence	63	-	(34)	29	24	5	82.76 %	159	92
	100	-	(37)	63	61	2	96.83 %	175	101
Compensation of employees	2,764	-	39	2,803	2,803	-	100.00 %	1,665	1,662
Goods and services	100	-	(37)	63	61	2	96.83 %	175	101
Total current payments	2,864	-	2	2,866	2,864	2	99.93 %	1,840	1,763
Total current payments	2,864	-	2	2,866	2,864	2	99.93 %	1,840	1,763
Total transfers and subsidies	-	-	-	-	-	-	- %	175	89
Total	2,864	-	2	2,866	2,864	2	99.93 %	2,015	1,852

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3. Programme 3 Policy and Governance

Figures in Rand thousand		2020/2021							2019/2020	
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme										
Special Programmes	3.1	6,394	-	(717)	5,677	5,659	18	99.68 %	10,201	7,893
Intergovernmental Relations	3.2	7,555	-	(1,445)	6,110	6,107	3	99.95 %	10,854	7,803
Provincial & Policy Management	3.3	33,966	-	(486)	33,480	33,504	(24)	100.07 %	43,039	38,881
Programme Support	3.4	433	-	(51)	382	379	3	99.21 %	1,555	907
Subtotal		48,348	-	(2,699)	45,649	45,649	-	100.00 %	65,649	55,484

Economic classification

Current payments

Compensation of employees

Salaries and wages	29,410	-	1,721	31,131	31,131	-	100.00 %	35,493	31,349
Social contributions	7,858	-	(3,031)	4,827	4,827	-	100.00 %	5,802	4,843
	37,268	-	(1,310)	35,958	35,958	-	100.00 %	41,295	36,192

Goods and services

Administrative fees	612	-	(582)	30	25	5	83.33 %	547	532
Advertising	-	-	260	260	260	-	100.00 %	10	-
Minor assets	49	-	(49)	-	-	-	- %	-	11
Catering: Departmental activities	377	-	(286)	91	95	(4)	104.40 %	739	372
Communication	-	-	3,745	3,745	3,745	-	100.00 %	3,260	2,750
Computer services	276	-	(276)	-	-	-	- %	-	-
Consultants: Business and advisory services	688	-	3,906	4,594	4,617	(23)	100.50 %	8,363	6,145
Infrastructure and planning services	6,511	-	(6,511)	-	-	-	- %	-	-
Legal services	89	-	(89)	-	-	-	- %	-	-
Contractors	21	-	(21)	-	-	-	- %	54	24
Consumable supplies	-	-	-	-	-	-	- %	7	6
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	- %	67	1
Transport provided: Departmental activity	122	-	(122)	-	-	-	- %	666	222
Travel and subsistence	1,881	-	(1,385)	496	474	22	95.56 %	5,871	4,945

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Figures in Rand thousand	2020/2021						2019/2020		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Training and development	-	-	-	-	-	-	- %	167	32
Operating payments	-	-	16	16	16	-	100.00 %	146	124
Venues and facilities	104	-	50	154	154	-	100.00 %	2,487	2,143
	10,730	-	(1,344)	9,386	9,386	-	100.00 %	22,384	17,307
Compensation of employees	37,268	-	(1,310)	35,958	35,958	-	100.00 %	41,295	36,192
Goods and services	10,730	-	(1,344)	9,386	9,386	-	100.00 %	22,384	17,307
Total current payments	47,998	-	(2,654)	45,344	45,344	-	100.00 %	63,679	53,499
Transfers and subsidies									
Households									
Social benefits	350	-	(45)	305	304	1	99.67 %	180	156
Households	350	-	(45)	305	304	1	99.67 %	180	157
Payments for capital assets									
Machinery and equipment									
Other machinery and equipment	-	-	-	-	-	-	- %	-	65
Software and other intangible assets	-	-	-	-	-	-	- %	1,790	1,763
Machinery and equipment	-	-	-	-	-	-	- %	-	65
Intangible assets	-	-	-	-	-	-	- %	1,790	1,763
Total payments for capital assets	-	-	-	-	-	-	- %	1,790	1,828
Total current payments	47,998	-	(2,654)	45,344	45,344	-	100.00 %	63,679	53,499
Total transfers and subsidies	350	-	(45)	305	304	1	99.67 %	180	157
Total payments for capital assets	-	-	-	-	-	-	- %	1,790	1,828
Total	48,348	-	(2,699)	45,649	45,648	1	100.00 %	65,649	55,484

