OFFICE OF THE PREMIER

ANNUAL REPORT 2024/25

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GAUTENG PROVINCE
OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA

UNITY IN DIVERSITY

GGT2030
GROWING GAUTENG TOGETHER

OFFICE OF THE PREMIER

ANNUAL REPORT

2024/25

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1. DEPARTMENT GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

AC	Audit Committee
AFU	Asset Forfeiture Unit
AGSA	Auditor-General of South Africa
AIDS	Acquired immunodeficiency syndrome
APP	Annual Performance Plan
APR	Annual Performance Report
B-BBEE	Broad-Based Black Economic Empowerment
BELA	Basic Education Laws Amendment Act 2024
BMT	Broad Management Team
BRICS	Brazil, Russia, India, China, and South Africa
CBDs	Central Business Districts
CCTV	Closed Circuit Television
CDWs	Community Development Workers
COGTA	Department of Cooperative Governance and Traditional Affairs
CoJ	City of Johannesburg
CoT	City of Tshwane
COVID-19	Coronavirus Disease of 2019
CRM	Customer Relationship Management
CSD	Central Supplier Database
DDG	Deputy Director-General
DDM	District Development Model
DED	Department of Economic Development
DG	Director-General
DID	Department of Infrastructure Development
DMV	Department of Military Veterans
DOH	Department of Health
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
ECD	Early Childhood Development
EE	Employment Equity
EH&W	Employee Health and Wellness
EHWP	Employee Health and Wellness Programme
EMT	Executive Management Team
EPRE	Estimates of Provincial Revenue and Expenditure
EXCO	Executive Committee
FDI	Foreign Direct Investment
FY	Financial Year
GAC	Gauteng AIDS Council
GCR	Gauteng City-Region
GCRA	Gauteng City-Region Academy
GCRO	Gauteng City-Region Observatory
GDARD	Gauteng Department of Agriculture and Rural Development
GDE	Gauteng Department of Education
GDoH	Gauteng Department of Health
GDP	Gross Domestic Product
GEAC	Gauteng Ethics Advisory Council
GEP	Gauteng Enterprise Propeller
GEYODI	Gender, Youth, and Persons with Disabilities
GFIP	Gauteng Free Improvement Project
GGDA	Gauteng Growth and Development Agency
GGT2030	Growing Gauteng Together 2030
GIS	Geographic Information System
GMTDP	Gauteng Medium-Term Development Plan

GNU	Government of National Unity
GPG	Gauteng Provincial Government
GPL	Gauteng Provincial Legislature
GPT	Gauteng Provincial Treasury
GPU	Government of Provincial Unity
GSDF	Gauteng Spatial Development Framework
GUMVBC	Gauteng Umnotho Military Veterans Business Chamber
HDIs	Historically Disadvantaged Individuals
HIRA	Hazard Identification and Risk Identification Assessment
HIV	Human immunodeficiency virus
HOD	Head of Department
HPM	Health and Productivity Management
HR	Human resources
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information and Communication technology
IDP	Integrated Development Plan
IGR	Intergovernmental relations
IHR	Internal Human Resource
IHRM	Internal Human Resource Management
IR	International Relations
ISO	International Organization for Standardization
IT	Information Technology
IUDF	Integrated Urban Development Framework
LEAs	Law Enforcement Agencies
LED	Light-emitting diode
MEC	Member of the Executive Council
MINMEC	Minister and Members of the Executive Council
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPLs	Members of the Provincial Legislature
MPSA	Minister of Public Service and Administration
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MV	Military Veterans
MVO	Military Veterans Office
MW	MegaWatts
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
NHI	National Health Insurance
NPA	National Prosecuting Authority
NSDF	National Spatial Development Framework
NSG	National School of Government
NVC	New Venture Creation
OCGT	Open Cycle Gas Turbines
OCPOL	Oversight Committee on Premier’s Office and Legislature
OD	Organisational Development
OHASIS	Occupational Health and Safety Information System
OHS	Occupational Health and Safety
OMP	Occupational Medical Practitioner
OoP	Office of the Premier

PAEIDTAU	Public Administration Ethics, Integrity, and Disciplinary Technical Assistance Unit
PCF	Premier's Coordinating Forum
PDP	Public Driver's Permit
PFA	Provincial Forensic Audits
PMDS	Performance Management and Development System
PME	Performance Monitoring and Evaluation
PMOG	Premier's Monitoring and Oversight Group
PSA	Public Service Announcement
PSC	Public Service Commission
PSCBC	Public Service Co-ordinating Bargaining Council
PSPs	Professional Service Providers
PWD	People with Disabilities
Q	Quarter
RDP	Reconstruction and Development Programme
RMC	Risk Management Committee
RMIP	Risk Management Implementation plan
SACO	South African Cooperation Organisation
SACR	Department of Sport, Arts, Culture and Recreation
SANAC	South African National AIDS Council
SANMVA	South African National Military Veterans Association
SANRAL	South African National Roads Agency
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDGs	Sustainable Development Goals
SDI	Service Delivery Interventions
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SEIAS	Socio-Economic Impact Assessment System
SEZ	Special Economic Zone
SHE	Safety, Health and Environmental
SHEQ	Safety, Health, Environment and Quality
SHERQ	Safety Health Environment Risk Quality
SIU	Special Investigating Unit
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SONA	State of the Nation Address
SOPA	State of the Province Address
SSA	State Security Agency
STI	Sexually Transmitted Infection
TB	Tuberculosis
TID	Technical Indicator Descriptors
TISH	Townships, Informal Settlements and Hostels
TMR	Transformation, Modernisation and Re-industrialisation
TOR	Terms of Reference
TSC	Thusong Service Centres
UAE	United Arab Emirates
UN	United Nations
USSD	Unstructured Supplementary Service Data
WSP	Workplace Skills Plan
WUF12	12th World Urban Forum
WYPD	Women, Youth and Persons with Disabilities

3. FOREWORD BY THE PREMIER

Mr Andrek (Panyaza) Lesufi
Gauteng Premier

I am honoured to present to the people of Gauteng, the 2024/25 Annual Performance Report (APR) of the Office of the Premier (OoP). This marks the first financial year of the 7th Administration's term of office. Similarly, this Annual Report encapsulates commitments achieved in the 2024/25 financial year as articulated in the 2025 State of the Province Address (SOPA). This report is about bringing hope to the people of Gauteng, that not all is lost and that their government is hard at work resolving the challenges of unemployment, inequality and poverty as clearly spelt out in the National Development Plan (NDP) Vision 2030. The task of leading the people of Gauteng and carrying out the vision of an economically strong province remains a deeply humbling experience, and we are proud of the achievements we have made. As Team Gauteng, we remain unswerving in our resolve to honour the trust placed on us by the people of Gauteng.

In the period under review, Growing Gauteng Together 2030 (GGT2030), our long-range developmental action plan, has remained the Gauteng Provincial Government (GPG)'s blueprint for addressing our developmental imperatives. The GGT2030 reflects the need to accelerate the implementation of the NDP in pursuit of the South Africa envisioned in the Freedom Charter, the Constitution, the Sustainable Development Goals (SDGs), and the Africa we want, as outlined in the African Union's Agenda 2063.

The future outlook of the Indlulamithi 2035 scenario, "Weaver Work" – drives the Gauteng province implementation agenda that capitalises on collaborative work of government and social partners. This includes the private sector to maximise its potential as the economic hub of the Southern Africa region. At the core of implementation is a future which accommodates all citizens through a resilient economy with an incredible capacity to bounce back from disruptions and disasters through digitised services. This tech-driven is at the core of building the economy of Gauteng to provide for sustainable livelihoods and a safe and healthy society for all.

On 24 February 2025, I delivered the SOPA at the Tshwane Special Economic Zone (SEZ) where I reaffirmed Gauteng's economic role as the leading automotive manufacturing hub of Southern Africa. I further announced that the province remains steadfast in its commitment to improve the living conditions of Gauteng residents in the Townships, Informal Settlements and Hostels (TISH). The Ten-pillar Programme of Transformation, Modernisation and Re-industrialisation (TMR), embedded in the GGT2030 Action Plan, as well as the elevated priorities anchored on TISH, remain the roadmap for the Gauteng province as the 7th Government of Provincial Unity (GPU) administration begins its five-year term.

In the SOPA, I also articulated the importance of hosting the G20 Leaders' Summit which creates a unique opportunity for the province to showcase its tourism potential as a world class destination. The positive economic spin-offs will have a significant impact on tourism revenues, GDP and foreign direct investment.

Our TISH's elevated priority areas are based on three (3) national priorities reiterated by President Cyril Ramaphosa in the 2025 State of the Nation Address (SONA). The priorities are encapsulated in the Gauteng Medium-Term Development Plan (GMTDP). They are as follows:

1. Drive inclusive growth and job creation;
2. Reduce poverty and tackle the high cost of living; and
3. Build a capable, ethical and developmental state.

Furthermore, as pronounced in the August 2024 SOPA, the GPG has translated the above areas of focus into five (5) priority areas for implementation:

- Tackling Crime and Lawlessness
- Boosting economic growth and infrastructure
- Ensuring energy stability and addressing load shedding
- Expanding education and skills development
- Building a capable, ethical and developmental state

Tackling crime and lawlessness

In the current administration, fighting crime remains an apex priority for the provincial government. Together with the private sector we have installed CCTV cameras. Our partnerships with the private sector to combat high levels of crime has yielded results. Through CCTV cameras, 442 kingpins responsible for the worst crimes were identified. To date, 50 kingpins were arrested, and the rest are being monitored.

As pronounced in SOPA 2024, an additional helicopter has been added to the Air Wing Team to reduce nefarious crimes in the province. To date the Air Wing has conducted 292 operations, made 648 arrests for various offences; 56 cellphones recovered; 486 hijacked and stolen vehicles recovered; 97 firearms recovered; and a total of 48 Cash–in–transit crimes attended to, with 34 successfully foiled.

We continue to install CCTV cameras to fight crime. Three hundred and eighty (380) CCTV cameras are operational in high crime hotspots across the province. In partnership with the VumaCam company, we have over 6000 camera feeds and over 101 000 subscribers have downloaded our panic buttons. The 49 000 callouts received during the period under review demonstrate the efficiency of using technology to fight crime and the readiness of Gauteng residents to ensure a safer Gauteng for all.

Boosting economic growth and infrastructure

Over the last financial year, Gauteng's economic growth indicators have improved significantly. GDP grew by 1,2%, 0,8 % above the national average. There has been growth in employment underpinned by capital investments from the private sector as well as public sector employment. In the past year, the Mekgereng Smart City with an investment of R20 billion has created 20 000 new jobs for the people of Brits and the Vall Aerotropolis Project has created over 6 0000 jobs.

Foreign Direct Investment (FDI) has increased in the province. The Lanseria Airport expansion project has attracted an investment of R3 billion. The Tshwane Automotive SEZ Phase 2 has committed an investment of 6.1 billion. Through tourism, the province will be able to create 60 000 more jobs.

Ensuring energy stability and addressing load shedding

Our energy capacity is growing ensuring an improved quality of life for Gauteng citizens. As we expand our capacity to 3 000 Megawatts (MW), our partnership with City Power has yielded 180 MW of extra capacity through the Kelvin Power Station. An additional partnership with City Power and ESKOM has led to a replacement of 643 old transformers in townships and municipalities creating greater energy access and security for businesses and homes. To date this government has electrified an additional 39 000 homes in Evaton.

A focus on renewable energy has resulted in an investment of 800 MW in Merafong municipality. A solar farm agreement within BRICS countries provides for an extra 100 MW in Soshanguve township to further address the plight of destitute communities in our province.

Expanding Education and Skills Development

In this province, we are passionate about improving learner outcomes and building skills of the future for our growing Gauteng. We welcome the signing of the Basic Education Laws Amendment (BELA) Act 2024 by our State President. The Act addresses governance, management and inequalities in the South African education system.

By the end of 2024, Gauteng had improved its National Senior Certificate pass rate from 85% to 88% with all 15 districts achieving more than an 80% pass. Johannesburg West has taken the number one (1) spot achieving a 97,03% pass. In addition, one hundred and forty-seven (147) schools have achieved a 100% pass rate compared to one hundred and twenty-nine (129) in 2023. Our schools for learners with disability have recorded a 95.4 % pass rate. A multi-certification programme is being implemented to ensure that young people exit the basic education system with an extensive range of essential skills. The certification programme is ongoing and will be upscaled to include skills of the future such as Artificial Intelligence and life skills including swimming, driving, and first aid.

We are putting significant investment in Early Childhood Development (ECD) teacher training and infrastructure. To date 3 103 Grade R posts have been converted into post level 1 educator posts. Of this number, 1 176 have obtained B.Ed. for the Foundation Phase and 1 927 have a Diploma in Grade R teaching. A further 5 065 pre-grade Practitioners were enrolled for further education and training for ECD level 4. There are over 21 476 ECD classes catering for 136 479 Grade R learners in our schools. In addition, we have a total of 71 174 ECD centres both registered and unregistered that cater for 38 910 learners in registered centres and 32 264 learners in unregistered centres.

A further focus on youth development has resulted in a total of 220 unemployed young people from Gauteng townships completing K53 practical driving training, motorbike learner's and driver's licenses—empowering them to enter the fast-growing last-mile delivery sector. These youth have also completed the New Venture Creation (NVC) Skills Program (NQF Level 2), giving them essential training in business management.

Strengthening the Capacity of the State

Our approach is to create an accountable, transparent, and improved governance at provincial and local government. It is heartening to announce that overall audit outcomes for Gauteng municipalities have improved, with a total of six (6) municipalities receiving unqualified audit opinions and two with clean audits for the 2023/24 financial year. We are heartened by the fact that West Rand District Municipality has moved from an unqualified audit opinion in the 2022/23 financial year to a clean audit in the 2023/24 financial year.

Lifestyle Audits we are implementing continue to inculcate a culture of clean governance. To this end, we welcome the 33 findings of the disciplinary process that was initiated against nine (9) Gauteng Department of Health and Infrastructure Development officials. These officials were suspended for irregularities over the awarding of contracts for the refurbishment of the Anglo Ashanti hospital in 2022. In 2024, the Special Investigating Unit (SIU) concluded lifestyle audits of the Director-General and Heads of Departments. The first phase involved the Premier and Members of the Executive Council. The second phase involved the Accounting Officers in the GPG departments and entities. We will now extend this to Supply Chain Management (SCM) officials. The GPG has a total of 2184 SCM filled posts, 279 have already been security vetted, while 1905 have applied and are awaiting feedback.

I therefore, wish to thank all the Members of the Executive Council, the Heads of Department, and Special Advisors for their continuing support and their commitment to the people of Gauteng. I also wish to thank the management and staff of the OoP, led by the Director-General, Mr Edward Mosuwe, for their loyalty, commitment, and hard work.

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Andrek (Panyaza) Lesufi (Mr)
Premier of Gauteng
31 July 2025

4. REPORT OF THE ACCOUNTING OFFICER

Edward Mosuwe
Accounting Officer

The 2024/25 represents the last financial year to deliver on the priorities of the 2020-2025 Strategic Plan. It marks the first financial year of the 7th Administration. The GGT2030 Plan, our roadmap remains the blueprint in our contribution to building a better nation. It is part of deepening the implementation of the NDP in pursuit of the South Africa envisioned in the Freedom Charter, the Constitution, the SDGs, and the Africa we want, as outlined in the African Union's Agenda 2063. This report continues the pursuit of the GGT2030 Plans objective of "A liveable, equitable, inclusive and united Gauteng City Region".

Following the establishment of the Government of Provincial Unity (GPU) and the appointment of the Executive Council for the 7th Administration on 3 July 2024, an Executive Council Lekgotla was convened to inculcate a culture of strengthened relations between the Gauteng Provincial Government and the 11 municipalities in the province. Through consolidating capacity and resources between provincial and local government, we will expedite and enhance the delivery of services to the residents of Gauteng.

The Premier of Gauteng, Panyaza Lesufi delivered a second SOPA on 15 August 2024 at the Change Bible Church, Katlehong, Ekurhuleni Metropolitan Municipality. In his address, the Premier outlined the commitments that were made and the achievements since the last SOPA in February 2024. These included doing away with e-tolls, ending load shedding, combating crime, creating jobs, fighting corruption, and advancing infrastructure development. Premier Lesufi highlighted the government's efforts to deliver on promises under his leadership. He stressed that rebuilding Gauteng's economy requires a new strategy and diverging from traditional models of provincial economic growth and development. He also expressed confidence in the GPU's ability to deliver better outcomes for the people of Gauteng.

As outlined in Premier Lesufi's August 2024 SOPA, the province remains committed to the long-term vision of GGT2030 but will focus on key elevated priorities to accelerate development and address urgent challenges in the 7th administration. These priorities reflect an intensified effort to improve service delivery, safety, and economic recovery across Gauteng's communities.

The Annual Performance Plan (APP) for 2024/25 was revised to reflect the updated focus areas of the new 7th Administration priorities as pronounced by the Premier in his SOPA in August 2024, following the GNU and GPU formed after the 2024 elections and aligns with the emerging GMTDP. The GNU and GPU MTDP strategic priorities for the 7th Administration are anchored on three (3) priorities, namely:

- Inclusive economic growth and job creation;
- Reduce poverty and tackle the high cost of living and
- Building a capable and developmental state.

The priorities respond to the emerging challenges and opportunities in the socio-political and economic landscape, ensuring that our province remains on track to meet the priorities and measures of success outlined in the GGT2030 vision. The Adjusted 2024/25 APP was re-tabled and endorsed at the Gauteng Provincial Legislature on 15 November 2024.

As the apex office in the GPG, the OoP is tasked with leading, overseeing and facilitating the delivery of key provincial priorities. This includes ensuring that all departments within the GPG align their efforts to meet the targets set for the final quarter of the 2024/25 financial year. This 2024/25 APR provides the people of Gauteng with an opportunity to assess the progress made by the OoP in the 2024/25 financial year, in its effort to serve Gauteng residents. To implement the deliverables in the approved APP for 2024/25, the OoP received an adjusted annual appropriation of R807 million. The actual spending against the annual appropriation is R807 million (99,9%) for the financial year, translating to an underspending of R508 000.

The GPU is tasked with steering Gauteng towards substantial improvements in various sectors. The focus is on strengthening governance, enhancing public safety, and supporting the development and revitalization of municipalities and townships. This strategic approach is expected to drive meaningful progress and elevate the quality of life for Gauteng residents. In a strategic move to enhance the effectiveness of governance, and to strengthen the fight against crime, the community safety portfolio was moved to the OoP. This restructuring is aimed at streamlining efforts to combat crime and improve public safety. Additionally, the decision to establish the Department of Environment as a stand-alone entity underscores the commitment to address environmental and sanitation challenges whilst improving cleanliness across Gauteng. Recent reforms have also bolstered the OoP's capacity, with key functions, such as the Gauteng City Region Academy (GCRA), the Gauteng Aids Council Secretariat, and Forensic Services, now under its direct oversight. These structural changes aim to enhance efficiency, accountability, and governance.

The Premier's leadership ensures that these structural shifts translate into improved operational effectiveness, focusing on strengthening oversight, institutional responsiveness, and cross-departmental integration. The centralisation of governance functions within the OoP enhances its ability to coordinate provincial priorities and drive performance-based service delivery. However, challenges persist, including a 4% vacancy rate and skills gaps in critical areas like project management, information technology, and oversight functions. A priority focus is being placed on accelerating the recruitment of high-impact positions and expanding leadership development initiatives to ensure institutional stability and strategic continuity.

In fulfilling its role and mandate, the OoP through the Policy Research and Advisory Services (PRAS) led a comprehensive participatory process with GPG departments, entities and select stakeholders towards the development of the MTDP, informed by a detailed desk-based literature review and consideration of national processes. The engagements were further enriched by the findings of the GPG 30-Year Review of Performance (1994-2024) and the GPG End of Term Review of Performance (2019-2024). Seven workstreams, facilitated and co-facilitated by lead departments contributing to the GGT2030 strategic priorities and themes, were constituted to consider key insights from past performance, possible future scenarios, and to apply a prioritisation framework to identify priorities and interventions for the next medium-term plan. The workstreams also assisted to formulate and confirm key outcomes and priority programmes and key metrics and interventions to be implemented. Various drafts and iterations of the MTDP were produced.