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3.1 Special Programmes

Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	3,915	-	(33)	3,882	3,882	-	100.00 %	4,045	3,749
Social contributions	929	-	(190)	739	739	-	100.00 %	840	691
	4,844	-	(223)	4,621	4,621	-	100.00 %	4,885	4,440
Goods and services									
Administrative fees	293	-	(277)	16	13	3	81.25 %	162	154
Advertising	-	-	260	260	260	-	100.00 %	-	-
Minor assets	49	-	(49)	-	-	-	- %	-	-
Catering: Departmental activities	123	-	(113)	10	14	(4)	140.00 %	331	142
Computer services	276	-	(276)	-	-	-	- %	-	-
Consultants: Business and advisory services	-	-	586	586	585	1	99.83 %	546	-
Contractors	21	-	(21)	-	-	-	- %	32	5
Consumable supplies	-	-	-	-	-	-	- %	1	-
Transport provided: Departmental activity	122	-	(122)	-	-	-	- %	666	222
Travel and subsistence	666	-	(584)	82	64	18	78.05 %	1,056	744
Venues and facilities	-	-	102	102	102	-	100.00 %	732	423
	1,550	-	(494)	1,056	1,038	18	98.30 %	3,526	1,723
Compensation of employees	4,844	-	(223)	4,621	4,621	-	100.00 %	4,885	4,440
Goods and services	1,550	-	(494)	1,056	1,038	18	98.30 %	3,526	1,690
Total current payments	6,394	-	(717)	5,677	5,659	18	99.68 %	8,411	6,130
Total current payments	6,394	-	(717)	5,677	5,659	18	99.68 %	8,411	6,130
Total payments for capital assets	-	-	-	-	-	-	- %	1,790	1,763
Total	6,394	-	(717)	5,677	5,659	18	99.68 %	10,201	7,893

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Appropriation Statement

Figures in Rand thousand

Figures in Rand thousand				2020/2021			2019/2020		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure

3.2 Intergovernmental Relations

	2020/2021						2019/2020		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure

Economic classification

Current payments

Compensation of employees

Salaries and wages	4,794	-	377	5,171	5,171	-	100.00 %	6,743	4,547
Social contributions	1,411	-	(598)	813	813	-	100.00 %	1,085	737
	6,205	-	(221)	5,984	5,984	-	100.00 %	7,828	5,284

Goods and services

Administrative fees	118	-	(117)	1	-	1	- %	181	181
Advertising	-	-	-	-	-	-	- %	10	-
Catering: Departmental activities	-	-	1	1	1	-	100.00 %	3	3
Consultants: Business and advisory services	500	-	(500)	-	-	-	- %	718	458
Contractors	-	-	-	-	-	-	- %	7	5
Consumable supplies	-	-	-	-	-	-	- %	5	5
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	- %	1	-
Travel and subsistence	732	-	(624)	108	106	2	98.15 %	1,911	1,714
Operating payments	-	-	16	16	16	-	100.00 %	24	23
Venues and facilities	-	-	-	-	-	-	- %	35	-
	1,350	-	(1,224)	126	123	3	97.62 %	2,895	2,389
Compensation of employees	6,205	-	(221)	5,984	5,984	-	100.00 %	7,828	5,284
Goods and services	1,350	-	(1,224)	126	123	3	97.62 %	2,895	2,389
Total current payments	7,555	-	(1,445)	6,110	6,107	3	99.95 %	10,723	7,673

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Appropriation Statement

Figures in Rand thousand	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Transfers and subsidies									
Households	-	-	-	-	-	-	- %	131	130
Households	-	-	-	-	-	-	- %	131	130
Total current payments	7,555	-	(1,445)	6,110	6,107	3	99.95 %	10,723	7,673
Total transfers and subsidies	-	-	-	-	-	-	- %	131	130
Total	7,555	-	(1,445)	6,110	6,107	3	99.95 %	10,854	7,803

3.3 Provincial & Policy Management

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	20,361	-	1,417	21,778	21,779	(1)	100.00 %	23,545	22,451
Social contributions	5,475	-	(2,276)	3,199	3,199	-	100.00 %	3,682	3,255
	25,836	-	(859)	24,977	24,978	(1)	100.00 %	27,227	25,706
Goods and services									
Administrative fees	200	-	(188)	12	12	-	100.00 %	189	183
Minor assets	-	-	-	-	-	-	- %	-	11
Catering: Departmental activities	238	-	(158)	80	80	-	100.00 %	395	224
Communication	-	-	3,745	3,745	3,745	-	100.00 %	3,260	2,750
Consultants: Business and advisory services	188	-	3,820	4,008	4,032	(24)	100.60 %	7,099	5,687
Infrastructure and planning services	6,511	-	(6,511)	-	-	-	- %	-	-
Legal services	89	-	(89)	-	-	-	- %	-	-
Contractors	-	-	-	-	-	-	- %	15	14

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Annual Financial Statements for the year ended 31 March 2021

Appropriation Statement

Figures in Rand thousand									
	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Consumable supplies	-	-	-	-	-	-	- %	1	1
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	- %	66	1
Travel and subsistence	450	-	(149)	301	301	-	100.00 %	2,729	2,359
Training and development	-	-	-	-	-	-	- %	167	32
Operating payments	-	-	-	-	-	-	- %	122	101
Venues and facilities	104	-	(52)	52	52	-	100.00 %	1,720	1,720
	7,780	-	418	8,198	8,222	(24)	100.29 %	15,763	13,083
Compensation of employees	25,836	-	(859)	24,977	24,978	(1)	100.00 %	27,227	25,706
Goods and services	7,780	-	418	8,198	8,222	(24)	100.29 %	15,763	13,083
Total current payments	33,616	-	(441)	33,175	33,200	(25)	100.08 %	42,990	38,789
Transfers and subsidies									
Households									
Social benefits	350	-	(45)	305	304	1	99.67 %	49	27
Households	350	-	(45)	305	304	1	99.67 %	49	27
Payments for capital assets									
Machinery and equipment									
Other machinery and equipment	-	-	-	-	-	-	- %	-	65
Machinery and equipment	-	-	-	-	-	-	- %	-	65
Total current payments	33,616	-	(441)	33,175	33,200	(25)	100.08 %	42,990	38,789
Total transfers and subsidies	350	-	(45)	305	304	1	99.67 %	49	27
Total payments for capital assets	-	-	-	-	-	-	- %	-	65
Total	33,966	-	(486)	33,480	33,504	(24)	100.07 %	43,039	38,881

3.4 Programme Support

	2020/2021							2019/2020	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification									
Current payments									
Compensation of employees									
Salaries and wages	340	-	(40)	300	300	-	100.00 %	1,160	602
Social contributions	43	-	33	76	76	-	100.00 %	195	160
	383	-	(7)	376	376	-	100.00 %	1,355	762
Goods and services									
Administrative fees	1	-	-	1	-	1	- %	15	14
Catering: Departmental activities	16	-	(16)	-	-	-	- %	10	3
Travel and subsistence	33	-	(28)	5	3	2	60.00 %	175	128
	50	-	(44)	6	3	3	50.00 %	200	145
Compensation of employees	383	-	(7)	376	376	-	100.00 %	1,355	762
Goods and services	50	-	(44)	6	3	3	50.00 %	200	145
Total current payments	433	-	(51)	382	379	3	99.21 %	1,555	907
Total current payments	433	-	(51)	382	379	3	99.21 %	1,555	907
Total	433	-	(51)	382	379	3	99.21 %	1,555	907

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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, disclosure notes and Annexure 1 (A-H) 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

Details of these transactions per programme can be viewed in the note on Payments for financial assets to the annual financial statements.

4. Explanations of material variances from Amounts Voted (after Virement):

4.1 Per programme

Figures in Rand thousand	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
Programme 1 Administration	125,728	123,500	2,228	1.8 %
Programme 2 Institutional Development	66,320	66,313	7	- %
Programme 3 Policy and Governance	45,649	45,648	1	- %

Programme 1 Administration-The underspending by the programme is as a result of capital items procured but delivered late to enable the department to effect payment.

Programme 2 Institutional Development-No material deviation.

PProgramme 3 Policy and Governance- No material deviation.

4.2 Per economic classification

Figures in Rand thousand	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
Current payments				
Compensation of employees	144,446	144,444	2	- %
Goods and services	87,900	87,894	6	- %
Transfers and subsidies				
Provinces and municipalities	32	31	1	3 %
Households	762	757	5	1 %
Payments for capital assets				
Machinery and equipment	4,403	2,183	2,220	50 %
Intangible assets	97	96	1	1 %
Payments for financial assets	57	56	1	2 %

The is no material deviation on the other economic classification except for capital items which were procured but delivered late to enable the department to effect payment.

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Annual Financial Statements for the year ended 31 March 2021

Statement of Financial Performance

Figures in Rand thousand	Note(s)	2020/2021	2019/2020
Revenue			
Annual appropriation	1	237,697	294,299
Departmental revenue	2	1,853	-
Total revenue		239,550	294,299
Expenditure			
Current expenditure			
Compensation of employees	3	144,445	151,865
Goods and services	4	87,893	106,459
Total current expenditure		232,338	258,324
Transfers and subsidies			
Transfers and subsidies	6	788	3,984
Expenditure for capital assets			
Tangible assets	7	2,183	4,717
Intangible assets	7	96	1,763
Total expenditure for capital assets		2,279	6,480
Payments for financial assets	5	56	-
Total expenditure		235,461	268,788
Surplus for the year		4,089	25,511
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds			
Annual appropriation		2,236	25,511
		2,236	25,511
Departmental revenue and NRF Receipts	12	1,853	-
Surplus for the year		4,089	25,511

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Statement of Financial Position as at 31 March 2021

Figures in Rand thousand	Note(s)	2020/2021	2019/2020
Assets			
Current Assets			
Cash and cash equivalents	8	-	22,822
Prepayments and advances	9	177	219
Receivables	10	2,445	2,650
		2,622	25,691
Total Assets		2,622	25,691
Liabilities			
Current Liabilities			
Voted funds to be surrendered to the Revenue Fund	11	2,235	25,511
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	181	173
Bank overdraft	13	192	-
Payables	14	14	7
		2,622	25,691
Total Liabilities		2,622	25,691
		-	-

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Statement of Changes in Net Assets

Figures in Rand thousand	Note	2020/2021	2019/2020
Recoverable revenue			
Opening balance		-	-
Transfers:			
Irrecoverable amounts written off		-	-
Debts revised		-	-
Debts recovered (incl in dept receipts)		-	-
Debts raised		-	-
Closing balance		-	-
Retained funds			
Opening balance		-	-
Transferred from voted funds to be surrendered (Parliament/Legislatures ONLY)		-	-
Utilised during the year		-	-
Other transfers		-	-
Closing balance		-	-
Revaluation reserves			
Opening balance		-	-
Revaluation adjustment		-	-
Transfers		-	-
Other		-	-
Closing balance		-	-

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Cash Flow Statement

Figures in Rand thousand

	Note(s)	2020/2021	2019/2020
Cash flows from operating activities			
Receipts			
Annual appropriated funds received	1.1	237,697	294,299
Departmental revenue received	2	2,966	1,073
Interest received	2.2	1,007	901
		241,670	296,273
Net (increase)/decrease in working capital		254	2,839
Surrendered to Revenue Fund		(29,666)	(18,310)
Current payments		(232,338)	(258,324)
Payments for financial assets		(56)	-
Transfers and subsidies paid		(788)	(3,984)
Net cash flow available from operating activities	16	(20,924)	18,494
Cash flows from investing activities			
Payments for capital assets	7	(2,279)	(6,480)
Proceeds from sale of capital assets	2.3	189	96
Net cash flows from investing activities		(2,090)	(6,384)
Cash and cash equivalents at beginning of period		22,822	10,712
Net increase/(decrease) in cash and cash equivalents		(23,014)	12,110
Cash and cash equivalents at the end of the year	17	(192)	22,822

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Accounting Policies

Summary of significant accounting policies

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

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

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

1. Going concern

The annual financial statements have been prepared on a going concern basis.