The MTDP continues to support the NDP and GGT2030 vision. It builds on the Statement of Intent of the GNU from which the priorities for the 7th Administration are drawn. Eight strategic themes inform the packaging of the MTDP, namely:

1. Economy, employment, and infrastructure;
2. Education and skills;
3. Health and wellness;
4. Spatial transformation, human settlements, and basic services;
5. Safety, social cohesion, and food security;
6. State capacity and capability;
7. Sustainable development and
8. International and regional cooperation.

The implementation of the District Development Model (DDM) will continue in the 7th Administration. The model enables synergy between national, provincial, and local government priorities. It further enables implementation of immediate priority projects and actions as well as a long-term strategic framework for predictable, coherent, and effective service delivery and development. Included also is the implementation of the NDP, National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and the Medium-Term Strategic Framework (MTSF) by localising and synergising objectives, targets, and directives in relation to the 52 District and Metropolitan spaces (IGR Impact Zones), thereby addressing the triple challenges of poverty, inequality, and unemployment in a spatially targeted and responsive manner.

By aligning the DDM with these priorities, the OoP will track progress through the Premier's Coordinating Forum (PCF) and monitor service delivery at the district level, ensuring that performance targets are achieved and that all stakeholders remain accountable. The DDM is at the heart of the OoP's coordination role, ensuring seamless alignment between provincial, local, and national spheres of government. The OoP leads efforts to integrate spatial planning, resource allocation, and service delivery, leveraging on the DDM to ensure that government priorities are realised through coherent, district-based planning.

The OoP has made significant strides in performance monitoring. However, challenges remain around data collection, performance indicators, and resource constraints. These include:

1. **Monitoring and evaluation frameworks:** While monitoring and evaluation frameworks are in place, they are not functioning at full capacity due to staffing shortages and delays in data collection. These issues hinder the department's ability to track the progress of key initiatives effectively. Staffing shortages have slowed down data collection and monitoring processes, affecting performance tracking.
2. **Quality of performance indicators and targets:** The department has revised performance indicators to shift

from report-based to outcome-based measures. Despite this progress, the quality of performance targets still requires improvement to ensure they focus on tangible outcomes rather than just tracking processes. The AGSA recommended ongoing improvements to performance indicators for better alignment with outcomes, not just outputs.

3. **Performance tracking systems:** A comprehensive system for performance tracking is in place, including quarterly reviews and digital performance tools. However, issues like incomplete data and manual processing hinder the full effectiveness of these systems. The performance tracking system faces challenges with data availability, impeding its ability to provide accurate and timely insights.
4. **Performance information (including performance of workstreams and the Premier's Monitoring and Oversight Group (PMOG):** PMOG actively reviews departmental performance, aligning it with the Premier's priorities. This group has contributed to strategic adjustments in key sectors like education and youth empowerment, improving outcomes. PMOG's regular assessments have improved strategic focus and outcomes in sectors like education and youth empowerment.

Ensuring that women, youth, persons with disabilities, and other vulnerable groups benefit from Gauteng's development agenda remains a key priority. While significant progress has been made in expanding economic opportunities, gender disparities persist, particularly in employment and business participation. The province must accelerate the implementation of the Gauteng Gender-Responsive Planning, Budgeting, Monitoring, and Evaluation Framework to mainstream gender equity in all government programmes. Similarly, the Gauteng City-Region Youth Development Strategy and Disability Rights Policy will be strengthened to ensure meaningful participation and empowerment of marginalised groups.

The OoP has leveraged various advisory panels to address key socioeconomic challenges in Gauteng. The Premier's Youth Development Advisory Panel has contributed to youth empowerment by creating youth-owned businesses and employment opportunities, benefiting over 5,000 young people through skills development and entrepreneurship initiatives. The Gauteng Ethics and Anti-Corruption Advisory Panel has focused on tackling corruption by implementing an anti-corruption hotline, ethics training for public servants, and reviewing the province's Anti-Corruption Strategy, enhancing transparency and accountability. Additionally, the Gauteng Aids Council has played a crucial role in managing the HIV/AIDS epidemic by distributing medication, raising awareness, and shaping policies to support those affected. Other advisory bodies, such as the Policy Research and Advisory Unit, strategic committees, and external consultants, have provided essential support in governance, policy development, and public service delivery, ensuring the province operates effectively and efficiently.

Following the decommissioning of e-Tolls in April 2024, the GPG has expressed its intention to repurpose the e-Toll gantries and technology for revenue generation, crime fighting and traffic management purposes. I have instructed that the OoP establish and coordinate a Gauteng Free Improvement Project (GFIP) Technical task team to consider all the technical aspects related to the above matters and coordinate the work of all key stakeholders to formulate a Gauteng Provincial Government position. Notwithstanding the milestone of decommissioning e-Tolls, there are still outstanding matters that must be finalised as part of decommissioning the GFIP 1 project. The Minister of Transport reached an in-principle agreement with the Premier of Gauteng to repurpose the SANRAL infrastructure for revenue generation, crime fighting and traffic management. The Technical Task Team has developed a GPG alternative revenue strategy which outlines 3 initiatives to pursue. These initiatives were supported by the business cases which provided a high-level analysis on the viability of the 3 initiatives. The Technical Task Team working with SANRAL will convene a technical workshop to discuss and align the approaches, initiatives as well as developing a draft MOA.

The GPG adopted a multifaceted Energy Response Programme to ensure sustainable energy security, in alignment with its GGT2030 Vision. Key pillars include *infrastructure investment, renewable energy adoption, energy poverty reduction, and transitioning to a low-carbon economy.*

The Energy Response Programme aims to add 5,000 MW of capacity by 2034, with the goal of reducing dependence on Eskom by 30%. Phase 1 of the Programme has been completed, and a close-out report was finalised and presented with lessons learned. The GPG is currently implementing Phase 2 of the energy emergency programme, which consists of the following projects and interventions: *transformer installation, smart meter, Solar High Mast installation, street lighting and OCGT.* Part of the work in Phase 2 is the electrification of Evaton and Winterveld. Progress in implementing the energy interventions is captured below:

Progress in implementing Phase 2 of the energy interventions			
Energy intervention	**Progress**	**Target**	**Projected completion date**
Transformer installation	71 (32%)	220	June 2025
Smart meter installation	1500	1500	Completed
Solar High Mast	21	26	30 May 2025
Building lighting	300	350	30 May 2025
Street Lighting	1889	1889	Completed
OCGT	85%	100%	25 June 2025
Alternative energy towards 5000MW	23.2 MW	266 MW	March 2026
Waste-to-energy initiatives	-	500 MW	

To support strategic planning, the development of a Gauteng Provincial Energy Model was proposed using the current energy budget. The model will enable scenario planning and define least-cost pathways to achieve the 5,000 MW target. A revised and time-bound approach is now in place, focusing on completing rollover projects by June 2025 and resolving operational blockages to ensure visible delivery outcomes.

The OoP realised the following notable achievements for the period under review:

- A SOPA within this financial year took place on 24 February 2025 where Premier Panyaza Lesufi reflected on the progress made by the GPG in delivering on the commitments made to the people of Gauteng.
- During his address, the Premier identified 13 key areas affecting Gauteng, emphasizing the need for collaborative efforts between government, the private sector, and communities to find sustainable solutions. These include water shortages, cable theft and infrastructure vandalism, non-functional traffic lights, potholes and road maintenance, crime and lawlessness, proliferation of informal settlements, electricity issues (including load shedding and load reduction), Gender-based violence and femicide. Substance abuse, Healthcare service delivery in hospitals and clinics, School shortages, deteriorating infrastructure in central business districts (CBDs) and unemployment.
- The OoP managed to pay 98.38% (1156 out of 1175) of valid invoices within 15 days from the date of receipt. Despite the shortfall, the OoP was able to achieve 100% payment of invoices within 30 days of receipt as guided by the legislative framework.
- The Provincial Forensic Audits unit received a total of 487 National Anti-Corruption Hotline (NACH) cases between 01 April 2017 and 31 March 2025. Of the 487, a total of 426 (87%) cases have been resolved while 61 (13%) cases that are still outstanding.
- During the 2024/25 Financial Year, 100% of action plans were implemented throughout the province to enhance the anti-fraud and corruption internal control processes. To date, a total of 10 forensic investigation cases were recommended for referral to law enforcement agencies and 10 have been reported to law enforcement agencies.
- The OoP is tracking the implementation of the recommendations of the forensic investigation reports, including recoveries, through the quarterly reports to the Premier and Provincial Anti-Corruption Coordinating Committee.
- Among 747 Senior Management Service (SMS)-filled posts, 178 have been vetted, and 349 out of the 544 that are awaiting feedback are new applications, 195 of the 544 are re-applications due to security clearance expiry. Additionally, 25 SMS officials within GPG have not applied for security clearance. The increase in the total number of SMS members who have not yet applied for a security clearance is due to expired clearances and newly appointed officials.
- Regarding SCM-filled posts, out of 2189, 266 have been vetted, and 1714 of 1903 awaiting feedback are new applications, 189 of 1903 are re-applications due to security clearance expiry. Furthermore, 20 SCM officials within GPG have not yet applied for security clearance, letters have been sent to the HOD’s of departments to submit by the end of March 2025.
- In the 2024/25 Financial Year, OoP achieved 100% SMS financial disclosure, as of 30 April 2025.
- The vacancy rate for the period was 4% as at 31 March 2025. The OoP has 19 vacant posts, and the filling of such posts is ongoing.
- 13 of 14 GPG departments are compliant with the 2% national employment target of Persons with Disabilities. The OoP is compliant with 2% of employment of Persons with Disabilities.
- SMS posts are advertised widely to ensure that potential candidates are reached. The target for the appointment of females in SMS positions is 50% and the OoP is currently at 57%.
- As of 1 April 2024, a total of twenty-five (25) interns had been appointed.

The N12 Corridor Integrated Infrastructure Masterplan is a strategic initiative aimed at enabling long-term infrastructure development along the N12 corridor. The masterplan covers the spatial, infrastructural, and economic development trajectory of the N12 Corridor over a 20-year horizon. It incorporates inputs from key public and private sector stakeholders. The project is 88% complete and remains largely on track. The first and second draft documents were delivered on schedule, with the second draft issued on 21 February 2025. Stakeholders were given until 14 March to provide final comments. Critical Activities:

a. Refinement of the implementation framework
b. Integration of stakeholder inputs
c. Finalisation of infrastructure investment framework.

Extensive engagements were conducted with over 30 public and private entities. Key concerns raised included misalignment between departments, infrastructure vandalism, limited human capital, and funding constraints. Inputs are being integrated into the final report.

There is an array of distressed infrastructure projects across various departments, including Education, Infrastructure (STARS), Health, Roads & Transport, Human Settlements, Social Development, and Sports, Arts, Recreation & Culture. These projects are experiencing delays or challenges due to issues such as procurement bottlenecks, land and town planning complications, budget constraints, contractor performance, and inter-departmental coordination.

In the fiscal year 2024/2025, the Department of Human Settlements has effectively allocated 61% of its budget toward advancing spatial transformation initiatives within areas prioritized by the Spatial Development Framework. Additionally, 14% of the budget is being utilized in a manner that partially supports these objectives. However, 25% of the budget has been redirected to address legacy projects and upgrades in informal settlements located outside the designated priority zones. This allocation aims to ensure that all communities, including those not initially included in the priority framework, receive the necessary support and development resources.

In response to the urgent need for dignified housing, the provincial government has launched a rapid land release programme. As part of this initiative, Premier Lesufi, MEC for Human Settlements, Tasneem Motara, and Ekurhuleni Mayor, Alderman Nkosindiphile Xhakaza handed over serviced stands to qualifying beneficiaries.
This strategic programme empowers beneficiaries by giving them access to serviced land, enabling them to build homes suited to their needs. A total of 2,560 serviced stands will be allocated. Furthermore, as part of continued efforts to improve access to housing, the Premier also handed over 178 completed homes to qualifying families at the Helderwyk Mega Housing Project in Brakpan. These developments are a strong reflection of the provincial government's commitment to service delivery and improving the quality of life for all residents of Gauteng.

The OoP hosted an engagement session with key stakeholders, including the Gauteng Executive and the United Arab Emirates (UAE) Embassy, to promote trade and investment within Gauteng province. The session was aimed at strengthening economic ties and explore new opportunities for collaboration. Additionally, the International Relations team met with the Consul-General of China to advance discussions on collaborative efforts between Gauteng and China. This meeting followed the Premier's visit to China in June 2023, focusing on building upon established relations and identifying specific areas for joint initiatives and mutual benefits.

The Metropolis Conference held in São Paulo, Brazil, in June 2024, reflects Gauteng's commitment to fostering global partnerships. The conference reports highlight strategic engagements and outcomes, particularly in areas such as urban governance, sustainability, and smart city initiatives. The focus is on leveraging the insights gained from international peers to enhance Gauteng's metropolitan development, strengthen cross-border relations, and align with global best practices in urban planning and development. This collaboration aims to contribute to the province's socioeconomic growth and urban resilience strategies.

Gauteng actively pursuits partnerships with international regions. A recent example is the collaboration with China's Shandong province. A key meeting held between the Gauteng Growth and Development Agency, West Rand Municipality, the OoP, and Shandong province explored opportunities in green hydrogen and fuel cell production, as well as the strengthening of Special Economic Zones (SEZs). The engagement underscores Gauteng's strategic efforts to harness global expertise in green energy and advanced manufacturing, fostering economic growth and innovation within the province's SEZs and positioning it as a hub for sustainable industrial development.

Approximately 40% of the South African population resides in Gauteng, Cape Town, eThekwini and Nelson Mandela Bay. Transforming settlement patterns and the national space economy in South Africa requires a collaborative planning, coordinated investments, delivery and shared objectives. Premier Panyaza Lesufi has led the Gauteng delegation at the 12th World Urban Forum (WUF12) Summit held under the theme: "It All Starts at Home", Local Actions for Sustainable Cities and Communities" in Cairo, Arab Republic of Egypt. The Summit took place between 4-8 November 2024. #WUF12 is a high-level forum established by the United Nations (UN) in 2021, convened by the UN Human Settlements Programme (UN-Habitat). The Premier was joined by the Human Settlements MEC, Tasneem Motara and Environment MEC, Shiela Mary Peters.

On the 2nd of February 2025, a working dinner took place in Sandton, South Africa, between Premier Panyaza Lesufi and Mr. Wang Yi'ou, Deputy Governor of Hunan Province, China. This meeting followed President Cyril Ramaphosa's second state visit to China in September 2024, during which both countries committed to advancing their bilateral relationship to an All-Round Strategic Cooperative Partnership in a New Era. A Cooperation Framework Agreement is anticipated to be signed during the upcoming expo, formalizing collaboration in areas of mutual interest. This engagement represents a significant step toward strengthening the strategic partnership between the Gauteng and Hunan Provinces, with an emphasis on promoting shared economic growth and development.

Additionally, a Gauteng International Relations and G20 Committee Coordination Meeting was held at the Gauteng Gambling Board on 14th March 2025. The meeting aimed to streamline the province's international relations agenda, ensuring alignment with both provincial initiatives with national and global priorities. It further emphasized the role of strategic coordination in enhancing Gauteng's economic diplomacy through its G20 engagements. By aligning provincial priorities with global economic and development goals, Gauteng aims to strengthen its global influence, attract investment, and promote inclusive growth.

The Measurable Objectives of the Integrated Services Delivery Response Systems are to:

- Engage residents to establish how well are government programmes/services performing on a daily basis.
- Confirm possible reasons for good or poor performance.
- Analyze the biggest issues between the residents' expectations and programmes/services performance.
- Identify where is an issue emerging or where the next likely crisis will occur (e.g., predicting potential service delivery gaps (problems), social unrest).
- Identify key accountable officers and stakeholders in departments and municipalities who need to be involved in a particular response.

The Gauteng-wide service delivery response system Memorandum of Understanding (MoU) was put in place and signed with key GPG and national departments, including municipalities. The MoU provides role clarity in managing residents feedback and it sets service levels in how departments and municipalities need to respond satisfactorily to residents' feedback in addressing gaps and failures in the performance of their programmes/ services.

The service delivery cases are better tracked at cumulative level (i.e. from inception to date) because delivery in some of the requests requires short, medium, and long-term planning. The cumulative case resolution rate as of the end of Quarter 4 is 89%. In the 2024/25 financial year 8,010 issues were raised by the residents affecting 472 wards on the performance of government programmes and services. The biggest provincial issues raised were related to sanitation in blocked sewer systems, electricity in outages, water in leaks and outages, and health in poor patient care. The emerging service delivery issue raised is the streetlights that are not working. The three Metros have set up Service Delivery War Rooms to effectively drive the resolution of issues, which has resulted in a major increase in the resolution rate. The Districts, Locals, and Departments will be encouraged to also establish Service Delivery War Rooms, with the Office of the Premier reviving the Central Service Delivery War Room.

The Office of the Premier procurement spend on targeted groups is as follows:
- Black people spend = 90.80% against 80%
- Women spend = 43.83% against 40%
- Youth spend = 34.84% against 15%
- People with Disabilities spend = 1.88% against 7%
- Township-spend = 39.52% against 40%

GPG-wide procurement spend on targeted groups as at current:

- Black people spend = 43.73% against 80%
- Women spend = 7.06% against 40%
- Youth spend = 4.33% against 15%
- People with Disabilities spend = 0.10% against 7%

The OoP achieved 85% of its planned targets in the previous year, with notable success in coordinating policy implementation and intergovernmental relations. However, challenges remain in executing major initiatives, especially in governance and policy integration. 85% of planned targets were achieved, but delays in key initiatives continue to affect performance.

The office achieved 86% of its targets and 100% was spent against the overall main appropriated budget of R807 million.

Overview of the operations of the department
Departmental receipts

Departmental receipts	2024/2025			2023/2024		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax Receipts	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-
Sale of goods and services other than capital assets	351	408	(57)	351	379	(28)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land	6	15	(9)	3	7	(4)
Sale of capital assets	-	-	-	-	-	-
Financial transactions in assets and liabilities	161	1,635	(1474)	36	3,446	(3,410)
Total	**407**	**2 058**	**(1651)**	**390**	**3,832**	**(3,442)**

The OoP's revenue collection is attributed to sales of goods and services, other capital assets which include parking fees, commission insurance and garnishee orders. Interest relates to interest received from outstanding debt such as staff debt e.g bursaries. Transaction in financial assets and liabilities relate to old debts collection. The department shows an overall over collection of R1.6 million resulting from old debts collection and bursary repayment by employees.
Sales of goods and services other than capital assets shows overcollection for the year under review. Overcollection is evident under parking fees.

The movement to the new building has contributed to overcollection on parking fees, more parking space has been allocated to employees.

Currently there is no free service rendered by the employer for its employees that would have yielded significant revenue.

Programme Expenditure

Programme Name	2024/2025			2023/2024		
	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	291 316	290 847	469	275 421	275 291	130
Institutional Development	351 994	351 969	25	389 642	385 133	4 509
Policy and Governance	163 756	163 742	14	162 336	143 383	18 953
Total	**807 066**	**806 558**	**508**	**827 399**	**803 807**	**23 592**

The department spent R806.5 million out of the final appropriation of R807 million, this translates to R508 000 or 0.06% underspending. The department spent 100% of the allocated budget. The expenditure was elevated by the activities which were performed in line with the targets, the elevated priorities, GIS payment and the Omni-Channel solution software programme which intends to reform the government-citizen interaction to improve service delivery across the province, particularly in the disadvantaged and vulnerable regions.

Programme 1 expenditure

Sub- Programme Name	2024/2025			2023/2024		
	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's Support	16 879	16 878	1	25 572	25 563	9
Executive Council Support	11 469	11 466	3	9 424	9 408	16
Director General	173 879	173 419	460	164 174	164 125	49
Financial Management	87 993	87 988	5	75 198	75 145	53
Programme Support	1 096	1 096	-	1 053	1 050	3
Total	**291 316**	**290 847**	**469**	**275 421**	**275 291**	**130**

Programme 1 spent R290.8 million of the overall budget of R291.3 million, which equates to 100% at the end of the fiscal year. This broadcast features Life Esidimeni, Hotline learners, utilities of the new building, and the Usindiso Commission of Inquiry. Life Esidimeni was the primary driver of the excessive cost, which included payments for extra claims and inquests.