2. Presentation currency

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

3. Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R).

4. Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rand using the spot exchange rates prevailing at the date of payment / receipt.

5. Comparative information

5.1 Prior period comparative information

Prior period comparative information has been presented in the current year's annual financial statements. Where necessary figures included in the prior period annual financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's annual financial statements.

5.2 Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

6. Revenue

6.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.

The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

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Accounting Policies

6. Revenue (continued)

6.2 Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

6.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the annual financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

Write-offs are made according to the department's debt write-off policy.

7. Expenditure

7.1 Compensation of employees

7.1.1 Salaries and wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

7.1.2 Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

7.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

7.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the annual financial statements at cost at the reporting date.

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Accounting Policies

7. Expenditure (continued)

7.4 Leases

7.4.1 Operating leases

Operating lease payments made during the reporting date are recognised as current expenditure in the statement of financial performance on the date of payment.

The operating lease commitments are recorded in the notes to the annual financial statements.

7.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.

The finance lease commitments are recorded in the notes to the annual financial statements and are not apportioned between the capital and interest portions.

Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- cost, being the fair value of the asset; or
- the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

8. Aid assistance

8.1 Aid assistance received

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the annual financial statements on the date of receipt and is measured at fair value.

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

8.2 Aid assistance paid

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

9. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position.

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

10. Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.

Prepayments and advances are initially and subsequently measured at cost.

11. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

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Accounting Policies

12. Investments

Investments are recognised in the statement of financial position at cost.

13. Financial assets

13.1 Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost, plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

13.2 Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the annual financial statements.

14. Payables

Payables recognised in the statement of financial position are recognised at cost.

15. Capital assets

15.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the annual financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

Additional information on immovable assets not reflected in the assets register is provided in the notes to annual financial statements.

15.2 Movable capital assets

Movable capital assets are initially recorded in the notes to the annual financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at -.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at -

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

15.3 Intangible assets

Intangible assets are initially recorded in the notes to the annual financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the annual financial statements when the department commences the development phase of the project.

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Accounting Policies

15. Capital assets (continued)

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

15.4 Project costs: Work-in-progress

Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.

Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.

Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.

16. Provisions and contingents

16.1 Provisions

Provisions are recorded in the notes to the annual financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

16.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the annual financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

16.3 Contingent assets

Contingent assets are recorded in the notes to the annual financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

16.4 Commitments

Commitments (other than for transfers and subsidies) are recorded at cost in the notes to the annual financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

17. Unauthorised expenditure

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial position; or
- transferred to receivables for recovery.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

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Accounting Policies

18. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recorded in the notes to the annual financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the annual financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

19. Irregular expenditure

Irregular expenditure is recorded in the notes to the annual financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

20. Changes in accounting policies, accounting estimates and errors

Changes in accounting policies that are affected by management have been applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

21. Events after the reporting date

Events after the reporting date that are classified as adjusting events have been accounted for in the annual financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the annual financial statements.

22. Principal-Agent arrangements

The department is party to a principal-agent arrangement for [include details here]. In terms of the arrangement the department is the and is responsible for [include details here]. All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein. Additional disclosures have been provided in the notes to the annual financial statements where appropriate.

23. Departures from the MCS requirements

The department has not departed from the MCS requirements.

24. Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period, but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.

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Accounting Policies

25. Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

26. Related party transactions

Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the annual financial statements when the transaction is not at arm's length.

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.

27. Inventories

At the date of acquisition, inventories are recognised at cost in the statement of financial performance.

Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.

Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.

The cost of inventories is assigned by using the weighted average cost basis.

28. Public-Private Partnerships

Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.

A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the annual financial statements.

29. Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.

30. Transfers of functions

Transfers of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer.

Transfers of functions are accounted for by the transferor or by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.

31. Mergers

Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger.

Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.

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Notes to the Annual Financial Statements

Figures in Rand thousand	Note	2020/2021	2019/2020
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1. Annual appropriation

1.1 Annual appropriation

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

Figures in Rand thousand	2020/2021		2019/2020	
	Final Appropriation	Actual Funds Received	Final Appropriation	Appropriation received
Programme 1 Administration	125,728	125,728	143,238	143,238
Programme 2 Institutional Development	66,320	66,320	85,412	85,412
Programme 3 Policy and Governance	45,649	45,649	65,649	65,649
Total	237,697	237,697	294,299	294,299

2. Departmental revenue

Sales of goods and services other than capital assets	2.1	184	195
Interest, dividends and rent on land	2.2	1,007	901
Sales of capital assets	2.3	189	96
Transactions in financial assets and liabilities	2.4	2,782	878
Total revenue collected		4,162	2,070
Less: Own revenue included in appropriation	12	2,309	2,070
Departmental revenue collected		1,853	-

2.1 Sales of goods and services other than capital assets

Sales by market establishment	102	115
Other sales	82	80
Sales of goods and services produced by the department	184	195

Other sales comprises of commission insurance.