Programme 2 expenditure

Sub- Programme Name	2024/2025			2023/2024		
	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 Resources	94 544	94 539	5	97 795	97 279	516
Information Technology	19 490	19 489	1	28 739	28 675	64
Legal Service	15 560	15 557	3	16 057	15 873	184
Communication Services	130 878	130 869	9	193 618	189 995	3 623
Programme Support	2 365	2 363	2	2 219	2 218	1
Service Delivery Intervention	89 157	89 152	5	51 214	51 093	121
Total	**351 994**	**351 969**	**25**	**389 642**	**385 133**	**4 509**

Programme 2 spent R351.9 million out of the total budget of R351.9 million which translates to 100% spending. The expenditure is largely driven by the Omni-Channel system implemented, and elevated priorities.

Programme 3 expenditure

Sub- Programme Name	2024/2025			2023/2024		
	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
Inter-Governmental Relations	47 484	47 478	6	44 098	41 382	2 716
Provincial Policy Management	113 719	113 712	7	114 913	98 687	16 226
Programme Support	2 553	2 552	1	3 325	3 314	11
Total	**163 756**	**163 742**	**14**	**162 336**	**143 383**	**18 953**

Programme 3 spent R163.7 million out of the total budget of R163.7 million which translates to 100% spending. The expenditure is largely driven by the GIS License finalisation of some investigation cases and the events which were planned to be done by year end.

Virements/ roll-overs

The Provincial Treasury approved all shifts and virements for the financial year 2024/25.

Programme 1 received a total amount of R16 million from Programme 2 & 3 which has been allocated to Financial Management for the utilities, G-Fleet services and office operations expenses.

Programme 1 moved out R15.8 million to programme 2, savings is realised from Usindiso Commission of Inquiry, the office has negotiated the current rates charged for the inquiry. Further savings are from compensation of employees which was allocated for the filling of critical posts.

Programme 2 received R15.8 million from Programme 1 for the Omni-Channel software programme which intends to reform the government-citizen interaction to improve service delivery across the province, particularly in the disadvantaged and vulnerable regions.

Programme 2 moved out a total amount of R3.2 million to programme 1, (R68 000) from Strategic Human Resource, (R7 000) from Information Technology, (R18 000) from Legal Services, (R3.1 million) from Provincial Communication Services, (R5 000) from programme support, and (R2 000) from Service Delivery Intervention. Savings is due to the events and meetings that did not materialise in quarter 4.

Reprioritisation has been done in Programme 3 and savings have been redirected to Programme 1 and 2 to cater for overspending. A total of R13 million has been moved out from this Programme as follows:

- Savings of R9.9 million moved out from Provincial Forensic Services, Integrity, and Governmental Relations, savings are due to delays in the finalization of the investigation cases and meetings that did not materialized in quarter 4.
- Provincial Policy Management underspending is evident on evaluations, and it is because the department could not get a suitable service provider to assist with the planned studies as well as the events that did not materialize. No roll-over request was submitted to the Provincial Treasury approval.

Movement from

The movements of funds were done within the programme but between sub-programmes and line items to address the reprioritisation of funds from one item to another because of cost containment measures, change in spending plans, correcting the classification of items and addressing the budget pressures in other directorates.

Unauthorised, fruitless and wasteful expenditure

The OoP did not incur any unauthorised, fruitless and wasteful expenditure during the period under review.

Public Private Partnerships

The OoP does not have Public Private Partnerships.

Strategic focus over the short to medium term period

- **Economic recovery and acceleration:** Increased drive on service delivery to **improve the economy** – redirect budgets to townships, hostels and informal economies.
  - Unleash the economic potential of townships.
  - Fund South African citizens that seek to open their respective shops and businesses, effectively creating opportunities.
- **Strengthen the battle against crime, corruption, vandalism, and lawlessness**
  - Defeating and overcoming lawlessness and crime in the province.
  - Ensure that people are safe – expansion of Gauteng police, patrol cars per ward, e-Security network.
- **Immediate action is required to improve living conditions** in **TISH** areas.
- **Prioritisation of the health and wellness of people**
- **Strengthen the capacity of the state**
  - Delivering services effectively and efficiently
  - Invest in the skilling and reskilling of the public service
  - Identification of efficiencies in budgets and expenditures toward Women, Youth, and People with disabilities
  - Revenue model that will support the South African National Roads Agency (SANRAL) on their debt on e-Tolls
  - Strategic Provincial Government communication strategy

Discontinued key activities / activities to be discontinued

The Office of the Premier did not have key activities that were discontinued for the period under review. Indicators that were adjusted within the Adjusted Annual Performance Plan (APP) and the reasons for adjustment can be reviewed within the approved Adjusted Annual Performance Plan 2024/2025. No adjustment of APP indicators had any effect on the service delivery environment and did not have financial implications as the work is still being done and tracked through operational plans.

New or proposed key activities

The Office of the Premier did not have new activities for the period under review.

Supply chain management

In the 2024/2025 Financial Year, there were no unsolicited bids received or accepted by the Office of the Premier.

Section 217 of the South African Constitution of 1996, which requires the Supply Chain Management (SCM) system to be fair, equitable, transparent, competitive, and cost-effective, was one of the legislative requirements that the Office of the Premier adhered to when implementing the SCM processes. To monitor and ensure compliance, the Provincial Treasury submits frequent reports to oversight bodies along with compliance assessments of these processes.

Gifts and Donations received in kind from non-related parties

The gifts and donations policy guides employees on acceptance of gifts. No official received gifts and donations in kind with potential conflict of interest. Gifts and donations received from non-related parties are disclosed in the annexure with the Annual Financial Statements.

Exemptions and deviations received from the National Treasury

None

Events after the reporting date

The Office of the Premier has played a central role in managing this reorganisation, providing guidelines and oversight for the ring-fencing of functions, staff, and resources. The following functional shifts have been prioritised:

1. Community Safety now reports directly to the Premier.
2. Migration of Youth Development (GCRA) from Education to the Office of the Premier.
3. Centralisation of the Forensic Function, Legal Services, and Communication under the Office of the Premier.

Acknowledgements and Conclusion

As the Accounting Officer I can acknowledge with sincere pride and appreciation the work that has been done in the period under review.

Our sincere gratitude goes to the Audit Committee and the Auditor-General for their guidance and support, and for challenging us to continuously strive for excellence.

In conclusion, let me take this opportunity to thank the Premier and the Members of the Executive Council for their leadership and guidance and for holding us to high standards. Thank you also to all management and staff members in the Office of the Premier for their commitment and hard work.

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Mr Edward Mosuwe
Accounting Officer
Gauteng Office of the Premier
Date: 31 July 2025

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR 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 on the annual report as issued by National Treasury.

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

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2025.

Yours faithfully

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Mr Edward Mosuwe
Accounting Officer
Gauteng Office of the Premier
Date: 31 July 2025

6. STRATEGIC OVERVIEW

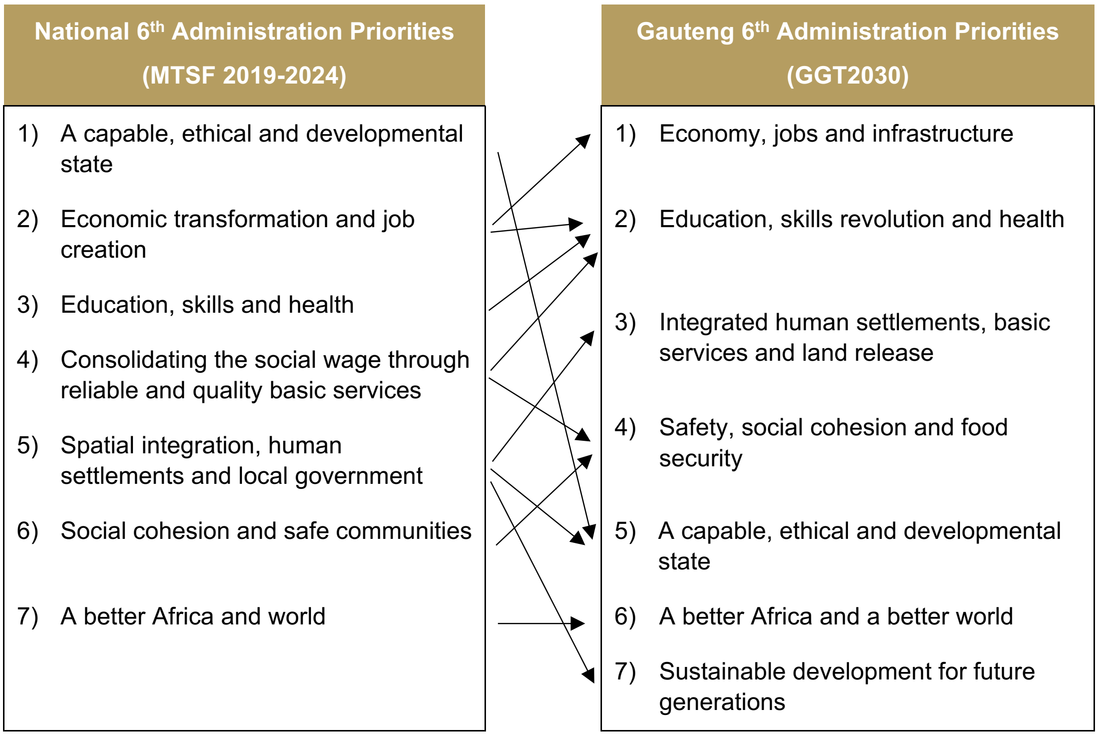
The NDP Vision 2030, which was adopted by the National Executive in 2012, is the visionary blueprint of government and, in fact, the rest of society, including business, labour, faith-based organisations, youth, women, elderly and the disabled. Therefore, the NDP Vision 2030 is a collaborative partnership towards reducing poverty and unemployment and building a national democratic society that is socially inclusive by 2030.

Giving effect to this long-range plan is a series of Frameworks. The MTSF 2019 –2024 is the first of three such frameworks and identifies the critical actions to be prioritised in the first five years of the NDP Vision 2030, against fourteen government outcomes.

The role of the OoP in Gauteng in relation to the MTSF is twofold, namely:

1. To lead the alignment, monitoring and evaluation of the implementation of the strategic agenda of the Gauteng government; and
2. To lead the delivery of specific outputs of defined priorities.

The OoP, specifically, contributes directly to the following National Priorities:



As detailed in the 2020-2025 SP, a number of political imperatives and policy priorities have guided the formulation of Gauteng's programme of Transformation, Modernisation and Re-industrialisation (TMR) for the next five to fifteen years (over the NDP horizon to 2030), under three key themes and the Ten Pillar Programme, as follows:

No.	Component	No.	Pillar
1.	Transformation	1.	Radical economic transformation
		2.	Decisive spatial transformation
		3.	Accelerated social transformation
		4.	Transformation of state and governance
2.	Modernisation	5.	Modernisation of the public service
		6.	Modernisation of the economy
		7.	Modernisation of human settlements and urban development
		8.	Modernisation of public transport infrastructure
3.	Reindustrialisation	9.	Reindustrialisation of the Gauteng province
		10.	Taking the lead in Africa's new industrial revolution
Mainstreamed across the above ten pillars are issues of Gender, Youth, Elderly Persons, Military Veterans and People with Disability.			

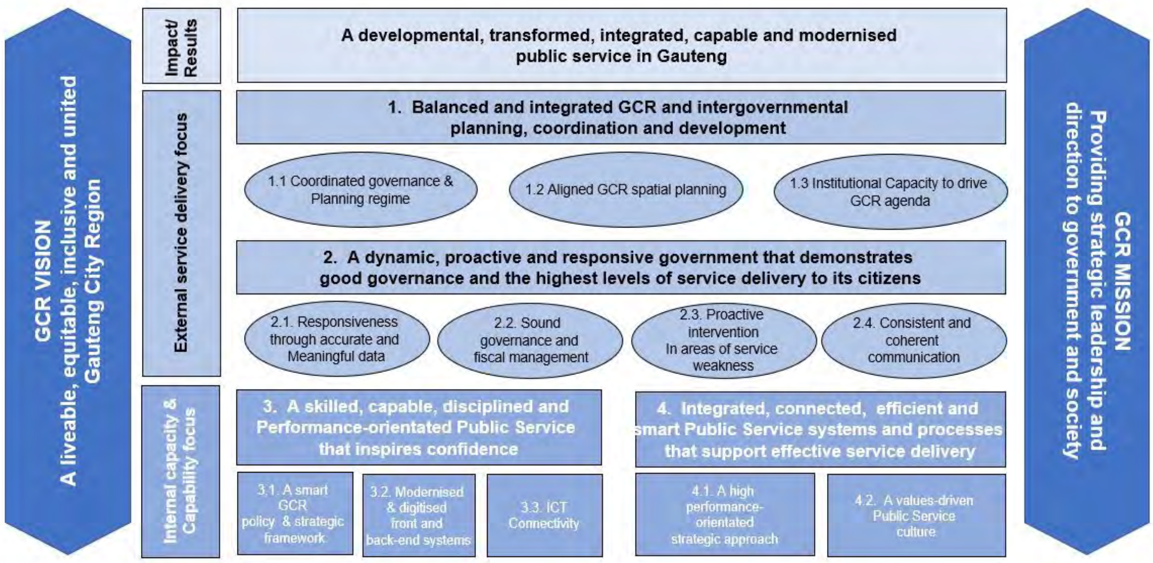
Notwithstanding the all-encompassing role of the OoP to ensure that the ten pillars are integrated in the plans of all Gauteng provincial departments, and that the implementation thereof is monitored, evaluated and reported on; the OoP is specifically responsible for outputs under **Pillars 1 (radical economic transformation) and 4 (transformation of state and governance).**

Since it was introduced in 2014, the TMR programme has been further elaborated through a range of Gauteng City Region (GCR)- wide strategies, policies, plans, programmes and projects, inter-alia:

1. CBDs Revitalisation Strategy
2. Gauteng 4IR Strategy
3. Gauteng Anti-corruption Strategy and Integrity Management Framework
4. Gauteng Anti-Land Invasion Strategy
5. Gauteng City-Region Destination Brand Communications and Marketing Strategy Framework
6. Gauteng City-Region Global and Africa International Strategies
7. Gauteng City-Region Infrastructure Master Plan
8. Gauteng City-Region Integrated Service Delivery Response System
9. Gauteng City-Region International Relations Strategy
10. Gauteng City-Region Master Skills Plan
11. Gauteng City-Region Research Agenda
12. Gauteng City-Region Scenarios 2035
13. Gauteng City-Region Youth Development Strategy
14. Gauteng Disability Rights Policy
15. Gauteng e-Governance and ICT Strategy
16. Gauteng Energy Security Strategy
17. Gauteng Geographic Information System (GIS) Strategy and Policy
18. Gauteng Integrated Transport Master Plan
19. Gauteng Medium-Term Development Plan (GMTDP) 2024 – 2029
20. Gauteng Military Veteran Action Plan
21. Gauteng Military Veterans Support Framework
22. Gauteng Mining Strategy
23. Gauteng Older Persons Strategy
24. Gauteng Policy Framework on Gender Equity and Women Empowerment
25. Gauteng Provincial Government Evaluation Plan
26. Gauteng Provincial Government Professionalisation Framework
27. Gauteng Provincial Policy Plan
28. Gauteng Safety Strategy
29. Gauteng Social Cohesion Strategy
30. Gauteng Spatial Development Framework (GSDF) 2030
31. Gauteng Strategy for the Modernisation of Government
32. Gender-Responsive Planning, Budgeting, Monitoring and Evaluation Framework
33. Growing Gauteng Together Plan of Action (GGT2030)
34. Integrated Gauteng Provincial Government Skills Development Strategy
35. Intergovernmental Relations Act (2005)
36. Management of coalition government
37. Premier’s advisory panel frameworks
38. Provincial Implementation Plan on Multisectoral HIV, Tuberculosis, and Sexually Transmitted Infections

Growing Gauteng Together & District Development Model.

Governance Roadmap



Alignment of National Priorities, MTSF 2019-2024 and contribution by the GPG, GGT 2030 Plan of Action

National MTSF Priority	Contribution to MTSF 2019-2024	Contribution to GPG (GGT2030)

Priority 1:
A capable, ethical and developmental state:
	2024 Impact Statements:
	
	• Public value and trust
	• Active citizenry and partnerships in society
	
	Applicable Outcomes and Interventions:
	
	1. Improved leadership, governance and accountability:
	  • Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability
	  • Enable leadership in national and provincial departments to build capacity and intervene to resolve blockages in government bodies and administrations
	  • Integrated Monitoring System for public sector accountability
	  • Strengthen the govternance system of state-owned entities
	
	2. Functional, efficient and integrated government:
	  • Improve coordination between national, provincial and local government to improve service delivery
	  • Modernise business processes in the public sector
	  • Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery
	  • Improve financial management capability in the public sector
	  • Measures taken to reduce wasteful and fruitless expenditure, and irregular expenditure in the public sector
	
	3. Professional, meritocratic and ethical public administration:
	  • Programme for building a professional public administration
	
	4. Social compact and engagement with key stakeholders:
	  • Participatory governance mechanisms and citizen engagement
	
	5. Mainstreaming of gender, youth and disability, empowerment and development institutionalised:
	  • Mainstreaming of gender, empowerment of youth and people with disability cuts across all seven priorities outcomes
	  • Implementation of Gender, Youth and Disability responsive planning, budgeting, interventions, policies and legislations
		Priority 5: A capable, ethical and developmental state:
		
		Priority Actions:
		
		• Building ethical governance and eliminating corruption
		• Building efficient and smart systems, processes and points of access that provide seamlessly integrated services across the province – with government functioning as "one"
		• Promoting a responsive, accountable, effective and efficient provincial and local public service
		• Building active communities and partnerships as a basis for good governance

National MTSF Priority	Contribution to MTSF 2019-2024	Contribution to GPG (GGT2030)
Priority 2: Economic transformation and job creation:	**2024 Impact Statements:** • Unemployment reduced to 20%-24% with 2 million new jobs, especially for youth. • Economic growth of 2%-3%. • Growth in levels of investment to 23% of GDP. **Applicable Outcomes and Interventions:** 1. More decent jobs created and sustained, with youth, women and persons with disabilities prioritised: • Create jobs through Job Summit commitments, Operation Phakisa and other public sector employment programmes 2. Investing for accelerated inclusive growth: • Improve the ease of doing business 3. Industrialisation, localisation and exports: • Support localisation and industrialisation through government procurement (on designated products and services) 4. Reduce concentration, and monopolies and expanded small business sector: • Facilitate the increase in number of functional small businesses with a focus on township economies and rural development (200 000 supported) • Strengthen development finance towards SMME development (50% of DFI financing to SMMEs) • SMME development through incubation centres and digital hubs (270 established) • Ensure inclusion of SMMEs in localisation and buy local campaigns • Explore the introduction of measures (such as tax breaks) for the first two years to support the establishment of new, small youth-owned start-ups (100,000 start-up youth business per annum - Job Summit agreement) 5. Quality and quantum of investment to support growth and job creation improved: • Improve the quality and rate of infrastructure investment (R5 billion Infrastructure Fund) 6. Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities: • Minimum 40% target for women, 30% for youth and 7% for persons with disabilities	**Priority 1: Economy, jobs and infrastructure:** **Priority Actions**: • Reindustrialising Gauteng for the 21st century through Multi-tier SEZ and High Growth Sector Programme • Bringing opportunities to the people in townships and confronting inequality at the spatial level through the Township Economic Revitalisation Programme • Systematically confronting youth economic exclusion through the Tshepo 1Million and Youth Workforce Development Programme • Creating enabling conditions for a high-growth economy through the Catalytic Infrastructure Programme • Developing initiatives that target a significant reduction in poverty, inequality and unemployment, including through the upscaling of welfare to work transitions • Creating a platform for youth ownership through the co-production of social spaces – building sporting, arts, cultural and development opportunities • Focus on enhancing inclusivity of the economy while improving competitiveness • Fast tracking investment and infrastructure delivery • Empowering a significant number of emerging black firms as contractors and subcontractors, including women and youth

National MTSF Priority	Contribution to MTSF 2019-2024	Contribution to GPG (GGT2030)
Priority 3: Education, skills and health	**2024 Impact Statements:** • Access to pre-schooling expanded to 95% and quality improved • More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024 • Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024 • More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024 • Learners and teachers feel respected, and learning improved by 2024 • A skilled and capable workforce to support an inclusive growth path • Total life expectancy of South Africans improved to 70 years by 2030	**Priority 2: Education, skills revolution and health:** **Priority Actions:** • Prioritising quality Early Childhood Development (ECD) and primary education as educational foundations that will allow future generations to prosper • Targeting the development of specialist skills aligned to existing and future economic opportunities, new frontiers in science, technology and innovation • Building working partnerships with Gauteng's network of universities, research institutes and innovation centres to maximise the potential of future generations • Ensuring safe, well-maintained and equipped health, education and skills development facilities • Building a skilled and capable workforce to support an inclusive growth path • Rolling out a health quality improvement plan in public health facilities and ensure that they meet the quality standards required for certification and accreditation for National Health Insurance (NHI) • Develop and implement a comprehensive strategy and operational plan to address human resource requirements, including filling crucial vacant posts for implementation of NHI
Priority 4: Consolidating the social wage through reliable and quality basic services; and **Priority 5: Spatial Integration, Human Settlements and Local Government:**	**2024 Impact Statements:** • Institutionalise spatial/ territorial integration to fast-track transformation and resilience of sub-national regions • Shared national spatial vision and frames to support integration between sector departments, provinces and regions • Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security • Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities	**Priority 3: Integrated human settlements, basic services and land release:** **Priority Actions:** • Introducing SEZs, where feasible, to boost manufacturing, increase exports and employment, and add momentum towards turning GCR into a single, multitier and integrated SEZ • Providing serviced stands, with a set of standards for the houses that are to be built • Delivering inclusive mega housing developments, supported by improved access to basic services and connectivity • Fast-tracking delivery on urban renewal projects and incomplete housing projects • Enabling access to housing in the province for all

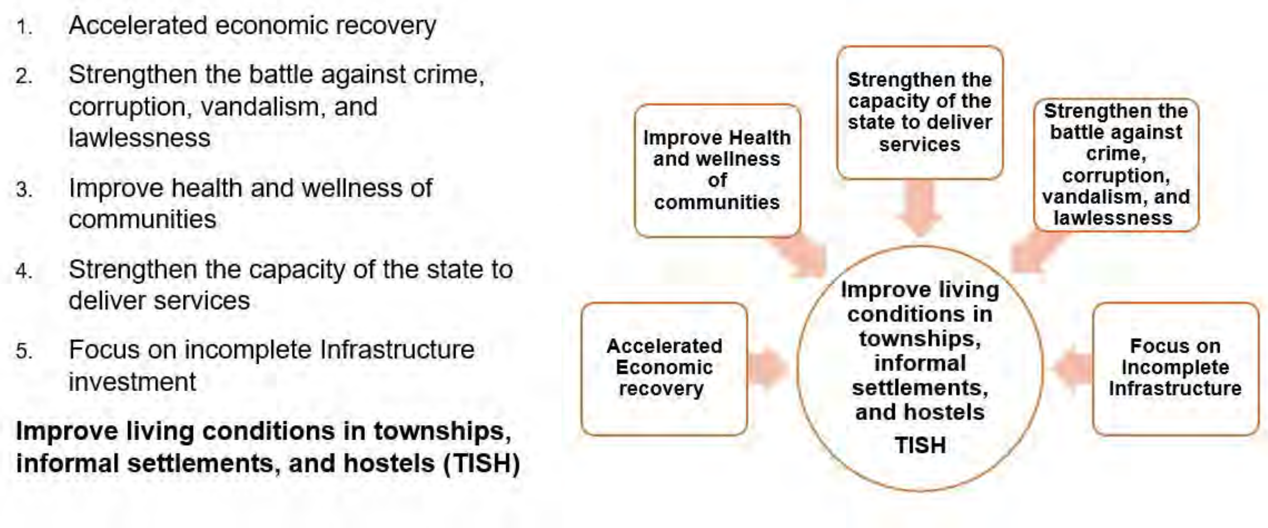
<table>
<thead>
<tr><th>National MTSF Priority</th><th>Contribution to MTSF 2019-2024</th><th>Contribution to GPG (GGT2030)</th></tr>
</thead>
<tbody>
<tr><td></td><td></td><td>Providing resourced shelters and relief support for women and girls, including the provision of programmes designed to heal victims of trafficking and rehabilitate them into society
Providing security of tenure through the issuance of title deeds, including title deeds for women, youth and persons with disabilities
Releasing unused government buildings and land for development, economic growth and job creation
All new spatial development and refurbishment of human settlements meeting the principles and national standards of universal design and access, making the built environment and its transport requirements accessible to all.</td></tr>
<tr><td>Priority 1: A capable, ethical and developmental state</td><td>2024 Impact Statement:
Active citizenry and partnerships in society
Applicable Outcomes and Interventions:
Social compact and engagement with key stakeholders:
Participatory governance mechanisms and citizen engagement</td><td rowspan="2">Priority 4: Safety, social cohesion and food security:

Priority Actions:
Building active communities and partnerships as a basis for good governance
The government communication machinery repositioned to achieve greater interaction, information sharing and feedback with the people of Gauteng
Developing initiatives that target a significant reduction in poverty, inequality and unemployment, such as Tshepo 1Million, and welfare to be upscaled
Creating a platform for youth ownership of our province through the co-production of social spaces – building sporting, arts, cultural and development opportunities
Improving policing and community safety efforts
Addressing poverty at a household level through multiple interventions
Establishing a Gauteng that allows all to reach their potential</td></tr>
<tr><td>Priority 6: Social Cohesion and Safer Communities:</td><td>2024 Impact Statements:
A diverse socially cohesive society with a common national identity
Improved investor perception (confidence)</td></tr>
</tbody>
</table>

National MTSF Priority	Contribution to MTSF 2019-2024	Contribution to GPG (GGT2030)
Priority 7: A better Africa and the World:	**2024 Impact Statements:** A better South Africa **Applicable Outcomes and Interventions:** 1. Increased FDI and increased exports contributed in economic growth 2. Increased regional integration and trade 3. Increased intra-Africa trade 4. Enhanced national implementation of the Sustainable Development Goals (SDG) Agenda 2030 and Agenda 2063 5. International norms and standards implemented that improve conditions for all in South Africa 6. Equitable multilateral institutions and enhanced global governance	**Priority 6: A better Africa and a better world:** **Priority Actions:** • Placing a special focus on expanding foreign trade and achieving a stable, growing, and integrated economic region • Building regional and continental networks, trade platforms and opportunities • Showcasing regional and continental partnerships, and potential areas for collaboration • Promoting regional FDI by Gauteng-based businesses in the interests of growing connectivity • Identifying and taking advantage of trade opportunities and signing Twin City Agreements with other city regions • Partnering with the BRICS Development Bank on the infrastructure investment initiatives • Supporting the African agenda for industrialisation and regional integration for sustainable and inclusive development • Cementing the GCR as the gateway to Africa: R&D, trade, finance, logistics, business services, manufacturing, energy • Introducing SEZs, where feasible, to boost manufacturing, increase exports and employment, and add momentum towards turning GCR into a single, multitier and integrated SEZ
Priority 5: Spatial Integration, Human Settlements and Local Government:	**2024 Impact Statements:** • Natural Resources are managed, and sectors and municipalities are able to respond to the impact of climate change	**Priority 7: Sustainable development for future generations:** **Priority Actions:** • Promoting sustainable planning and development in the context of a rapidly urbanising region and growing population • Proactively confronting climate change through management, mitigation and adaptation strategies • Protecting, caring for and maintaining Gauteng's natural environment and its critical biodiversity areas • Managing environmental resources optimally in the context of growing scarcity

National MTSF Priority	Contribution to MTSF 2019-2024	Contribution to GPG (GGT2030)
		• Investing in our capacity to preserve water • The finalisation of a GCR-wide energy company to respond to the demands and supply of energy

Gauteng Provincial Elevated Priorities for the TISH programme



6.1 Vision

A liveable, equitable, inclusive and united Gauteng City Region.

The vision of the OoP illustrates the Gauteng of our dreams – "The Gauteng We All Want" – "Weaver Work" scenario, which drives the Gauteng province implementation agenda that capitalises on collaborative work of government and social partners including the private sector" to maximise its potential as the economic hub of the Southern Africa region

6.2 Mission

As the centre of government in Gauteng, the OoP will lead and coordinate the strategic agenda by:

- Providing strategic leadership and direction to government and society;
- Building a capable, ethical and developmental state;
- Ensuring transformation and modernisation of the public service;
- Driving execution and delivery through enhanced policy coordination;
- Ensuring effective communication and stakeholder interfaces with communities and key sectors of society;
- Promoting transformation and inclusion of society in the economy; and
- Building social compacts to deliver the GGT2030.

6.3 Values

In working towards the achievement of its vision and mission, the Gauteng OoP subscribed to the following internal values, which are in line with the Batho-Pele principles:

Value	Description - What it means in practice
Citizen Centric	• A sense of duty and service, and the passion to serve beyond the call of duty. • Creating a positive citizen experience at every point of engagement. • Remaining true to the values of loyal service to the people.
Consultation	• Consulting citizens about the level and quality of the public services they receive and, wherever possible, offering a choice about the services that are offered. • Working together to assist each other and to enable all departments to succeed. • Sharing of knowledge and insights towards a common purpose.

Access	• Informing citizens about the level and quality of public services they will receive so that they are aware of what to expect. • Ensuring all citizens have equal access to the services to which they are entitled. • Providing more and better information about our services.
Redress	• Offering citizens an apology, a full explanation and a speedy and effective remedy when the promised standard of service is not delivered. • Willing to remedy failures and mistakes. • Providing a sympathetic, positive response when complaints are made.
Courtesy	• Displaying humility in our actions. • Displaying the right attitude to the task at hand. • Treating others with empathy, courtesy and consideration. • Showing kindness and politeness in our attitude and behaviour towards others.
Openness and Transparency	• Valuing openness, honesty, consistency and fairness. • Acting in good faith in all our day-to-day activities. • Being committed to ethical behaviour and focus on justice and fairness. • Exercising care not to disclose confidential information.
Innovation and Excellence	• Listening to and understanding needs and creating new approaches to what we do. • Working tirelessly towards achieving goals. • Being driven by purpose and the achievement of results. • Exuding positive energy in moving our province forward. • Focusing on cutting-edge, best in class and "outside the box" approaches and solutions.
Value for Money	• Providing services economically and efficiently in order to give citizens the best possible value for money. • Taking ownership of the task to ensure it gets done correctly, the first time around. • Delivering the best that we can.

The values require us, to ensure they are visible, and motivationally lived as part of the Gauteng OoP's performance management approach under the direction of the Director-General.

7. LEGISLATIVE AND OTHER MANDATES

The Constitution of the Republic of South Africa, 1996 (the Constitution) is the supreme law of the Republic. Together with the Bill of Rights, it forms the legal foundation of a democratic South Africa, setting out the rights and duties of citizens and defining the structure of government. In this context, the OoP, along with all government institutions, entities, and municipalities, derives its mandate from the Constitution.

The Constitution places an obligation on the state to ensure the progressive realisation of socioeconomic rights, including access to basic services, governance, and sustainable development. The Premier, as the head of the provincial executive, is responsible for implementing national and provincial legislation and ensuring alignment with these constitutional principles.

Specifically:

1. Chapter 3 establishes the principles of cooperative government, which guide the Office of the Premier in ensuring cooperation and alignment across national, provincial, and local governments.
    a. Section 41 sets out the principles of cooperative government and intergovernmental relations, requiring all spheres of government to:
        i. Preserve the peace, national unity, and indivisibility of the Republic of South Africa.
        ii. Secure the well-being of the people of South Africa.
        iii. Provide effective, transparent, accountable, and coherent government.
        iv. Respect the constitutional status, institutions, powers, and functions of other spheres of government.

2. Chapter 6 emphasises the importance of leadership and accountability in the provincial government.
    a. Section 125(1) vests executive authority in the Premier, assigning responsibility for:
        i. Implementing provincial legislation and assigned national legislation.
        ii. Developing and coordinating provincial policy.
        iii. Managing and overseeing the performance of provincial departments and municipalities.
    b. Section 125(2) further empowers the Premier to:
        i. Prepare and initiate provincial legislation.
        ii. Coordinate intergovernmental relations to ensure alignment between provincial and municipal plans.
    c. Section 127 outlines additional functions of the Premier, which include:
        i. Assenting to and signing bills passed by the provincial legislature.
        ii. Referring bills back to the provincial legislature for reconsideration or to the Constitutional Court to determine constitutionality.
        iii. Appointing commissions of inquiry and convening extraordinary sessions of the legislature.
    d. Section 133 establishes the accountability of the Executive Council, with members collectively and individually responsible to the provincial legislature. The Premier ensures that the Executive Council upholds the principles of good governance, accountability, and transparency.

3. Chapter 7, Section 154 requires national and provincial governments to support and strengthen the capacity of municipalities to manage their affairs, exercise powers, and perform functions. The Office of the Premier ensures alignment and capacity building at the local level.

4. Chapter 10 emphasises the importance of the role of the public administration.
    a. Section 195 establishes the basic values and principles governing public administration. The Office of the Premier ensures:
        i. Efficient, economic, and effective use of resources.
        ii. Fair and equitable provision of services.
        iii. High standards of professional ethics and accountability.
        iv. Transparent public administration responsive to the needs of the people.
    b. Section 197 provides for the basic structure and regulation of the public service, requiring that:
        i. Public administration be impartial, fair, and governed by uniform norms and standards.
        ii. Provincial governments adhere to national regulations while addressing the unique needs of their communities.

5. Schedules 4 and 5 outline the areas of concurrent and exclusive provincial competence and which require the Premier to ensure that provincial efforts align with national and local government objectives, while addressing the specific needs of Gauteng's citizens.

The OoP is entrusted with ensuring that governance across Gauteng reflects the constitutional principles of equality, dignity, and accountability. Through sound oversight, policy coordination, and collaborative governance, the Premier leads the province towards inclusive development, effective service delivery, and the realisation of national and provincial priorities.

As a government department, the OoP is also expected to comply with various national and provincial legislation as well as regulations that are made and issued in accordance with such legislation, which includes but may not be limited to the following:

National legislation

- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003 as amended)
- Employment Equity Act, 1998 (Act 55 of 1998 as amended)
- Government Immovable Assets Management Act, 2007 (Act No. 19 of 2007)
- Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005 as amended)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)
- Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000 as amended)
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000 as amended)
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 1 of 2000)
- Protection of Personal Information Act, 2013 (Act No. 4 of 2013 as amended)
- Public Administration Management Act, 2004 (Act No. 11 of 2004)
- Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended)
- Public Service Act, 1994 (Proclamation No. 103 of 1994 as amended)
- Skills Development Act, 1998 (Act No. 97 of 1998 as amended)
- South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- Use of Official Languages Act, 2012 (Act No. 2 of 2012)
- Spatial Planning and Land Use Management Act (No. 16 of 2013)
- Electronic Communications and Transactions Act (No. 25 of 2002, as amended)
- Public Procurement Act (No. 28 of 2024)

Provincial legislation

- Amendment Proclamation regarding the Extension of Term of Office of Commission of Inquiry into Circumstances surrounding the Death of at least 77 People and Dozens More Others Injured and Homeless at Usindiso Building Situated at Corner Albert and Delvers Streets, Marshalltown, Johannesburg central Business District (Region F).
- Proclamation regarding the Appointment of Members of the Executive Council: Gauteng Province for the Seventh Administration.
- Proclamation regarding the Assignment of Departments, Entities and Laws, or Parts thereof, and Powers and Functions, to Members of the Executive Council: Gauteng Province for the seventh Administration; and
- Determination regarding Salaries and Allowances Payable to members of the Executive Council and Different Members of the Provincial Legislature: Gauteng Province, with effect from 1 April 2023.

8. ORGANISATIONAL STRUCTURE

Gauteng Province records the largest share of South Africa's population, with approximately 16,2 million people (26,0%) living in the province. The population increase puts pressure on human resources and the delivery of services by the GPG. The high population rate poses a complex set of challenges that requires an agile and responsive administration.

Learning from the past administrations and from the work done towards transforming, modernising, and reindustrialising the Gauteng City Region, the sixth administration took a decision to embark on a path towards realising the Gauteng of our dreams, "The Gauteng We All Want" by 2030.

The GGT2030 is the blueprint for how the state will lead society and the economy over the next decade, towards a more equitable and sustainable future. It is a vision, a process, a commitment that seeks to strengthen Gauteng's policy environment, coordination, and monitoring and evaluation.

The following are the objectives of GGT2030:

- Growing an inclusive economy that creates decent jobs.
- Provide housing and releasing land to people so that they can build houses for themselves.
- Providing access to quality education and quality healthcare.
- Fighting crime and making Gauteng safer.
- Provide safe, reliable, and efficient public transport and deliver socio economic infrastructure.
- Stepping up the fight against corruption, promoting ethical leadership and clean governance.
- Building a socially cohesive, a non-racial and non-sexist society.
- Building a better Africa and better world.

Evolution of the structure

Informed by its primary mandate, the OoP has revisited and reconceptualised its strategic posture and framework to ensure that it is well-articulated and fit for purposes to guide the organisation until 2025. Several institutional changes are being made as part of the OoP's retooling to drive the GGT 2023 Plan, including:

2.1. Establishment of the Policy Research and Advisory Unit.
2.2. Institutionalising the Delivery Unit.
2.3. Institutionalising the Ntirhisano Service Delivery War Room.
2.4. Absorbing GPG-wide forensic investigations into the integrity management process.
2.5. Strengthening policy, infrastructure, long-term planning; and
2.6. Migrating the urban planning function to strengthen COGTA, as part of institutional development.

To strengthen the fight against HIV, AIDS and TB, the Gauteng AIDS Council (GAC) Secretariat function will be transferred to the Gauteng OoP.

The GAC Secretariat is the administrative arm of the Gauteng AIDS Council. It is responsible for implementing decisions of the Council and coordinating the efforts of all stakeholders in the province. The GAC was established as an Advisory Committee for the Premier on the Provincial HIV Response.

The Council is made up of Gauteng Government Departments, Sectors of Civil Society as well as Municipalities in the Province. The sole mandate of the Council is to provide policy direction for the Provincial HIV Response and guidance on the implementation of the Provincial Five-Year Plan on HIV, STIs and TB. The GAC was established to shadow the South African National AIDS Council (SANAC) which is chaired by former Deputy President David Mabuza and is responsible for formulating policy for National HIV Response.

All nine (9) provinces in South Africa have their own Provincial Councils on AIDS and they are chaired by the respective Premiers of each Province. Transferring GAC's Secretariat Function to the Office of the Premier will ensure that the Premier is able to closely monitor decisions made and the implementation thereof. The GAC has been transferred to the Office of the Premier effective 1 April 2024.

Key Organisational Structural Changes in the OoP:

Corporate Management Branch

As per the DPSA concurrence letter for the structure of the Office of the Premier by the Minister of Public Service and Administration (MPSA), it does not support the Corporate Management Branch.

The OoP filled critical positions during the 2023/24 financial year. On 1 May 2023, the new DG for the Gauteng Provincial Administration was appointed and more recently the Chief Financial Officer for the organisation was also appointed.

Provincial Communication Services

To ensure that the government's voice is heard, the OoP configured the Provincial Communication Services branch to include social media as a communication platform. This impacts on the structure of the branch and the OoP at large. This has been endorsed by the DG and the functions of the news directorate will be reviewed to cater for digital platforms.

Organisation Development Directorate

As per the DPSA concurrence letter for the structure of the OoP by the Minister of Public Service and Administration (MPSA), the Organisation Development Directorate within the Human Resource Management and Development Chief Directorate in Institutional Development, Support and Integrity Management Branch is not supported to be part of the structure of the OoP. The directorate is duplicated in GPG departments.

The new DG has made a decision to decentralise the OD function to GPG departments. A consultation process with all GPG departments will be initiated as soon as the proposed structure is endorsed by the MPSA. The Establishment of Control sub directorate, Organisational Development Oversight Directorate and Change Management Directorate, which are part of the Human Resource Management and Development Chief Directorate will remain in the OoP.