2.2 Interest, dividends and rent on land

Interest	1,007	901
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2.3 Sales of capital assets

Tangible assets		
Machinery and equipment	29	96

2.4 Transactions in financial assets and liabilities

Receivables	10	14
Other receipts including recoverable revenue	2,772	864
Total	2	878

Other receipts including recoverable revenue comprises of rec of previous years expenditure and domestic services.

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
3. Compensation of employees			
3.1 Salaries and wages			
Basic salary		98,799	102,931
Performance award		1,109	2,537
Service based		231	537
Compensative/circumstantial		4,384	4,832
Other non-pensionable allowances		21,092	22,120
Total		125,615	132,957
Other non-pensionable allowances comprises of capital remuneration, housing allowance, non pensionable allowance and service bonus.			
3.2 Social contributions			
Employer contributions			
Pension		12,680	13,005
Medical		6,124	5,881
Bargaining council		22	22
Insurance		4	-
Total		18,830	18,908
Total compensation of employees		144,445	151,865
Average number of employees		221	221

The Office has maintained the same number of employees

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
4. Goods and services			
Administrative fees		243	2,417
Advertising		6,649	3,131
Minor assets	4.1	171	56
Catering		471	3,051
Communication		12,629	10,847
Computer services	4.2	21,675	2,537
Consultants: Business and advisory services		20,905	16,120
Legal services		329	1,616
Contractors		6	647
Audit cost - external	4.3	7,044	4,286
Fleet services		1,844	3,076
Consumables	4.4	2,059	2,693
Operating leases		467	770
Property payments	4.5	5,223	5,981
Rental and hiring		-	3,459
Transport provided as part of the departmental activities		-	1,548
Travel and subsistence	4.6	7,338	21,619
Venues and facilities		362	20,178
Training and development		244	1,818
Other operating expenditure	4.7	234	609
Total		87,893	106,459

Other operating expenditure comprises of courier services, laundry services, non-life insurance, printing and publication, professional bodies and resettlement costs.

4.1 Minor assets

Tangible assets

Machinery and equipment	171	56
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4.2 Computer services

SITA computer services	544	2,389
External computer service providers	21,131	148
Total	4	21,675

4.3 Audit cost - external

Regularity audits	7,044	4,286
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4.4 Consumables

Uniform and clothing	-	48
Household supplies	550	488
Building material and supplies	164	36
Other consumables	93	102
Consumable supplies	807	674
Stationery, printing and office supplies	1,252	2,019
Total	4	2,059

Other consumables comprises of gifts and awards, medical supplies, bags and accessories.

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
4. Goods and services (continued)			
4.5 Property payments			
Municipal services		4,247	4,989
Other		976	992
Total	4	5,223	5,981
Other compromises of cleaning services.]			
4.6 Travel and subsistence			
Local		7,135	19,037
Foreign		203	2,582
Total	4	7,338	21,619
4.7 Other operating expenditure			
Professional bodies, membership and subscription fees		7	158
Resettlement costs		16	-
Other		211	451
Total	4	234	609
Other compromises of courier services,laundry services,non life insurance,printing and publication.			
5. Payments for financial assets			
Theft	5.1	56	-
5.1 Details of theft			
Nature of theft			
Nature of theft - 1		56	-
6. Transfers and subsidies			
Provinces and municipalities	33	31	29
Households	Annexure 1G	757	3,955
Total		788	3,984

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Figures in Rand thousand

7. Expenditure for capital assets

	Note(s)	2020/2021	2019/2020
Tangible assets			
Machinery and equipment	29	2,183	4,717
Intangible assets			
Software	30	96	1,763
Total		2,279	6,480

7.1 Analysis of funds utilised to acquire capital assets - 2020/2021

Figures in Rand thousand	Voted funds	Total
Tangible assets		
Machinery and equipment	2,183	2,183
Intangible assets		
Software	96	96
Total	2,279	2,279

7.2 Analysis of funds utilised to acquire capital assets - 2019/2020

Figures in Rand thousand	Voted funds	Total
Tangible assets		
Machinery and equipment	4,717	4,717
Intangible assets		
Software	1,763	1,763
Total	6,480	6,480

8. Cash and cash equivalents

Consolidated paymaster general account	-	25,395
Cash receipts	-	(26)
Disbursements	-	(2,547)
Total	-	22,822

9. Prepayments and advances

Travel and subsistence	177	219
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Travel and subsistence comprises of advances given to employees and were not cleared by year end.