The Gauteng OoP is constituted by the following programmes and sub-programmes, and therefore the 2024/2025 performance information is grouped and presented in the following manner:

<table>
<tr><th>Budget Programme</th><th>Sub-Programmes</th></tr>
<tr><td>Programme 1:

Administration</td><td>1. Political Support Office
2. Executive Council Support:
• Executive Secretariat Services
• Cabinet Operations
3. DG:
• Strategic Support
• Executive Services to the Premier and the DG
• Security and Risk Management.
4. Financial Management:
• Finance
• Internal Audit
• Risk and Compliance
• Supply Chain management
5. DDG Support Office</td></tr>
<tr><td>Programme 2:

Institutional Development</td><td>1. Strategic Human Resources
2. Information Communication Technology
3. State Law Advisory Services
4. Communication Services
5. Service Delivery Interventions
6. Gauteng City Region Academy
7. DDG Support Office</td></tr>
<tr><td>Programme 3:

Policy and Governance</td><td>1. GEYODI and MVO:
2. Intergovernmental Relations:
• Service Delivery and Integrity Management
3. International Relations
4. Cluster Management:
• Executive Council Systems Support and Services and Leader of Government Business
5. Planning, Performance Monitoring and Evaluation:
• Delivery Support Unit
• Infrastructure Coordination
• Research and Policy Development
6. Gauteng AIDS Council
7. DDG Support Office</td></tr>
</table>

Gauteng Premier
Mr Andrek (Panyaza) Lesufi

Private Office – Office of the Premier

Accounting Officer
Mr Edward Mosuwe

Office of the Director General

Chief Risk Officer & Acting Chief Director: Resource Management
Ms Agnes Mahase

Chief Financial Officer

Mr Johan Van Coller

Branch: Policy Research and Advisory Services

Acting Deputy Director General Mr Sipho Mtshali

Branch: Executive Support Services and Stakeholder Management

Deputy Director General Ms Marie-Louise Moodie

Branch: Institutional Development and Integrity Management

Deputy Director General Ms Thapelo Mashiane

Branch: Corporate Management

Deputy Director General Vacant

Branch: Provincial Communications Services

Deputy Director General Ms Phumla Sekhonyane

9. ENTITIES REPORTING TO THE MINISTER/MEC

The OoP does not have any direct reporting entities


VISIT CARLTON CENTRE | Shop 111
VISIT SOUTHGATE MALL | Shop U223A
ARTHUR FORD
- visit us in store for more details or go to our website -
WWW.ARTHUR-FORD.COM
ALEX • GOLDEN WALK • KEMPTON PARK • SOWETO • SUNNY PARK • PRETORIA • ORANGE FARM
UPSTAIRS
FASHION
BK FASHION
084 669 6173
DRESS 2 IMPRESS
BLESSING SHOP

PART B: PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs certain audit procedures on the performance information to provide limited assurance.

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.

Please refer to the Report of the Auditor-General, published as part of Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The 2024/25 financial year is the last year in the delivery against the 2020-2025 SP. The financial year also marks the first year of the 7th Administration, post the national and provincial elections held on 29 May 2024, wherein, a GNU was formed and issued a Statement of Intent on 14 June 2024. The GNU pledged to voluntarily cooperate in both the Legislature and Executive arms of government and affirms its commitment to the values of the Constitution and to the preamble of the Constitution. The Statement of Intent outlined the foundational principles of the GNU as:

- Respect for the Constitution, the Bill of Rights in its entirety, a united South Africa, and the rule of law.
- Non-racialism and non-sexism.
- Social justice, redress and equity, and the alleviation of poverty.
- Human dignity and the progressive realisation of socio-economic rights.
- Nation-building, social cohesion, and unity in diversity.
- Peace, stability, and safe communities, especially for women and children.
- Accountability, transparency, and community participation in government.
- Evidence-based policy and decision-making.
- A professional, merit-based, non-partisan, developmental public service that puts people first.
- Integrity, good governance, and accountable leadership.

Following the establishment of the GPU and the appointment of the Executive Council for the 7th Administration on Wednesday, 3 July 2024, an Executive Council Lekgotla was convened to inculcate a culture of strengthened relations between the GPG and the 11 municipalities in Gauteng. Through consolidating capacity and resources between provincial and local government, we will expedite and enhance the delivery of services to the residents of Gauteng.

The Premier of Gauteng, Panyaza Lesufi delivered a second SOPA on 15 August 2024 at Change Bible Church, Katlehong, Ekurhuleni Metropolitan Municipality. In his address, the Premier outlined the achievements and the commitments that were made since the last State of the Province Address in February 2024, which included doing away with e-tolls, ending load shedding, combating crime, creating jobs, fighting corruption, and advancing infrastructure development. Premier Lesufi highlighted the government's efforts to deliver on promises under his leadership and stressed that rebuilding Gauteng's economy required a new strategy, diverging from traditional models of provincial economic growth and development. He also expressed confidence in the GPU's ability to deliver better outcomes for the people of Gauteng.

The new priorities of the 7th Administration respond to the emerging challenges and opportunities in the socio-political and economic landscape, ensuring that the Gauteng province remains on track to meet the priorities and measures of success outlined in the GGT2030 vision. These priorities are aligned to the new emerging GMTDP. MTDP has identified three Strategic Priorities in support of this process, which broadly support inclusive growth and employment. These are:

Strategic Priority 1: Inclusive economic growth & job creation

Strategic Priority 2: Improved living conditions and enhanced health and wellbeing

Strategic Priority 3: A capable, ethical & developmental state

MTDP continues to support the NDP and GGT2030 vision and builds on the Statement of Intent of the GNU from which the priorities for the 7th Administration are drawn, eight strategic themes inform the packaging of the MTDP, namely:

1. Economy, employment, and infrastructure
2. Education and skills
3. Health and wellness
4. Spatial transformation, human settlements, and basic services
5. Safety, social cohesion, and food security
6. State capacity and capability
7. Sustainable development
8. International and regional cooperation

The new administration is tasked with steering Gauteng towards substantial improvements in various sectors. The focus is on strengthening governance, enhancing public safety, and supporting the development and revitalization of municipalities and townships. This strategic approach is expected to drive meaningful progress and elevate the quality of life for Gauteng residents. In a strategic move to enhance the effectiveness of governance, and to strengthen the fight against crime, the community safety portfolio has now been moved to the OoP. This restructuring is aimed at streamlining efforts to combat crime and improve public safety. Additionally, the decision to establish the Department of Environment as a stand-alone entity underscores the commitment to address environmental and sanitation challenges whilst improving cleanliness across Gauteng.

In fulfilling its role and mandate, the OoP through the Policy Research and Advisory Services led a comprehensive participatory process with GPG departments, entities and select stakeholders towards the development of the MTDP, informed by a detailed desk-based literature review and consideration of national processes. The engagements were further enriched by the findings of the GPG 30-Year Review of Performance (1994-2024) and the GPG End of Term Review of Performance (2019-2024). Seven workstreams, facilitated and co-facilitated by lead departments contributing to the GGT2030 priorities/strategic themes, were constituted to consider key insights from past performance, possible future scenarios, and to apply a prioritization framework to identify priorities and interventions for the next medium-term plan. The workstreams also assisted to formulate and/or confirm key outcomes and priority programmes and key metrics and interventions to be implemented. Various drafts and iterations of the MTDP were produced.

The implementation of the DDM will continue in the 7th Administration. The model enables synergy between national, provincial, and local government priorities, and implementation of immediate priority projects and actions as well as a long-term strategic framework for predictable, coherent, and effective service delivery and development. It also enables the implementation of the NDP, National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and the MTSF by localising and synergising objectives, targets, and directives in relation to 52 District and Metropolitan spaces (IGR Impact Zones), thereby addressing the triple challenges of poverty, inequality, and unemployment in a spatially targeted and responsive manner.

By aligning the DDM with these priorities, the OoP will track progress through the Premier's Coordinating Forum (PCF) and monitor service delivery at the district level, ensuring that performance targets are achieved and that all stakeholders remain accountable. The DDM is at the heart of the Office of the Premier's coordination role, ensuring seamless alignment between provincial, local, and national spheres of government. The Office of the Premier leads efforts to integrate spatial planning, resource allocation, and service delivery, leveraging on the DDM to ensure that government priorities are realised through coherent, district-based planning.

A third SOPA within this financial year took place on 24 February 2025 where the Premier of the Gauteng Province, reflected on the progress made by the GPG in delivering on the commitments made to the people of Gauteng in the previous year and outlined GPG commitments for the year ahead. The Premier re-emphasized the priorities of the 7th Administration as pronounced by President Ramaphosa in his 2025 State of the Nation Address.

During his address, the Premier identified 13 key areas affecting Gauteng, emphasizing the need for collaborative efforts between government, the private sector, and communities to find sustainable solutions. The challenges highlighted included:

- Water shortages
- Cable theft and infrastructure vandalism
- Non-functional traffic lights
- Potholes and road maintenance

- Crime and lawlessness
- Proliferation of informal settlements
- Electricity issues (including load shedding and load reduction)
- Gender-based violence and femicide
- Substance abuse
- Healthcare service delivery in hospitals and clinics
- School shortages
- Deteriorating infrastructure in central business districts (CBDs)
- Unemployment

The OoP, through the Policy, Research and Advisory Services branch has mapped the 2025 SOPA commitments against the provincial MTDP to ensure that interventions are put in place, responded to and are budgeted for by the GPG departments. The SOPA Commitment Matrix, which will be used to track and monitor implementation, will be tabled and discussed at the next Executive Council meeting.

Through the Premier's Coordinating Forum, COGTA, OoP and Municipalities have collaborated to deal with matters of cleanliness, CBD revitalisation, potholes, security and traffic lights. The HOD for COGTA has coordinated workstreams coming from the local government summit that can be roped in to manage the cleanliness and crime prevention strategies for the G20 preparations.

Following the Premier's pronouncements on prioritizing Central Business Districts (CBDs) as part of the Old CBD Revitalisation Programme at his inaugural speech of the 7th Administration, the Executive Council saw a need to intervene in accordance with Section 154 of the Constitution to develop a strategy to revitalize old CBDs in Gauteng having observed various challenges such as; high crime rates, basic service provision for population and influx of migrants, increasing homeless population disinvestment in CBDs, poor waste management programme, hijacked buildings and illegal occupation, poor maintenance of infrastructure, poor by-law enforcement etc. There have been several successes since the start of the implementation plan of the CBD Revitalisation Strategy, 10 Pilot CBDs have been identified, implementation plans developed, and the establishment of an IGR Structure (Workstreams and Sub-Workstreams) as follows:

- Waste Management Sub-Workstream
- Infrastructure Sub-Workstream
- Safety and Security Sub-Workstream
- Social Intervention Sub-Workstream
- Economic Revitalisation Sub-Workstream
- Mobility and Transportation Sub-Workstream

The Workstream Objectives are to:

- Guide and accelerate coordinated implementation of the old CBD Revitalisation Strategy and Implementation Framework.
- Mainstream CBD Revitalisation into Sector-specific plans.
- Provide guidance to source appropriate finance for implementation of old CBD Revitalisation.
- Undertake research, analysis and engage with stakeholders to ensure that CBD Revitalisation goals are based on scientific evidence.
- Direct CBD Revitalisation, work together to generate ideas, identify gaps, and influence decision-making by providing data-driven insights and recommendations to policy development and implementation that will impact government, businesses, and the public in the identified old CBDs.
- Ensure prioritisation of sustainability and resilience in all aspects of CBD revitalisation, including environmental stewardship, social equity, and economic inclusivity, to create a more liveable and resilient urban environment.
- Monitor and evaluate progress on revitalisation initiatives in old CBDs.

Furthermore, there have been buy-ins from municipalities at technical level, signing of a collaboration agreement with JoziMyJozi, hosting five CBD Friday campaigns and the tabling of the Strategy and Implementation Framework in all municipalities.

The integration of the Community Development Workers (CDWs) into the GCR-wide service delivery interventions response system enables effective response in addressing service delivery needs that are raised with the community development workers at local level. The Community Development Workers (CDWs) have been provided with a zero-rated Unstructured Supplementary Service Data (USSD) system, which enables them to log into service delivery issues without incurring data costs or facing network challenges. This initiative has proven to be highly effective in improving service delivery tracking. The usage rate of the CRM system by CDWs is exceptional, standing at 99.60%, with 253 out of 254 registered CDWs actively utilizing the system, demonstrating strong engagement and commitment to resolving community issues efficiently. As of 31 March 2025, a total of 125 339 service delivery cases have been logged by the CDW since the programme's inception in 2019. Over and above the use of USSD to engage with the residents of Gauteng, there are other interactive methods used by the Office to engage with residents at an individual level, household level or community level. The Multiple Interactive Channels are Toll-Free; SMS; e-Mail; the Web; traditional media; social media; WhatsApp; Protests; Petitions and Gauteng based Community Workers. These interactive channels have assisted the Office of the Premier to identify service delivery cases and resolve them as follows:

Case resolution from inception (9 January 2020 – 31 March 2025)

- 70079 out of 78741 cases were resolved across the province, with a resolution rate of 89%.
- 33967 of 36921 (92%) individual cases were resolved across the province.
- 10141 of 11144 (91%) household cases were resolved across the province.
- 23152 of 26921(86%) community cases were resolved across the province.

The Frontline Service Delivery Monitoring programme focused on the monitoring of government service points as well as assessing the experience of residents in their interaction with government facilities. A total of 102 site visits (cumulative) have been conducted and improvement plans facilitated (26 in Q1 + 27 in Q2 + 25 in Q3 + 24 in Q4). 100% of commitments have been tracked for progress as at 31 March 2025. This is made up of 12 commitments carried over from the Sedibeng DDM imbizo of 2024/25 as well as 17 commitments made in the Ekurhuleni Presidential Imbizo which was undertaken in August 2024.

Sedibeng Presidential Commitments: A total of 8 commitments (67%) have been fully achieved. The remaining 4 commitments (33%) are currently in progress, with significant efforts underway to resolve them.
Ekurhuleni Presidential Commitments: A total of 5 commitments (29%) have been fully achieved. The remaining 12 commitments (71%) are in progress, with active processes underway to address them.

The Energy Response Programme continues to make impressive progress towards its goal of adding 5,000 MW of capacity by 2034, with a target of reducing reliance on Eskom by 30%. Phase 2 implementation is advancing smoothly across five municipalities, with City Power acting as the implementing agent. At the OCGT Refurbishment Project in Durban Street, work is 83% complete, with significant upgrades made to substations and circuit works at Selby and Durban Central. The final commissioning of the project is scheduled for April 2025.

The installation of 31 planned transformers has been successfully completed, marking a 100% completion rate. The transformers were distributed as follows: 10 in Emfuleni, 5 in Lesedi, 5 in Midvaal, 5 in Mogale City, 4 in Rand West, and 2 in Merafong. In terms of metering and protection, a total of 1,500 smart meters and 300 protective structures have been installed. Rand West received 1,000 meters and 200 structures, while Lesedi received 500 meters and 100 structures.

The installation of solar high mast lights is progressing well, with 21 out of the 26 planned units already in place. Five of these units were reallocated from Ekurhuleni and distributed across various regions: Emfuleni (2), Midvaal (4), Tshwane (5), and Hostels (10).

For building lighting, 50 out of 350 planned LED lights have been installed at the Legislature, marking 14% of the total target. The remaining installations, designated for key government buildings, are expected to be completed by April 2025. Furthermore, the installation of 1,889 planned streetlights has been completed, significantly enhancing public safety and energy efficiency across the region. In addition to these projects, civil works are progressing for the Evaton Micro-grid Electrification Project, which will benefit 43 households once completed, further strengthening the local energy infrastructure.

2.2 Service Delivery Improvement Plan

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

Table 2.2.1 Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Compliance with the SHERQ System by Gauteng Provincial Government	Gauteng Provincial Government Departments	32% compliance to the SHERQ system by GPG departments 1. Inspections 2. SHERQ departmental Quarterly reports 3. Compliance tool report 4. Emergency Preparedness Plans report 5. Risk Register report 6. Formal Appointments of 16.1 (Section 16.1 refers to the formal appointment Head of Departments as an Occupational Health and Safety Accounting Officers by authority of Section 16.1 of the Occupational Health and Safety Act No 85 of 1993).	50% compliance to the SHERQ System by GPG Departments	**81% overall compliance to the SHERQ System** by GPG Departments. **Inspections** 64% compliance on OHS Inspections. 9/14 GPG departments conducted the OHS inspections **SHERQ departmental Quarterly reports** 79% (11/14) GPG SHERQ Departmental quarterly reports submitted. **Compliance tool report** 93% (13/14) GPG Departments submitted the self-assessment tool reports. **Emergency Preparedness Plans report** 64% (9 /14) GPG department submitted the EPP reports. **Risk Register report** 100% (14/14) GPG Departments submitted the risk register. **Formal Appointments of 16.1** 86% (12/14) GPG Departments were appointed formally as section 16.1 of the OHS Act 85 of 1993.
		4 GPG SHERQ Forums	4 GPG SHERQ Forums.	2 out of 4 GPG SHERQ Forums were held. The outstanding 2 SHERQ Forums could not be held due to non-availability of the SHERQ forum members.
		1 Institutional Planning session on SHERQ matters.	1 Institutional Planning session on SHERQ matters.	1 Institutional planning session was held on 19-20 February 2025 for GPG Departments.
		6% GPG employees with email access reached through OHS Webinars.	10% employees with email access reached through OHS Webinars.	Zero (0) % employees reached as there were no OHS webinars held.
		1 OHS Seminar.	1 OHS Seminar.	No GPG OHS Seminar held during this financial year

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
		90% (38/42) SHERQ officials registered with professional bodies with registration numbers.	100% SHERQ officials registered with professional bodies with registration numbers. Monitoring citizen complaints on employee conduct Distribute Circular for Specialists to register. Develop Communication poster.	90% of SHERQ officials registered with professional bodies.
		ISO Standards 14001 on Environmental Work management systems.	25% Adherence to ISO Standards 14001 on Environmental Work Management systems	7% (1/14) Department is adhering to ISO Standards 14001 on Environmental Work management, through the implementation of OHASIS
		7% (1/14) Departments have access to SHERQ system OHASIS (DOH).	50% of GPG departments have access to SHERQ system OHASIS.	7% (1/14) Department has access to SHERQ Information System and adhering to access Standards, through the implementation of Occupational Health and Safety Information System (OHASIS). Gauteng Provincial Department of Health has OHASIS.
		1 SHERQ Status Report presented to the EMT and HOD Forum.	1 SHERQ Status Report presented to the EMT and HOD Forum.	1 SHERQ Status Report presented at the HR Forum
		100% of SHERQ services information on the OHASIS for officials.	100% uploading of SHERQ services on OHASIS.	7% (1/14) of Departments have access to the SHERQ Information System and adhering to access Standards through the implementation of OHASIS (Occupational Health and Safety Information System). Gauteng Provincial Department of Health has OHASIS. The Zinakekele website is currently awaiting the loading of SHERQ Content.
		Publish OHS Act employer and employee responsibilities. Publish the Terms of Reference for OHS Committee, Roles, and Responsibilities Updated Departmental OHS Officials and SHE Reps list.	1 Annual Publication of OHS Act employer and employee responsibilities. 1 Annual Publication of the Terms of Reference for OHS Committee, Roles and Responsibilities. 1 Annual Updates of Departmental OHS Officials and SHE Reps list.	There were no publications made under the OHS Act on the Zinakekele website. The website will now be managed by an EHWP Service Provider from 1 April 2025. Content will then be managed by their media team and uploaded as per the GPG CI guideline. There was no publication of the Terms of Reference (TOR) for Occupational Health and Safety (OHS) Committees due to the system website not being developed and functional as expected from the IT unit.

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
				The non-publication of updates to the Departmental OHS Officials and SHE Representatives list is due to the IT and Communication unit's inability to develop a functional system. This can be rationalized by considering several factors: Rationale for non-publication: Technical Challenges: The IT unit may face technical difficulties or resource constraints that hinder the development of a functional website or system for publishing updates. Prioritization of Tasks: Other IT projects might have been prioritized over the development of the OHS system, leading to delays in publishing updates.
		1 SHERQ Status report published.	1 SHERQ Status report published on the Zinakekele website.	Zero (0) SHERQ Status Reports published on the Zinakekele Website.
		0 OHS complaints escalation to relevant key stakeholders reported by officials through Zinakekele email address.	100% OHS reported complaints escalation to relevant stakeholders through dedicated Zinakekele email address within 48 hours.	100% OHS complaints were escalated to the relevant stakeholders within 48 hours using the Zinakekele email address.
		System not configured	System generated feedback loop to monitor customer satisfaction.	No feedback loop to monitor customer satisfaction due to the website development delays.

Table 2.2.2 Batho Pele arrangements with beneficiaries (Consultation access, etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Public participation events	Residents and communities of Gauteng	**Quarter 1 (2024/25)** • 5 April 2024 Transformer Replacement Programme, Braamfischerville • 6 April 2024 Nasi iSpani Media Briefing, Nasrec Expo Centre • 10 April 2024 Premier meets with Military Veterans, Grace Bible Church • 11 – 12 April 2024 iCrush No Lova Blitz activations, in various locations across Gauteng • 13 – 14 April 2024 iCrush No Lova jobs and skills programme ESSA Registration in various locations across Gauteng • 19 April 2024 Tsakane Open Day, Tsakane • 27 April 2024 Freedom Day Celebration & Open day Programme, Union Buildings, Pretoria • 30 April 2024 Transformer Replacement Programme, Poortjie Ward 5 • 2 May 2024 Transformer Replacement Programme, Ivory Park • 8 May 2024 Transformer Replacement Programme, Snake Park Ward 29 • 9 May 2024, Service Delivery Imbizo Mohlakeng Stadium • 15 May 2024 Nasi iSpani Appointment letter handover, Rhema Bible Church • 16 May 2024 Taxi Industry Meeting, Rhema Bible Church • 17 May 2024 Transformer Replacement Programme, Orange Farm • 19 May 2024 Premier's Imbizo, Vereeniging, Solandpark. • 21 May 2024 CCTV Camera Launch, 45 Commissioner Street 16th Floor • 23 May 2024 Informal Traders and SMME's, Church Square • 23 May 2024 Nasi iSpani Appointment letter handover, Rhema Bible Church • 28 May 2024 Transformer Replacement Programme, Evaton Central & Sebokeng Unit 12 Orange Farm & Pooetjie • 16 June 2024 Youth Day commemoration, Morris Isaacson • 19 June 2024 Presidential Inauguration, Union Buildings • 21 June 2024 Open day Programme, Kokosi Community Hall • 27 June 2024 Transformer Replacement Programme, Komdraai • 28 June 2024 Open day Programme, Diepsloot

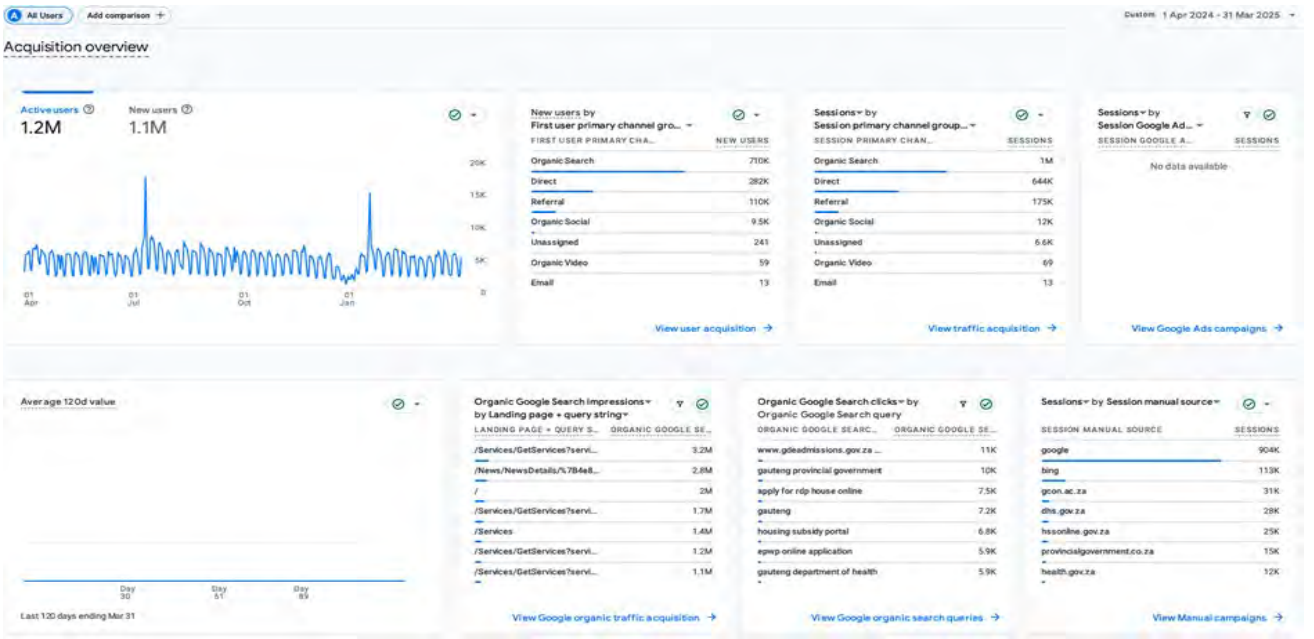
Current/actual arrangements	Desired arrangements	Actual achievements
		Quarter 2 (2024/25) • 03 July 2024, Announcement and swearing in of Members of the Council • 05 July 2024, Church Square Open Day Programme Program, Church Square (Pretoria) • 16 July 2024, Evaton Open Day Programme Program, Evaton Mall • 18 July 2024, Mandela Day, JHB • 20 July 2024, Komdraai WiFi site launch, Komdraai library (West Rand) • 28 July 2024, Gauteng Provincial Government visit to the Vaal Dam • 02 August 2024, Katlehong Open Day Programme Programme • 06 August 2024, Connect Every Child ICT programme, MTN Innovation Centre (Randburg) • 09 August 2024, Women's Day Celebration, Union Building (Pretoria) • 15 August 2024, State of the Province Address, Change Bible Church (Katlehong) • 23 August 2024, Tsakane Presidential Imbizo • 30 August 2024, Launch of CBD Revitalization Programme • 03 September 2024, Honoring of Dr Naledi Pandor and Dr Nkosazana Dlamini-Zuma, Gauteng Legislature • 06 September 2024, Accelerated Service Delivery Programme, Moletsane Sports Complex (Soweto) • 06 September 2024, Open Day for Accelerated Service Delivery Programme, Moletsane Sports Complex (Soweto) • 13 September 2024, Water Imbizo, Birchwood hotel • 20 September 2024, Ebony Park Open Day • 20 September 2024, National WILL Day Civic programme 24 September 2024, Heritage Day, Maropeng Heritage Centre

Current/actual arrangements	Desired arrangements	Actual achievements
		Quarter 3 (2024/25) • 02 October 2024, October Transport Month launch & Gala Dinner (Smart Mobility) at Gallagher Estate • 06 October 2024, Clean Audit Awards, The Capital Empire • 15 October 2024, Keep your CBD Clean Programme Johannesburg CDB • 15 October 2024, Open Day Programme, Ratanda Multipurpose Centre • 22 October 2024, Quality of life Survey Launch, Radisson Blu Hotel Gautrain • 22 October 2024, Open Day Programme, Thabong Mall, Sedibeng • 23-24 October 2024, Local Government Turnaround Strategy, Misty Hills Hotel • 25 October 2024, Launch of 16 Days of Activism, Union Building, Pretoria • 25 October 2024, Open Day Programme, Sicelo Shiceka, Meyerton • 27 October 2024, Adopt and protect a robot campaign, Monte Casino • 27 October 2024, Open day Programme, Evaton. • 29 October 2024, ECD Mini Olympics • 29 October 2024, Open day programme, Itireleng Sportsground, Pretor • 01 November 2024, Open Day Programme, Alex Plaza • 26 November 2024, Food Safety Engagement Programme in Diepkloof • 27 November 2024. Food Safety Engagement Programme, Alexandra • 03 December 2024, Food Safety Engagement Programme, Heidelberg • 05 December 2024, Food Safety Meeting, Birchwood • 06 December 2024, World AIDS day programme, Khutsong • 10 December 2024, Open day programme, Faraday Rank, Johannesburg
		Quarter 4 (2024/25) • 15 January 2025, back to school programme, Various schools around Gauteng x11 • 27 February 2025, State of the Province Address, Tshwane Automotive Special Economic Zone • 13 March 2025, Rapid Land Release Programme
Interactive meetings with stakeholders	• Residents and communities of Gauteng • Provincial Government Departments • Civil society • Public entities and state-owned enterprises • Private Sector Entities	• Gauteng Ethics Advisory Council on Gauteng Province's state of Integrity and Anti-corruption engagements. • Frontline Service Delivery Monitoring engagements • Workstream and Task team engagements established by Premier and Exco members. • Engagements with GPG Departments on various Fora's. • Engagements with Heads of Missions on GPG priorities and GGT2030 priorities. • The G20 Presidential Working Groups

Current/actual arrangements	Desired arrangements	Actual achievements
Various fora across programmes such as human resources, anti-corruption, ethics, service delivery, monitoring and evaluation and targeted group support	• Residents and communities of Gauteng • Provincial Government departments • Public entities and state-owned enterprises • Civil society • Targeted groups: women, youth and people with disabilities	• Monthly and quarterly online and physical meetings held with HR professionals from all departments. • Quarterly Gender Forum, Civil Society and Interdepartmental Disability Rights online and physical meetings for targeted groups held. • PME online forum meets on a quarterly basis. • IGR and IR online and physical forums were held. • Service Delivery online and physical forums meet on a quarterly basis. • Quarterly Legal forum online and physical meetings with all departmental Legal Units were held. • Service Delivery Intervention Programmes held in informal settlements. • GPG Intergovernmental Communication Lekgotla held online and physical quarterly meetings. • Anti-corruption and Ethics online and physical forum met on a quarterly basis. • Other engagements were held as and when the need arose
Thusong Service Centres	Communities where TSCs are located	• Various Open Days were held to consult and engage on government service delivery.

Table 2.2.3 Service delivery information tool

Current/actual information tool	Desired Information tool	Actual achievements



Current/actual information tool	Desired Information tool	Actual achievements
Gauteng online	Gauteng online	**Gauteng.gov website pages most visited:** • Organic Search – In the financial year 2024/25 about 928 000 people searched the Gauteng website using Google and Bing. • Direct visits - In the financial year 2024/25 about 599 000 visitors reached the site by typing the web address: www.gauteng.gov.za • Referral – About 2100 visitors reached the site after typing related searches such as: 'Applying for an RDP House' or 'Panyaza Lesufi jobs'

Current/actual information tool	Desired Information tool	Actual achievements
Gauteng Digital Media Platforms (X, Facebook, Instagram, YouTube, TikTok)		• Organic Social – About 92 people reached the site mainly through Facebook. **Top Five pages:** 1. Apply for learner's license, 2. PDP online application, 3. Apply for an RDP House. 4. GDE Admissions, 5. Health Services Gauteng Digital media pages had 867 531 followership for the period of 1 April 2024 to 31 March 2025. This is an increase of over 100 000 from the previous financial year. Engagements and reach increased during the same period across all platforms. The growth across all platforms has been organic with no advertising or boosting. **Overall Performance Overview** • Total Social Media Mentions: 17 (+55%) • Total Social Media Reach: 70,000 (+2696%) • Total Interactions (likes, comments, shares): 697 (+2688%) **X (formerly Twitter)** • Mentions were mostly driven by public safety and traffic-related updates. • Strong presence through engagement on trending hashtags and real-time updates. • Influencers and public figures shared updates about Gauteng activities. • Verified Followers: 1.3K / 337K total audience • Impressions: 6.5M • Engagement Rate : 6.3% • Total Engagements : 417.7K • Profile Visits: 30.7K • Replies: 7.9K • Likes: 37.8K • Reposts: 8.2K • Bookmarks: 1.3K • Shares: 1.2K **Instagram** • Engagement primarily from stories, reels, and comment interactions. • Average engagement rates aligned with national benchmarks. • Total Views: 490,163 • Views from Ads: 5.3% • Reach: 173,656 accounts (+878.3%) • Followers vs Non-followers: 44% vs 56% **Content Type Breakdown:** • Posts: 53.3% • Reels: 44.4% • Stories: 2.2%

Current/actual information tool	Desired Information tool	Actual achievements
		Top Performing Content: 1. Feb 11 Reel – 107,331 views 2. Mar 8 Award Image – 50,092 views 3. Feb 10 Creators Connect Poster – 24,444 views 4. Feb 26 Video of Premier – 15,520 views 5. "I Love Gauteng" Night Visual – 12,182 views 6. MEC Appearance – 8,258 views 7. G20 Provincial Launch Poster – 7,649 views 8. Youth Speaker Clip – 7,375 views 9. Site Visit Walkthrough – 6,861 views **Facebook** • Dominated by safety updates and vehicle recovery stories by Gauteng Traffic Wardens. • Majority of user interactions in the form of shares and reactions. • Facebook reach included viral safety posts (up to 70K reach in March). • Total Views: 3,244,124 (+105.2%) • 30 -second Video Views: 270,43 • 1-minute Video Views: 15,382 • Reel Views: 20,431 **Media Format Performance:** • Photos: +308% improvement vs other formats • Multi-photo: 44.2% • Single Photo: 18.5% • Video: 15.3% • Live: 1.1% **Audience Split:** • Followers: 66.8% • Non-followers: 33.2% **TikTok** • Total Impressions: 25,000 • Engagements : 350 • Engagement Rate per Impression: 1.4% • Key Campaigns: #EthomaKaWena and • educational health content. **YouTube** • Total Views: Over 3,400 • Engagements : 161 - Notable Content : Health Department, and Road Safety PSAs. • Top Performing Video: April 15, 2025, video (620 views, 11 likes, 4 subscribers gained

Current/actual information tool	Desired Information tool	Actual achievements
Gauteng news, pamphlets, information brochures, posters, banners, leaflets	Gauteng news, pamphlets, information brochures, posters, banners, leaflets, Twitter, Facebook	The following media products were designed and distributed to provide citizens with access to information: • 5 Years Book Review: 200 • 30 -Yearbook Review: 200 • Energy Intervention Leaflets: 100 000 • Mental Health Leaflets: 10 000 • People with Disabilities booklets: 1000 • Services Directory: 15 000 • Youth Services Directory: 10 000 • SOPA Booklet: 2500 • Water Wise leaflets: 100 000 • Zwakala Visit Gauteng Leaflets: 20 000
Advertising campaigns on strategic direction and policy initiatives	Advertising campaigns on strategic direction and policy initiatives	**Unemployment Response Initiatives:** Billboards on high volume roads, Newspaper adverts on daily newspapers and media partnership with Sunday newspaper (digital and print), wall murals, radio adverts (community and commercial stations) **Anti-Crime Campaign:** Billboards on high volume roads, Newspaper adverts on daily newspapers and community newspapers, wall murals **Energy Response Plan:** Newspaper adverts on daily newspapers and community newspapers, wall murals, radio adverts (community radio stations) **Water Campaign:** Daily newspaper adverts and community radio station adverts on water conservation. **Gauteng Investment Conference:** Regional television adverts: Squeeze backs, Gauteng promotional videos, strategic interviews (pre and during event) **October Transport Month (Department of Transport):** National television coverage **State of the Province Address:** Newspaper advertorial, national television coverage (pre and during SOPA), radio adverts (community and commercial) **G20:** Billboards on high volume roads across Gauteng **CBD Revitalisation Campaign:** Newspaper adverts on daily newspapers and community newspapers, wall murals, radio adverts (community radio stations) A total combined traffic count of billboards on high volume roads across the 5 corridors was 235 167 850 in the current financial year

Table 2.2.4 Complaints Mechanism

Current/actual information tools	Desired information tools	Actual achievements
Complaints are invited/ received from residents though multiple channels, i.e., in person (Walk-ins), writing, Emails, Facebook, X.com, Calls, USSD, and through public participation events	Omni-Channel Phase 1 of the Omni-Channel Integration Project is officially underway, with key foundational elements already completed. The Omni-Channel is being configured to deliver a seamless, integrated communication experience that empowers Gauteng citizens to engage effortlessly across multiple platforms regardless of their location, device, or preferred communication method. This solution is designed to eliminate any barriers related to infrastructure, technology, or compliance. As part of Phase 1, the following milestones have been achieved: • Virtual Outreach Programme enabled through **Voice** (Inbound and Outbound) • Social and Traditional Media Monitoring capabilities have been implemented The Omni-Channel system is now fully integrated with the existing CRM platform, ensuring efficient logging and tracking of service delivery issues in real time. Channels incorporated in the Omni-Channel framework include: **Proactive Channels:** • SMS • Social Media • Traditional Media Reactive Channels: • Voice • Emails • USSD • Chatbot • WhatsApp SMS, chatbot, and WhatsApp to be activated in due course	Government has identified the need to change from the multiple, fragmented structure to a service system capable of radically transforming the interface between government and citizens in order to resolve the following problems: **1. Developmental Problem:** a. Prevalence of deprivation, unemployment, inequality and poverty despite developmental gains. b. Poorest communities worst affected **2. Governance & resource utilisation problem:** a. Multiple service delivery sites & systems incl. household visits. b. Fragmentation and duplication c. Poor coordination across depts, sectors and spheres **3. Service delivery problem:** a. Lack of responsiveness to individual, household and community needs b. Poor compliance on basic standards such as SDIPs c. Service delivery quality and outcomes sub-optimal, e.g., incomplete projects, unspent budgets, poor law enforcement. This includes the 7th administration's Gauteng 13 problems. **4. Participatory problem** a. Consultation and popular participation in governance has receded over time b. IDPs have lost meaning for many residents c. Evidence of growing alienation and protest action **5. Dependency perspective** a. Some individuals, households and communities see themselves as passive recipients of government services, as disempowered and perpetually dependent b. This needs to be transformed into active citizenship, economic activity and 'co-production'
	Further enhancements and additional phases will continue to build on this foundation to improve public engagement and service delivery responsiveness.	In the path of ensuring that the abovementioned problems are dealt with satisfactorily, the Gauteng Provincial Government has adopted the **DPSA Compliments and Complaints Management Framework** against which the citizen relation management was implemented. Processes are in place to continue to improve how cases are registered, handled, and resolved for citizens, households and communities in Gauteng which includes the implementation of the

Current/actual information tools	Desired information tools	Actual achievements
		Rapid Response Teams and processes that were facilitated by the Office of the Premier Service Delivery Interventions (SDI) Chief Directorate to answer the following questions and measurable objectives, but not limited to: • What are the **service delivery needs?** • What are the **biggest issues?** • Where is an **issue emerging** or where will the **next likely crisis** occur? i.e., predicting potential service delivery gaps (problems) leading to social unrest. The rigorous analysis of service delivery data and geographical information systems was rigorously utilised to shape and influence the data-driven decisions that were made by the executive regarding several projects that the Provincial Government undertook to improve service delivery, such as: 1. The Provincial Anti-Substance Hotline, 2. Nasi Ispani Job Fare and 3. Social Crime Prevention 4. The Health Patients Complaints Line To ensure success in the projects mentioned above, the SDI employed and trained contact centre agents to answer and respond to call and written interactions of citizens. In a ploy to improve service delivery, the SDI and the Provincial COGTA Department have collaboratively worked to coordinate the Gauteng City Region Departments to deliver services to citizens. In 2024/25, a total of 10543 of 12857 cases were resolved across the province, with a resolution rate of 82%. The resolution breakdown is as follows: **Individual Cases Resolution** A total of 7015 of 8157 (86%) individual cases were resolved across the province. **Household Cases Resolution** A total of 364 of 713 (51%) household cases were resolved across the province. **Community Cases Resolution** A total of 402 of 693 (46,43%) community cases were resolved across the province. It is important to note that the departments are in the process of implementing interventions and working with complainants to resolve service delivery issues raised. To that extent, the Office of the Premier has signed MOUs with all GPG Departments, Municipalities, selected National Departments and State-Owned Enterprises to enhance service delivery and corporation/ collaboration.

2.3 Organisational environment

The OoP plays a pivotal role in providing strategic leadership, coordination, and oversight across the Gauteng City-Region, ensuring alignment with national priorities, such as the National NDP, MTDP 2024-2029, and Gauteng priorities in the GGT2030 and GMTDP. Recent reforms have bolstered the Office of the Premier's capacity, with key functions, such as the GCRA, the Gauteng Aids Council Secretariat, and Forensic Services, now under its direct oversight. These structural changes aim to enhance efficiency, accountability, and governance.

The Premier's leadership ensures that these structural shifts translate into improved operational effectiveness, focusing on strengthening oversight, institutional responsiveness, and cross-departmental integration. The centralisation of governance functions within the Office of the Premier enhances its ability to coordinate provincial priorities and drive performance-based service delivery.