10. Receivables

Figures in Rand thousand	Note	2020/2021 Current	2020/2021 Total	2019/2020 Current	2019/2020 Total
Recoverable expenditure	10.1	565	565	638	638
Staff debt	10.2	1,456	1,456	1,509	1,509
Other receivables	10.3	424	424	503	503
Total		2,445	2,445	2,650	2,650

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
10. Receivables (continued)			
10.1 Recoverable expenditure (disallowance accounts)			
Sal: Income tax		565	593
Sal: Medical Aid		-	12
Sal: Pension Fund		-	33
Total	10	565	638
10.2 Staff debt			
Employees		49	1
Ex Employees		1,407	1,508
Total	10	1,456	1,509
10.3 Other receivables			
Supplier Debtors		424	503
Other receivables comprises of supplier debtor			
11. Voted funds to be surrendered to the Revenue Fund			
Opening balance		25,511	16,205
Transferred from statement of financial performance (as restated)		2,236	25,511
Paid during the year		(25,512)	(16,205)
Closing balance		2,235	25,511
12. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund			
Opening balance		173	208
Transferred from statement of financial performance (as rested)		1,853	-
Own revenue included in appropriation	2	2,309	2,070
Paid during the year		(4,154)	(2,105)
Closing balance		181	173
13. Bank overdraft			
Consolidated paymaster general account		192	-

The overdraft was due to a casting error that was done when the Office was preparing expected cash projections for the end of March 2021.

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
14. Payables - current			
Other payables	14.2	14	7
Other payables compromises of rejected Garnishee orders.			
14.1 Clearing accounts			
14.2 Other payables			
Magistrate court		14	7
15. Payables - non-current			
15.1 Other payables			
16. Net cash flow available from operating activities			
Net surplus as per Statement of Financial Performance		4,089	25,511
Add back non cash/cash movements not deemed operating activities			
(Increase)/decrease in receivables		205	3,540
(Increase)/decrease in prepayments and advances		42	63
Increase/(decrease) in payables – current		7	(764)
Proceeds from sale of capital assets		(189)	(96)
Expenditure on capital assets		2,279	6,480
Surrenders to Revenue Fund		(29,666)	(18,310)
Own revenue included in appropriation		2,309	2,070
Net cash flow generated by operating activities		(20,924)	18,494
17. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated paymaster general account		(192)	25,395
Cash receipts		-	(26)
Disbursements		-	(2,547)
		(192)	22,822
18. Contingent liabilities and contingent assets			
18.1 Contingent liabilities			
Liable to	Nature		
Claims against the department	Annex 3B	16,829	7,507
Intergovernmental payables (unconfirmed balances)	Annex 5	421	842
Total		17,250	8,349
Timing amounts of outflow cannot be reliably measured as these are legal matters.			
19. Capital commitments			
The Office does not have capital commitments to disclose for the current financial year		-	-

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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20. Accruals and payables not recognised

20.1 Accruals

Figures in Rand thousand	30 Days	2020/2021 30+ Days	Total	2019/2020 Total
Listed by economic classification				
Goods and services	8,183	3,964	12,147	3,370
Transfers and subsidies	-	-	-	2
Total	8,183	3,964	12,147	3,372

Listed by programme level

Programme 1 Administration	7,475	3,246
Programme 2 Institutional Development	2,230	48
Programme 3 Policy and Governance	2,442	78
Total	12,147	3,372

20.2 Payables not recognised

Figures in Rand thousand	30 Days	2020/2021 30+ Days	Total	2019/2020 Total
Listed by economic classification				
Goods and services	306	15,037	15,343	41,251
Transfers and subsidies	-	-	-	52
Other	-	-	-	146
Total	306	15,037	15,343	41,449

Listed by programme level

Programme 1 Administration	15,294	41,369
Programme 2 Institutional Development	35	52
Programme 3 Policy and Governance	14	28
Total	15,343	41,449

Included in the above totals are the following:

Confirmed balances with other departments	Annex 5	1,391	421
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21. Employee benefits

Leave entitlement	12,550	8,331
Service bonus	3,701	3,658
Performance awards	916	1,247
Capped leave commitments	7,018	7,312
Other	160	179
Total	24,345	20,727

Other compromises of long term service awards that are due to be paid in the 2021/22 financial year. At this stage the department is not able to reliably measure the long term portion of the long service awards.

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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22. Lease commitments

22.1 Operating leases

2020/2021

Figures in Rand thousand	Machinery and equipment	Total
Not later than 1 year	299	299
Later than 1 year and not later than 5 years	21	21
Total lease commitments	320	320

2019/2020

Figures in Rand thousand	Machinery and equipment	Total
Not later than 1 year	255	255
Later than 1 year and not later than 5 years	298	298
Total lease commitments	553	553

23. Accrued departmental revenue

Interest, dividends and rent on land	-	1,154
Transactions in financial assets and liabilities	-	2,388
Total	-	3,542

This amount is to be recovered from the Sheriff following the unlawful attachments of departmental funds including interest.

23.1 Analysis of accrued departmental revenue

Opening balance	3,542	-
Less: Amounts received	(2,388)	-
Add: Amounts recognised	-	3,542
Less: Amounts written-off/reversed as irrecoverable	(1,154)	-
Total	-	3,542

24. Irregular expenditure

24.1 Reconciliation of irregular expenditure

Opening balance		415,958	396,979
Add: Irregular expenditure - relating to current year	24.2	47,011	18,979
Closing balance		462,969	415,958

Analysis of closing balance

Current year		47,011	18,979
Prior year		415,958	396,979
Total		462,969	415,958

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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24. Irregular expenditure (continued)

24.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)

Figures in Rand thousand		2020/2021
Incident	Disciplinary steps taken/ Criminal proceedings	
Non-compliance to SCM regulations	Under investigation	47,011

25. Fruitless and wasteful expenditure

25.1 Reconciliation of fruitless and wasteful expenditure

Opening balance		10,995	10,979
Fruitless and wasteful expenditure - relating to current year	25.2	46	16
Closing balance		11,041	10,995

25.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Figures in Rand thousand		2020/2021
Incident	Disciplinary steps taken/ Criminal proceedings	
Interest paid	Under investigation	46

26. Related party transactions

In kind goods and services provided/received

List in kind goods and services between the department and the related party

All departments under the common control of the Mpumalanga Provincial Legislatures are related parties.