However, challenges persist, including a 1.6% vacancy rate and skills gaps in critical areas like project management, information technology, and oversight functions. A priority focus is being placed on accelerating the recruitment of high-impact positions and expanding leadership development initiatives to ensure institutional stability and strategic continuity.

Shift of Functions and Organisational Reconfiguration

Following the pronouncement by the Premier Lesufi of the seventh administration, significant structural changes have been initiated. The Gauteng Department of Agriculture, Rural Development, and Environment has been split, with the Department of Environment being established as a fully-fledged department. This decision was gazetted under Notice 2 of 2024.

The Office of the Premier has played a central role in managing this reorganisation, providing guidelines and oversight for the ring-fencing of functions, staff, and resources. The following functional shifts have been prioritised:

1. Community Safety now reports directly to the Premier.
2. Separation of Agriculture and Rural Development from Environment, making Environment a standalone department.
3. Migration of Youth Development (GCRA) from Education to the Office of the Premier.
4. Transfer of the Gauteng Infrastructure Financing Agency to the Department of Infrastructure Development.
5. Centralisation of the Forensic Function, Legal Services, and Communication under the OoP.

These changes reflect the Premier's commitment to improving governance efficiency, enhancing service delivery, and strengthening interdepartmental coordination.

Human Resources, Technology and Capacity

While Gauteng leads in digital connectivity, significant ICT challenges persist, including legacy system dependencies, cybersecurity vulnerabilities, and limited digital integration across government platforms. The province must accelerate the implementation of its e-Governance strategy to improve interoperability, modernise service delivery, and enhance cybersecurity resilience. The Office of the Premier, through its ICT governance function, will oversee the rollout of integrated digital platforms and ensure alignment with the DPSA's Corporate Governance of ICT Policy Framework.

Personnel costs remain high, with staffing gaps, particularly in senior management. Efforts focus on workforce planning, retention, and improving diversity, although career progression remains limited. Employee well-being is supported; however, staff turnover is notable. Training initiatives aim to address skill gaps and support long-term growth.

To mitigate these challenges, the OoP is implementing targeted workforce planning interventions, including a structured leadership pipeline, succession planning initiatives, and a renewed focus on internal career mobility. The integration of professionalisation frameworks is a key focus area, ensuring that recruitment, training, and skills development align with the needs of a capable and ethical state.

Governance and Accountability

The governance framework of the OoP is increasingly focused on transparency, accountability, and service delivery enhancement through strategic coordination and leadership. Despite challenges, such as fragmented reporting systems and professionalisation gaps, notable progress has been made in governance and risk management processes.

1. Governance framework: The OoP prioritises transparency and accountability, advancing strategic initiatives, such as the Ntirhisano War Room and the Policy, Research, and Advisory Services Unit. It also facilitates intergovernmental collaboration through platforms like the PCF and the DDM. The department coordinates provincial priorities through five workstreams, focusing on hostel development, infrastructure, substance abuse, crime, and transversal targets.
2. External audit: The department received an unqualified audit for the 2023/24 period, demonstrating its commitment to financial transparency and accountability. This focus is ongoing.
3. Internal audit: The Risk Management Committee oversees risk mitigation strategies. Internal audits have focused on procurement, financial management, and legislative compliance, with 81% of mitigation plans fully implemented to strengthen governance processes.
4. Leadership capacity: Governance and service delivery have been reinforced through institutional reforms and enhanced departmental coordination. However, vacancies in leadership positions remain a challenge, requiring focused recruitment and succession planning.

Financial Management and Resource Constraints

The OoP faces financial pressures due to increased operational expenses and overspending on capital items. Significant funding has been allocated to critical areas like the Usindiso Commission, while certain branches experienced reduced budgets. Resource constraints and staffing gaps highlight the need for innovative financing and improved cost-efficiency to optimise budget use and support service delivery.

To mitigate fiscal constraints, the OoP is intensifying cost-efficiency measures, including expenditure reprioritisation, zero-based budgeting approaches, and performance-driven financial oversight. The integration of digital financial management systems is also being expanded to improve transparency and cost control mechanisms.

1. Budget and financial health: The OoP's adjusted budget for 2024/2025 is R807.07 million, with significant shifts in funding. Operational expenses, including goods and services, saw an increase from R238.08 million to R292.35 million. However, areas like Provincial Policy received reduced funding, which could signal a change in priorities. A major allocation of R61.63 million was made to the Usindiso Commission of Inquiry, highlighting its importance.

2. Financial management and resource constraints: 59% of the adjusted budget (or R480 million) has been spent so far, with 66% of that going towards employee compensation. Austerity measures are being implemented to optimise non-essential expenditure, ensuring that financial resources are directed towards high-impact service delivery programmes.

3. Revenue and expenditure patterns: Adjustments have been made to the budget to accommodate additional funding for critical areas, such as the Usindiso Commission and the Life Esidimeni matter, resulting in an additional R135.5 million allocation.

4. Cost-efficiency: Staffing gaps and delays in procurement continue to challenge cost-efficiency efforts. Addressing these inefficiencies is essential to optimise budget use and better align spending with service delivery objectives.

Broad-Based Black Economic Empowerment and Employment Equity

The OoP is committed to advancing Broad-Based Black Economic Empowerment (B-BBEE) in line with the B-BBEE Act and the Procurement Act. Through its procurement processes, the department actively supports historically disadvantaged groups by prioritising black-owned, women-owned, youth-owned, and township-based enterprises in government contracts. The Preferential Procurement Policy remains a key instrument in ensuring that economic transformation objectives are achieved.

To further promote inclusivity, the OoP has expanded skills development initiatives targeting WYPDs. Structured learnerships, internships, and bursary programmes have been introduced to enhance employability and foster sustainable economic participation. Additionally, efforts to upskill existing employees through capacity-building initiatives in strategic planning, governance, and financial management contribute to strengthening institutional effectiveness.

While significant progress has been made, challenges remain in increasing participation rates among small, emerging enterprises due to administrative barriers and compliance requirements. The department continues to refine its procurement and economic empowerment strategies to ensure that its transformation agenda is fully realised and contributes meaningfully to Gauteng's broader socioeconomic goals.

Internal Policies and Procedures

The OoP is working to strengthen compliance, risk management, internal controls, and organisational culture. However, several challenges remain, particularly in the areas of staffing, communication, and coordination.

To address these gaps, a compliance enhancement framework is being introduced, focusing on strengthening consequence management, ensuring uniform application of governance policies, and embedding a culture of proactive risk mitigation. The Risk Management Unit is also being expanded to improve real-time tracking of institutional vulnerabilities and enhance resilience against governance inefficiencies.

1. Compliance and regulatory frameworks: The seventh administration in Gauteng will be influenced by the political leadership and policy priorities following the 2024 national and provincial elections. The incoming administration will likely face ongoing challenges from previous administrations, including high youth unemployment, pressure on public infrastructure due to rapid urbanisation, high crime rates, and the need for improved healthcare delivery following lessons from the COVID-19 pandemic.

2. Risk management practices: The department has made progress in strengthening risk management, particularly in governance and financial management. The integration of the Ntirhisano War Room and a focus on ethical governance are key efforts to mitigate risks, but further improvements are needed.

3. Improving organisational culture, communication, and collaboration: Despite staffing challenges, the Office of the Premier is committed to promoting good governance, transparency, and accountability. Leadership is working to enhance internal communication and improve coordination across departments to strengthen service delivery. However, challenges with information flow and the need for better cross-departmental coordination hinder effective collaboration. Initiatives like the PCF and the DDM have shown progress, but further integration is needed to achieve seamless teamwork and improve overall organisational performance.

Performance Monitoring and Reporting

The Office of the Premier has made significant strides in performance monitoring, but challenges remain around data collection, performance indicators, and resource constraints.

1. Monitoring and evaluation frameworks: While monitoring and evaluation frameworks are in place, they are not functioning at full capacity due to staffing shortages and delays in data collection. These issues hinder the department's ability to track the progress of key initiatives effectively. Staffing shortages have slowed down data collection and monitoring processes, affecting performance tracking.

2. Past performance: The Office of the Premier achieved 85% of its planned targets in the previous year, with notable success in coordinating policy implementation and intergovernmental relations. However, challenges remain in executing major initiatives, especially in governance and policy integration. 85% of planned targets were achieved, but delays in key initiatives continue to affect performance.

3. Quality of performance indicators and targets: The department has revised performance indicators to shift from report-based to outcome-based measures. Despite this progress, the quality of performance targets still requires improvement to ensure they focus on tangible outcomes rather than just tracking processes. The AGSA recommended ongoing improvements to performance indicators for better alignment with outcomes, not just outputs.

4. Performance tracking systems: A comprehensive system for performance tracking is in place, including quarterly reviews and digital performance tools. However, issues like incomplete data and manual processing hinder the full effectiveness of these systems. The performance tracking system faces challenges with data availability, impeding its ability to provide accurate and timely insights.

5. Performance information (including performance of workstreams and the Premier's Monitoring and Oversight Group (PMOG): PMOG actively reviews departmental performance, aligning it with the Premier's priorities. This group has contributed to strategic adjustments in key sectors like education and youth empowerment, improving outcomes. PMOG's regular assessments have improved strategic focus and outcomes in sectors like education and youth empowerment.

Policy Alignment and Service Delivery

The overall trend reflects a strong focus on improving governance through policy alignment, enhancing service delivery, and fostering inclusivity for vulnerable groups. Efforts are being made to strengthen interdepartmental coordination, integrate digital solutions, and create equal opportunities for WYPDs.

1. Improved strategy and policy alignment: The OoP is working to improve policy coherence across departments and municipalities. GIS tools are being used to enhance coordination, performance monitoring, and data-driven decision making. Strengthening collaboration between various levels of government is essential for consistent service delivery and effective policy implementation.

2. Service delivery improvement: The department plays a key role in enhancing service delivery through monitoring and addressing issues like slow processes and service inconsistencies. By leveraging digital tools and fostering partnerships, the department aims to improve efficiency, reduce waiting times, and increase citizen satisfaction. Notable achievements include expanding omni-channel integration and streamlining service request resolutions.

3. Targeted assistance for vulnerable populations: Specialised support is being provided to WYPDs through job opportunities, social safety nets, and educational initiatives. Efforts to reduce barriers for entrepreneurs and expand social support services aim to ensure that these groups benefit from inclusive growth and improved service delivery.

The Office of the Premier is responsible for ensuring that Gauteng's development trajectory aligns with national and provincial spatial frameworks. This includes integrating spatial planning with the NSDF and leveraging the District Development Model to drive joint planning, budgeting, and coordinated service delivery. Through the GSDF, the province will promote spatial justice, sustainable urban development, and economic integration between metros, secondary cities, and rural areas.

Ensuring that women, youth, persons with disabilities, and other vulnerable groups benefit from Gauteng's development agenda remains a key priority. While significant progress has been made in expanding economic opportunities, gender disparities persist, particularly in employment and business participation. The province must accelerate the implementation of the Gauteng Gender-Responsive Planning, Budgeting, Monitoring, and Evaluation Framework to mainstream gender equity in all government programmes. Similarly, the Gauteng City-Region Youth Development Strategy and Disability Rights Policy will be strengthened to ensure meaningful participation and empowerment of marginalised groups.

Advisory Panels

The OoP leverages advisory panels to enhance governance and socioeconomic development. Through its advisory structures, the Office of the Premier aligns its efforts with the GGT2030 Plan, driving cross-sector collaboration and ensuring that the province's development goals are met. These panels have been instrumental in shaping policies that promote inclusive economic growth, youth empowerment, ethical governance, and the fight against public health challenges, such as HIV/AIDS.

The Office of the Premier has leveraged various advisory panels to address key socioeconomic challenges in Gauteng. The Premier's Youth Development Advisory Panel has contributed to youth empowerment by creating youth-owned businesses and employment opportunities, benefiting over 5,000 young people through skills development and entrepreneurship initiatives. The Gauteng Ethics and Anti-Corruption Advisory Panel has focused on tackling corruption by implementing an anti-corruption hotline, ethics training for public servants, and reviewing the province's Anti-Corruption Strategy, enhancing transparency and accountability. Additionally, the Gauteng Aids Council has played a crucial role in managing the HIV/AIDS epidemic by distributing medication, raising awareness, and shaping policies to support those affected.

Other advisory bodies, such as the Policy Research and Advisory Unit, strategic committees, and external consultants, provide essential support in governance, policy development, and public service delivery, ensuring the province operates effectively and efficiently.

2.4 Key policy developments and legislative changes

The following legislative developments were undertaken by the Office of the Premier during the reporting year, 2024/25:

1. Amendment Proclamation regarding the Extension of Term of Office of Commission of Inquiry into Circumstances surrounding the Death of at least 77 People and Dozens More Others Injured and Homeless at Usindiso Building Situated at Corner Albert and Delvers Streets, Marshalltown, Johannesburg central Business District (Region F).

2. Proclamation regarding the Appointment of Members of the Executive Council: Gauteng Province for the Seventh Administration.

3. Proclamation regarding the Assignment of Departments, Entities and Laws, or Parts thereof, and Powers and Functions, to Members of the Executive Council: Gauteng Province for the seventh Administration.

4. Determination regarding Salaries and Allowances Payable to members of the Executive Council and Different Members of the Provincial Legislature: Gauteng Province, with effect from 1 April 2023.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

Informed by the strategic focus of the Office of the Premier, the impact statement is:

- A liveable, equitable, inclusive and united Gauteng City Region; and
- A public service that inspires confidence and demonstrates the highest levels of service delivery to its citizens.

The Office of the Premier adopted seven (7) organisational-level strategic outcomes to enable the organisation to effectively focus and prioritise its options in delivering on its mandate and strategic intent.

The Strategic Outcomes of the OoP, outlined in the approved Strategic Plan for 2020-2025, are as follows:

1. Outcome 1: A skilled, capable, ethical and developmental state
2. Outcome 2: A growing and inclusive economy, jobs and infrastructure
3. Outcome 3: Inclusive quality education and healthcare and growing the skills needed for the economy
4. Outcome 4: Spatial transformation and integrated planning
5. Outcome 6: Collaborative relations between sub-national governments enhanced
6. Outcome 5: Responsive engagement between government and the citizenry and deepened social cohesion
7. Outcome 7: GCR energy sector reform

The above strategic outcomes of the OoP are in line with the three pillars of the Transformation, Modernisation and Re-industrialisation (TMR) programme for which the OoP is specifically responsible, namely **Pillar 1 (Radical economic transformation), Pillar 2 (Decisive spatial transformation) and Pillar 4 (Transformation of state and governance).**

Table 3.1 Strategic Priorities

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
Priority 1: Capable, ethical and developmental state	Priority 5: A capable, ethical and developmental state	Outcome 1: A skilled, capable, ethical and developmental state	The OoP managed to pay 98.38% (1156 out of 1175) of valid invoices within 15 days from the date of receipt. Despite the shortfall, the OoP was able to achieve 100% payment of invoices within 30 days of receipt as guided by the legislative framework. 100% (10 out of 10) of cases recommended for referral to Law Enforcement Agencies (LEAs) for criminal investigation have been reported to LEAs by the departments during the quarter under review. There are two cases, each from the Department of CoGTA, the Department of Roads and Transport, and the Department of Human Settlements, as well as four cases

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			from the Department of Agriculture and Rural Development. The Provincial Forensic Audits (PFA) received a total of 487 cases from the National Anti-Corruption Hotline (NACH), Ethics Hotline and from the Gauteng Provincial Departments for the period 01 April 2017 to 31 March 2025. Of 487 cases, 426 (87%) cases have been finalized and closed on PFA's database, and 61 (13%) cases are still pending finalization (as of 31 March 2025). The Provincial Forensic Audits (PFA) received a total of ten (10) new cases from 1 January to 31 March 2025 for Quarter 4. Of the ten (10) cases, six (6) cases were received from the NACH, three (3) cases were received from Gauteng Provincial Departments and one (1) case was received from the Ethics Hotline. The records indicate that out of 747 SMS filled posts, 178 were vetted and 544 are awaiting feedback. Of the 544 that are awaiting feedback 349 are new applications and 195 are expired/re-applications. 25 SMS officials within GPG have not yet applied for security clearance. The increase in the total number of SMS members who have not yet applied for security clearance is due to expired clearances and the newly appointed. Vetting forms have already been issued to the outstanding SMS members which are due for submission by end of April 2025. Out of 2189 SCM filled posts, 266 were vetted and 1903 are still awaiting feedback. 1714 out of 1903 are new applications and 189 are expired/re-applications. 20 SCM officials within GPG have not yet applied for security clearance. The misplacement of SCM officials on departmental staff establishment leads to information discrepancies. Furthermore, unapproved and unfunded Security Management Services structures affect the productivity of the Vetting Fieldwork Unit, as the same Vetting Investigators are expected to attend to vetting administration and other security related tasks. The GPG departments have a total staff establishment of 204 029. 182 404 posts are filled and there is a vacancy rate of 11% (21 625 posts).

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	**GGT Priority**	**Outcome as per approved Department Strat Plan**	**Summarised Department Performance during 2024/25 Financial Year**
			There are currently 9 891 incumbents employed in addition to the fixed staff establishment. 15 178 employed out of adjustment to the posts they are currently occupying. GPG Pay progression for level 2-12 and SMS level for the 2023/24 financial year is as follows: • All 14 departments reported on PMDS pay progression for level 2-12 • Out of a total of 114797 employees on levels 2 – 12, 78655 employees were eligible for the performance assessments. • 42216 received a performance score of 3 and above for level 2 -12. • 730 received a performance score of 1 and 2 for level 2 -12 (Managers were requested to submit improvement plans which will be facilitated by HRD during the 2025/26 financial year). • 38860 received a performance score of 4 • A total of 278 SMS members obtained a score of 3, 25 SMS members received scores of 1 and 2 (Remedial actions were provided for areas below 3) and 87 SMS members received a score of 4.
Priority 2: Economic transformation and job creation	Priority 1: Economy, jobs and infrastructure	Outcome 2: A growing and inclusive economy, jobs and infrastructure	The N12 Corridor Integrated Infrastructure Masterplan is a strategic initiative aimed at enabling long-term infrastructure development along the N12 corridor. The masterplan covers the spatial, infrastructural, and economic development trajectory of the N12 Corridor over a 20-year horizon. It incorporates inputs from key public and private sector stakeholders. The project is 88% complete and remains largely on track. The first and second draft documents were delivered on schedule, with the second draft issued on 21 February 2025. Stakeholders were given until 14 March to provide final comments. Critical Activities: • Refinement of the implementation framework. • Integration of stakeholder inputs. • Finalisation of infrastructure investment framework. Extensive engagements were conducted with over 30 public and private entities. Key concerns raised included misalignment between departments, infrastructure vandalism, limited human capital, and funding constraints. Inputs are being integrated into the final report There is an array of distressed infrastructure projects across various departments, including Education, Infrastructure (STARS), Health, Roads & Transport, Human Settlements, Social Development, and Sports, Arts, Recreation & Culture. These projects are experiencing delays or challenges due to issues such as