During the years under review the Office of the Premier received accommodation services free of charge from the Department of Public Works, Roads and Transport which is a related party for the year under review to the Office due to being under the common control of the Mpumalanga Provincial Legislature.

Pursuant to a determination and approval by the Provincial Treasury, the Office of the Premier provide services for the Audit Committee and Internal Audit through the shared services in the Office of the Premier, to the following Provincial departments:

Department of Human Settlement;

Department of Culture, Sports & Recreation;

Department of Community Safety and Liason; and

Department of Co-operative Governance and Traditional Affairs.

The Department was responsible for funding the shared Internal Audit Committees and Audit Committee of the shared services, however, the services were provided free of charge to the above mentioned departments.

27. Key management personnel

	No. of Individuals		
Political office bearers	1	2,260	2,262
Officials:			
Level 15 to 16	2	2,962	3,663
Level 14 (incl. CFO if at a lower level)	9	9,213	6,720
Other lower than level14	2	1,939	1,932
Family members of key management personnel	-	-	238
Total		16,374	14,815

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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28. Non-adjusting events after reporting date

Figures in Rand thousand		2020/2021	
Nature of event			
The are no reported non-adjusting events after reporting period.			-

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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29. Movable Tangible Capital Assets

Movement in movable tangible capital assets per asset register for the year ended 31 March 2021

Figures in Rand thousand	Opening balance	Additions	Disposals	Closing balance
Machinery and equipment				
Transport assets	14,049	-	672	13,377
Computer equipment	12,479	3,687	-	16,166
Furniture and office equipment	5,845	432	-	6,277
Other machinery and equipment	5,663	-	-	5,663
	38,036	4,119	672	42,827
Total movable tangible capital assets	38,036	4,119	672	41,483

Movable tangible capital assets under investigation

Figures in Rand thousand	Number	Value
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	24	1,195

Assets that could not be verified.

29.1 Additions

Additions to movable tangible capital assets per asset register for the year ended 31 March 2021

Figures in Rand thousand	Cash	Received current, not paid (Paid current year, received prior year)	Total
Machinery and equipment			
Computer equipment	2,074	1,613	3,687
Furniture and office equipment	109	323	432
Total additions to movable tangible capital assets	2,183	1,936	4,119

29.2 Disposals

Disposals of movable tangible capital assets per asset register for the year ended 31 March 2021

Figures in Rand thousand	Sold for cash	Total disposals	Cash received actual
Machinery and equipment			
Transport assets	672	672	189
Total disposals of movable tangible capital assets	672	672	189

29.3 Movement for 2019/2020

Movement in movable tangible capital assets per asset register for the year ended 31 March 2020

Figures in Rand thousand	Opening balance	Additions	Disposals	Closing balance
Machinery and equipment				
Transport assets	12,961	2,302	(1,214)	14,049

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Figures in Rand thousand		Note(s)	2020/2021	2019/2020
29. Movable Tangible Capital Assets (continued)				
Computer equipment	10,475	2,022	(18)	12,479
Furniture and office equipment	5,670	175	-	5,845
Other machinery and equipment	5,445	218	-	5,663
Total movable tangible capital assets	34,551	4,717	(1,232)	38,036

29.4 Minor assets

Movement in minor assets per the asset register for the year ended as at 31 March 2021

Figures in Rand thousand	Intangible assets	Machinery and equipment	Total
Opening balance	2	4,188	4,190
Additions	-	171	171
Total minor assets	2	4,359	4,361

Figures in Rand thousand	Machinery and equipment	Total
Number of minor assets at cost	3,539	3,539
Total number of minor assets	3,539	3,539

Minor capital assets under investigation

Figures in Rand thousand	Number	Value
Machinery and equipment	38	87

Movement in minor assets per the asset register for the year ended as at 31 March 2020

Figures in Rand thousand	Intangible assets	Machinery and equipment	Total
Opening balance	2	4,132	4,134
Additions	-	56	56
Total minor assets	2	4,188	4,190

Figures in Rand thousand	Machinery and equipment	Total
Number of minor assets at cost	3,460	3,460
Total number of minor assets	3,460	3,460

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Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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30. Intangible Capital Assets

Movement in intangible capital assets per asset register for the year ended 31 March 2021

Figures in Rand thousand	Opening balance	Additions	Closing balance
Software	60,362	96	60,458
Total intangible capital assets	60,362	96	60,458

Intangible capital assets under investigation

Figures in Rand thousand	Number	Value
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Software	7	201

30.1 Additions

Additions to intangible capital assets per asset register for the year ended 31 March 2021

Figures in Rand thousand	Cash	Total
Software	96	96
Total additions to intangible capital assets	96	96

30.2 Movement for 31 March 2020

Movement in intangible capital assets per asset register for the year ended 31 March 2020

Figures in Rand thousand	Opening balance	Additions	Closing balance
Software	55,848	4,514	60,362
Total intangible capital assets	55,848	4,514	60,362

31. Immovable Tangible Capital Assets

31.1 Capital Work-in-progress

Capital Work-in-progress as at 31 March 2020

Figures in Rand thousand	Note	Opening balance 01 April 2019	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated
	Annexure 7			
Intangible assets		2,751	1,763	(4,514)
Total		2,751	1,763	(4,514)

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Notes to the Annual Financial Statements

Figures in Rand thousand	Note(s)	2020/2021	2019/2020
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32. Prior period errors

32.1 Correction of prior period errors

Figures in Rand thousand

	Note	Amount bef error correction	2019/2020 Prior period error	Restated amount
Other: (E.g. Irregular expenditure, Fruitless and wasteful expenditure, etc.)				
Employee benefits	21	8,384	(53)	8,331
Statement of Contingent Liabilities	18.1	654	6,853	7,507
Intergovernmental payables	18.1	-	842	842
Net effect		9,038	7,642	16,680

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Figures in Rand thousand

33. Statement of Conditional grants and other transfers to municipalities

Figures in Rand thousand	2020/2021		2019/2020		
	Grant allocation		Expenditure		
	DoRA and other transfers	Total Available	Actual Transfer	Division of Revenue Act	Actual Transfer
Name of municipality					
Mbombela	32	32	31	29	29

National Departments are reminded of the DORA requirements to indicate any re-allocations by the National Treasury or the transferring department, certify that all transfers in terms of this Act were deposited into the primary bank account of a province or, where appropriate, into the CPD account of a province as well as indicate the funds utilised for the administration of the receiving officer.

34. COVID 19 Response Expenditure

Expenditure per economic classification	Annexure 11		
Goods services		192	-

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Annexures to the Annual Financial Statements

Annexure 1G

Statement of transfers to Households

Figures in Rand thousand	Transfer Allocation		Expenditure		2019/2020
	Adjusted Appropriation Act	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
Households					
Transfers					
Injury on duty	6	6	5	83 %	4
Leave gratuity	548	548	544	99 %	2,979
Bursaries non-employees	208	208	208	100 %	1,542
Severance package	-	-	-	- %	645
Total	762	762	757		5,170

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Annexures to the Annual Financial Statements

Annexure 3B

Statement of contingent liabilities as at 31 March 2021

Nature of Liability	Opening Balance 01 April 2020	Liabilities incurred during the year	Closing Balance 31 March 2021
Figures in Rand thousand			
Claims against the department			
Markohill	32	-	32
Riena Charles	622	1,727	2,349
CM Churchill	-	7,595	7,595
Labour Court Appeal	-	-	-
Mr Nyako Champ Mamaro	6,853	-	6,853
Subtotal	7,507	9,322	16,829

The increase in Riena Charles is as a result of re-calculation of the amount owed which included interest since August 2011.

The Labour Appeal Court (LAC) declared the salary increase for the 2020/21 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The total amount cannot be established because the case is still being heard.

Mr Nyako Champ Mamaro an official from the Department of Culture, Sports and Recreation is suing the Office of the Premier on the following basis;

1. Loss of income amounting to R5 352 770.25 due to a position of a Chief Financial Officer that he did not get
- 2.R1 500 000.00 for character defamation and damage of reputation.

Annexure 3B (continued)

Statement of contingent liabilities as at 31 March 2021

Nature of Liability	Opening Balance 01 April 2020	Liabilities incurred during the year	Closing Balance 31 March 2021
Figures in Rand thousand			

Annexure 4

Claims recoverable

Government Entity	Unconfirmed balance outstanding	Total
Figures in Rand thousand	2020/2021	2020/2021
Department Department of Economic Development and Tourism	439	439

Annexure 3B (continued)

Statement of contingent liabilities as at 31 March 2021

Nature of Liability	Opening Balance 01 April 2020	Liabilities incurred during the year	Closing Balance 31 March 2021
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Figures in Rand thousand

Annexure 5

Inter-Government payables

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
Figures in Rand thousand	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Departments						
Current						
Department of Agriculture and Rural Development, Land and Environmental Affairs	-	-	-	65	-	65
Department of Public Works, Road and Transport	1,391	-	-	33	1,391	33
Government Employer Pension Fund	-	-	-	744	-	744
Department of Justice and Constitutional Development	-	421	421	-	421	421
Subtotal	1,391	421	421	842	1,812	1,263

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Annexure 7

Movement in capital work-in-progress

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Annexures to the Annual Financial Statements

Annexure 6 (continued)

Inventories

Movement in capital work-in-progress for the year ended 31 March 2020

Figures in Rand thousand	Opening balance	Current year Capital WIP	Ready for use (Asset register) / Contract terminated	Closing balance
Software				
Software	2,751	1,763	(4,514)	-

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Annexure 6 (continued)

Inventories

Annexure 11

COVID 19 Response Expenditure
Per quarter and in total

Expenditure per economic classification

	2020/2021			
	Q1	Q3	Q4	TOTAL
Figures in Rand thousand				
Goods services	148	41	3	192
Dis-infecting of Building	-	41	1	42
Procurement of PPE's	129	-	-	129
Procurement of cleaning materials	17	-	2	19
Procurement of signage	2	-	-	2