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			procurement bottlenecks, land and town planning complications, budget constraints, contractor performance, and inter-departmental coordination. A review of these distressed infrastructure projects reveals several recurring themes contributing to delays and implementation challenges: Procurement and SCM Delays: Many projects are stalled due to slow procurement processes, including delays in appointing contractors or professional service providers (PSPs), and challenges in terminating and replacing underperforming teams. Land and Town Planning Issues: Several projects face unresolved land ownership, rezoning, subdivision, and township establishment matters. These include cross-border disputes, outstanding Certificates of Occupation, and delays in land transfers or donations. Budget Constraints and Funding Gaps: Lack of budget allocations, especially mid-project or for remaining works, is a critical issue. In some cases, delays in payment processing or unclear funding responsibilities (e.g., between departments) have further hindered progress. Contractor Performance and Site Abandonment: Financially constrained or non-performing contractors have disrupted timelines. In multiple cases, contractors have either left site or are progressing slowly, with recovery plans under review. Interdepartmental and Stakeholder Coordination: Poor coordination between departments (e.g., DID, CoJ, CoT, GDoH) and limited communication have led to fragmented project execution. Several updates note the need for improved engagement across levels. Security and Site Vandalism Risks: There is growing concern about the vulnerability of project sites during the December holiday closure period, especially where security measures are lacking or pending. Technical and Design Deficiencies: Design flaws, such as inadequate stormwater management or costly utility requirements (e.g., bulk electricity), have either stalled implementation or required significant scope revisions. Data and System Updates: Inaccurate or outdated reporting and poor documentation have made it difficult to track real-time progress, highlighting the need for regular system updates and improved information management.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			These themes underscore systemic weaknesses in planning, coordination, and oversight, and point to the need for structured interventions to unblock and accelerate delivery. To address these challenges, the following key recommendations are proposed: • Strengthen Interdepartmental Coordination: Establish cross-functional task teams to resolve land, planning, and funding issues, with clear accountability and timelines. • Accelerate Procurement Processes: Fast-track SCM approvals and streamline contractor appointment procedures, especially for critical or long-delayed projects. • Improve Contractor Oversight: Enforce performance management of contractors and PSPs, including timely replacement of underperforming service providers. • Secure Project Sites: Ensure site security during holiday shutdowns and periods of inactivity to prevent vandalism and theft. • Enhance Project Monitoring: Update project information systems regularly and ensure all departments submit accurate, real-time progress reports. • Address Funding Gaps: Engage Treasury and relevant stakeholders early to confirm budgets and secure bridging finance where needed. The OoP procurement spend on targeted groups is as follows: • Black people spend = 90.80% against 80% • Women spend = 43.83% against 40% • Youth spend = 34.84% against 15% • People with Disabilities spend = 1.88% against 7% • Township-spend = 39.52% against 40% GPG-wide procurement spend on targeted groups as at current: • Black people spend = 43.73% against 80% • Women spend = 7.06% against 40% • Youth spend = 4.33% against 15% • People with Disabilities spend = 0.10% against 7%

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
Priority 3: Education, skills and health	Priority 2: Education, skills revolution and health	Outcome 3: Inclusive quality education and healthcare and growing the skills needed for the economy	Education continues to be the number one priority for the Gauteng Provincial Government in its broader mission of social policy and human development. To mark the first day of the 2025 academic year, the Premier Lesufi, alongside Members of the Executive Council, conducted oversight visits to schools across the province. These visits took place under the theme: "Commitment to Build Quality Schools in Townships, Informal Settlements and Hostels (TISH)." The Back-to-School Campaign aimed to ensure that all schools are fully prepared and equipped to provide a conducive learning environment from day one. The initiative also focused on monitoring school operations and engaging directly with learners and staff about the Gauteng Department of Education's plans and calendar for the year. In addition, MECs facilitated constructive dialogue between School Governing Bodies, the Department of Education District Offices, and local communities to address challenges relating to learning programmes, infrastructure, and school safety. The provincial government remains steadfast in its commitment to ensuring that effective teaching and learning occur in every school, from the very first day of the academic year and throughout the school calendar.
Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services Priority 6: Social Cohesion and Safer Communities	Priority 4: Safety, social cohesion and food security:	Outcome 5: Responsive engagement between government and the citizenry and deepened social cohesion	To support data-driven decision-making, the OoP commissioned a comprehensive public perception survey. The survey was successfully conducted to evaluate the effectiveness of government communication, responsiveness, and public engagement initiatives. The research has provided valuable insights into residents' perceptions of government services, their awareness of available programmes, and their overall satisfaction with communication efforts. **Key Findings** **Government Responsiveness:** Low Trust and Dissatisfaction with Service Delivery The survey reveals widespread dissatisfaction with municipal leadership and service responsiveness, especially among residents living in informal settlements, townships, and lower-income communities.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			• **Poor Perceptions of Leadership** – 39% of residents rate municipal leadership poorly, with the most negative sentiment reported in informal dwellings and townships. • **Lack of Government Care** – 40% of residents believe their municipality does not care about them. This view is even more pronounced among residents in informal settlements (54%) and those living in shacks (53%). • **Unresolved Community Issues** – 39% of residents feel their problems remain unaddressed, rising to 52% among shack dwellers. • **Ineffective Communication** – 43% of respondents feel inadequately informed about government services, with dissatisfaction highest in the City of Johannesburg (46%) and Sedibeng (49%). • **Delays in Addressing Public Concerns** – Half of all residents (50%) feel their concerns are not addressed in a timely manner, with dissatisfaction peaking at 59% among those in informal settlements. These findings will play a critical role in informing policy decisions, guiding strategic communication efforts, and fostering stronger alignment between government priorities and the expectations of the public. The Premier's Office through its Service Delivery Interventions unit continues to engage residents on service delivery issues through the Mobile CRM System (USSD) in partnership with COGTA community workers. As of the 4th quarter, there are 254 community workers registered on the Mobile CRM System (USSD), and of the 254 registered community workers, 253 community workers are using the system to log service delivery cases in communities The integration of the CDWs into the GCR wide service delivery interventions response system enables effective response in addressing service delivery needs that are raised with the Community Development Workers at the local government level. The CDWs were allocated zero-rated Unstructured Supplementary Service Data (USSD) that allows them to log issues on the ground without incurring data costs and experiencing network challenges. In the quarter under review, CDWs registered a total of 4959 service delivery cases with a usage rate of 99.60% (253 of 254 registered CDWs used the system), exceeding the set target of 90% by 9.6%.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	**GGT Priority**	**Outcome as per approved Department Strat Plan**	**Summarised Department Performance during 2024/25 Financial Year**
			Over and above the use of USSD to engage with the residents of Gauteng, there are other interactive methods used by the Office to engage with residents at an individual level, household level or community level. The Multiple Interactive Channels are Toll-Free; SMS; e-mail; the Web; traditional media; social media; WhatsApp; Protests; Petitions and Gauteng Community Workers. These interactive channels have assisted the Office of the Premier in identifying service delivery cases and resolving them as follows: Case resolution from inception (9 January 2020 – 31 March 2025) • **70079 out of 78741 cases** were resolved across the province, with a resolution rate of 89%. • **33967 of 36921 (92%) individual cases** were resolved across the province. • **10141 of 11144 (91%) household cases** were resolved across the province. • **23152 of 26921 (86%) community cases** were resolved across the province. Case resolution as of quarter four (January – March 2025) • **2074 out of 2881 cases** were resolved across the province, with a resolution rate of 72%. • **470 out of 840 (56%) individual cases** were resolved across the province. • **28 out of 138 (20%) household cases** were resolved across the province. • **23 out of 47 (49%) community cases** were resolved across the province. The Frontline Service Delivery Monitoring programme focused on the monitoring of government service points as well as assessing the experience of residents in their interaction with government facilities. A total of 102 site visits (cumulative) have been conducted and improvement plans facilitated (26 in Q1 + 27 in Q2 + 25 in Q3 + 24 in Q4). 100% of commitments have been tracked for progress as at 31 March 2025. This is made up of 12 commitments carried over from the Sedibeng DDM imbizo of 2023/24 as well as 17 commitments made in the Ekurhuleni Presidential Imbizo which was undertaken in 2024/25. Performance was as follows: Sedibeng Presidential Commitments (Held 2023) • Achieved: A total of 8 commitments (67%) have been achieved. • In progress: There is good progress in resolving 4 commitments (33%) made, with processes underway.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			Ekurhuleni Presidential Commitments (Held 2024) • Achieved: A total of 5 commitments (29%) have been achieved. • In progress: There is good progress in resolving 12 commitments (71%) made, with processes underway. **Military Veterans:** • Several key documents have been developed and approved to support service delivery for military veterans in the Gauteng City Region. These include the MoU between the OoP and the South African National Military Veterans Association (SANMVA), a SANMVA support memorandum, procurement and Cabinet memorandum related to the Commemorative Day, a capacity building workshop for SANMVA, a benchmarking case study and terms of reference, records from inter-governmental forum meetings, RLS01 forms, and a performance tracking grid for GPG departments. These documents are critical in ensuring effective and coordinated service delivery to military veterans across the province. • Thirteen (13) houses were allocated to MV in the City of Joburg in April 2024. Housing remains high on the agenda of the sector as it provides security of tenure, an economic asset, and the restoration of dignity, especially for the aged military veterans. • Two (2) Military Veteran (MV) farmers in Palmridge, Ekurhuleni, accessed advisory services focused on piggery farming. Additionally, two MV farmers have benefited from the Land Release Programme for commercial agricultural purposes. • Eight (8) MV have accessed training on Butchery Management, Piggery, and Poultry. GDARD has, with this intervention, laid the foundation for support for SMMEs. • In April 2024, the Premier hosted a Send-Off event for Community Safety Wardens, demonstrating the government's commitment to creating job opportunities within the sector. • A bilateral session was held with the GCRA in July 2024, during which it was agreed that the department would develop and submit a Standard Principle/Procedure to guide the operations and administration of the bursary support programme for Military Veteran beneficiaries.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			• In September 2024, the OoP hosted a business support workshop for Military Veteran-owned businesses in the province. The workshop was attended by several GPG departments, including the Department of Economic Development (DED), Gauteng Enterprise Propeller (GEP), Department of Infrastructure Development (DID), Gauteng Department of Agriculture and Rural Development (GDARD), and Gauteng Provincial Treasury (GPT). Also in attendance were representatives from the City of Tshwane, City of Ekurhuleni, the South African National Military Veterans Association (SANMVA) and its formations (in separate sessions), as well as Military Veterans business structures such as the Gauteng Umnotho Military Veterans Business Chamber (GUMVBC) and the South African Cooperation Organisation (SACO). • In October 2024, the Department of Community Safety conducted training and graduation ceremonies for Traffic Wardens, with a total of 384 Military Veterans benefiting from the programme. All beneficiaries were confirmed to be registered on the Department of Military Veterans (DMV) database. • In December 2024 the OoP coordinated a business workshop with companies owned by military veterans and MV associations to establish a structure to coordinate and promote businesses owned by military veterans and to prepare for the establishment of Provincial Workstreams in line with the Presidential Task Team Consensus Document. • In March 2025 OoP held a preliminary session with South African Cooperation Organisation (SACO) and the SBS ADDAX dealing with Water and Electricity Prepaid Meters. The company presented their plan on how this Joint-Venture will benefit MV owned businesses. SACO is inclusive of businesses owned by Military Veterans. Preparations for a broader session with all MV associations are underway. • The MV Commemoration Day was successfully held on the 5th of March 2025, in the City of Ekurhuleni. Four hundred (400) Military Veterans and their associations and officials of government from municipalities, GPG departments, and the DMV celebrated this day. • Nine (9) Military Veterans received referral services from the Extension Officers for technical assistance on their farms.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	**GGT Priority**	**Outcome as per approved Department Strat Plan**	**Summarised Department Performance during 2024/25 Financial Year**
Priority 5: Spatial Integration, Human Settlements and Local Government	Priority 3: Integrated human settlements, basic services and land release	Outcome 4: Spatial transformation and integrated planning	In the fiscal year 2024/2025, the Department of Human Settlements has effectively allocated 61% of its budget toward advancing spatial transformation initiatives within areas prioritized by the Spatial Development Framework. Additionally, 14% of the budget is being utilized in a manner that partially supports these objectives. However, 25% of the budget has been redirected to address legacy projects and upgrades in informal settlements located outside the designated priority zones. This allocation aims to ensure that all communities, including those not initially included in the priority framework, receive the necessary support and development resources. In response to the urgent need for dignified housing, the Provincial Government has launched a rapid land release programme. As part of this initiative, Premier Lesufi, MEC for Human Settlements Tasneem Motara, and Ekurhuleni Mayor Alderman Nkosindiphile Xhakaza handed over serviced stands to qualifying beneficiaries. This strategic programme empowers beneficiaries by giving them access to serviced land, enabling them to build homes suited to their needs. A total of 2,560 serviced stands will be allocated. Furthermore, as part of continued efforts to improve access to housing, the Premier also handed over 178 completed homes to qualifying families at the Helderwyk Mega Housing Project in Brakpan. These developments are a strong reflection of the provincial government's commitment to service delivery and improving the quality of life for all residents of Gauteng.
	Priority 7: Sustainable development for future generations	Outcome 7: GCR energy sector reform	The Energy Response Programme continues to make impressive progress toward its goal of adding 5,000 MW of capacity by 2034, with a target of reducing reliance on Eskom by 30%. Phase 2 implementation is advancing smoothly across five municipalities, with City Power acting as the implementing agent. At the OCGT Refurbishment Project in Durban Street, work is 83% complete, with significant upgrades made to substations and circuit works at Selby and Durban Central. The final commissioning of the project is scheduled for April 2025. The installation of 31 planned transformers has been successfully completed, marking a 100% completion rate. The transformers were distributed as follows: 10 in Emfuleni,

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	**GGT Priority**	**Outcome as per approved Department Strat Plan**	**Summarised Department Performance during 2024/25 Financial Year**
			5 in Lesedi, 5 in Midvaal, 5 in Mogale City, 4 in Rand West, and 2 in Merafong. In terms of metering and protection, a total of 1,500 smart meters and 300 protective structures have been installed. Rand West received 1,000 meters and 200 structures, while Lesedi received 500 meters and 100 structures. The installation of solar high mast lights is progressing well, with 21 out of the 26 planned units already in place. Five of these units were reallocated from Ekurhuleni and distributed across various regions: Emfuleni (2), Midvaal (4), Tshwane (5), and Hostels (10). For building lighting, 50 out of 350 planned LED lights have been installed at the Legislature, marking 14% of the total target. The remaining installations, designated for key government buildings, are expected to be completed by April 2025. Furthermore, the installation of 1,889 planned streetlights has been completed, significantly enhancing public safety and energy efficiency across the region. In addition to these projects, civil works are progressing for the Evaton Micro-grid Electrification Project, which will benefit 43 households once completed, further strengthening the local energy infrastructure.
Priority 7: A Better Africa and World	Priority 6: Towards A Better Africa and a Better World:	Outcome 6: Collaborative relations between sub-national governments enhanced	The OoP hosted an engagement session with key stakeholders, including the Gauteng Executive and the UAE Embassy, to promote trade and investment within Gauteng province. The session was aimed at strengthening economic ties and exploring new opportunities for collaboration. Additionally, the International Relations team met with the Consul General of China to advance discussions on collaborative efforts between Gauteng and China. This meeting followed the Premier's visit to China in June 2023, focusing on building upon established relations and identifying specific areas for joint initiatives and mutual benefits. The Metropolis Conference held in São Paulo, Brazil, in June 2024, reflects Gauteng's commitment to fostering global partnerships. The reports highlight strategic engagements and outcomes, particularly in areas such as urban governance, sustainability, and smart city initiatives. The focus is on leveraging the insights gained from international peers to enhance Gauteng's metropolitan development, strengthen cross-border relations, and align with global best practices in urban planning and development. This collaboration aims to contribute to the province's socioeconomic growth and urban resilience strategies.

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			Gauteng's active pursuit of partnerships with international regions, particularly in collaboration with China's Shandong province. A key meeting held between the Gauteng Growth and Development Agency, West Rand Municipality, the Office of the Premier, and Shandong province explored opportunities in green hydrogen and fuel cell production, as well as the strengthening of Special Economic Zones (SEZs). The engagement underscores Gauteng's strategic efforts to harness global expertise in green energy and advanced manufacturing, fostering economic growth and innovation within the province's SEZs and positioning it as a hub for sustainable industrial development. Premier Lesufi also led the Gauteng delegation at the 12th World Urban Forum (WUF12) Summit held under the theme: "It All Starts at Home", Local Actions for Sustainable Cities and Communities" in Cairo, Arab Republic of Egypt. The Summit took place between 04-08 November 2024. #WUF12 is a high-level forum established by the United Nations (UN) in 2021, convened by the UN Human Settlements Programme (UN-Habitat). The Premier was joined by the Human Settlements MEC, Tasneem Motara and Environment MEC, Shiela Mary Peters. 40% of the South African population resides in Gauteng, Cape Town, eThekwini and Nelson Mandela Bay. Transforming human settlers and the national space economy in South Africa requires a collaborative planning, coordinated investments, delivery and shared objectives On the 2nd of February 2025, a working dinner took place in Sandton, South Africa, between Premier Lesufi and Mr. Wang Yi'ou, Deputy Governor of Hunan Province, China. This meeting followed President Cyril Ramaphosa's second state visit to China in September 2024, during which both countries committed to advancing their bilateral relationship to an All-Round Strategic Cooperative Partnership in a New Era. A Cooperation Framework Agreement is anticipated to be signed during the upcoming expo, formalizing collaboration in areas of mutual interest. This engagement represents a significant step toward strengthening the strategic partnership between the Gauteng and Hunan Provinces, with an emphasis on promoting shared economic growth and development. Additionally, a Gauteng International Relations and G20 Committee Coordination Meeting was held at the Gauteng Gambling Board on 14th March 2025. The meeting aimed to streamline the province's international relations agenda, ensuring alignment with both provincial

STRATEGIC LINKAGES		STRATEGIC PLANNING	STRATEGIC REPORTING
1	2	3	4
NDP/MTSF Priority	GGT Priority	Outcome as per approved Department Strat Plan	Summarised Department Performance during 2024/25 Financial Year
			initiatives with national and global priorities. It further emphasized the role of strategic coordination in enhancing Gauteng's economic diplomacy through its G20 engagements. By aligning provincial priorities with global economic and development goals, Gauteng aims to strengthen its global influence, attract investment, and promote inclusive growth

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme 1: Administration

Purpose of the Programme

The Administration programme is responsible for overall strategic management and support to the Premier and the DG in fulfilling their statutory and political mandates, the provision of financial management and support services, and the provision of security management services to the OoP.

Sub-programmes for Programme 1

- **Executive Council Support –** to provide strategic coordination and management of the Executive Council programme.
- **DG –** to provide efficient and effective administrative and corporate support to the Office of the Premier; and strategic management process support to the Premier and the DG in fulfilling their statutory and political responsibilities.
- **Financial Management -** to render efficient and effective financial management, supply chain management and risk management support to the OoP.

Departmental Outcomes that Programme 1 contributes towards according to the Annual Performance Plan

In contributing towards the Office of the Premier's desired impact of "a liveable, equitable, inclusive and united Gauteng City Region, and a public service, that inspires confidence and demonstrates the highest levels of service delivery to its citizens", the Administration programme supports all 7 Outcomes reflected in the Strategic Plan, while also delivering specific Outputs towards the following Outcomes:

- **Outcome 1: A skilled, capable, ethical and developmental state.**
- **Outcome 2: A growing and inclusive economy, jobs and infrastructure.**

Outcome, outputs, output indicators, planned targets and actual achievements

During the 2024/25 financial year the Executive Council Support unit was able to achieve all their targets in the 2024/25 APP. One annual council schedule of meetings has been submitted to the executive council for approval. A Schedule of Meetings for the Executive Council System is produced annually in consultation with the following stakeholders:

- The National Cabinet Office in the Presidency, whose schedule of Cabinet and National Assembly meetings inform the planning framework for input to the National Cabinet Makgotla; the Budget Allocation processes; the President's Coordinating Committee; Ministerial meetings with Members of the Executive Council and Inter-Ministerial meetings
- The South African Local Government Association's annual programme of meetings for which takes into regard the schedule of Local Government's Council meetings and provides input to the schedule of quarterly meetings of the Premier's Coordinating Forum as well as to the schedule of meetings between Members of the Executive Council and Members of the Mayoral Committees.

- The Gauteng Legislature programme, which makes provision for oversight meetings with the Executive Council on respective departmental mandates where the Leader of Government Business facilitates the coordination between the Executive Council and the Legislature.

The biannual reports submitted for 2024/25 aim to present a comprehensive overview of the implementation of the 2024/25 Executive Council decisions for the period July 2024 to March 2025 in response to the GPG priorities as outlined in the GGT2030 Plan. Special attention is given to the resolution of the Gauteng 13 (G13) problems, which have been prioritized for intervention as part of the 7th Administration's commitments.

The first draft of the Annual Report 2023/24 was submitted to the Auditor-General of South Africa on 31 May 2024, and the final draft was submitted in July 2024.

The 2024/25 APP was adjusted to reflect and align to the strategic direction and focus of the 7th Administration. This plan was revised to align with the new priorities set by the GNU and the draft Gauteng MTDP 2024-29, ensuring the continued implementation of GGT2030. The adjusted APP was submitted to the oversight bodies on 31 October 2024.

The Auditor-General's audit on performance information for the APP of the 2023/24 financial year was concluded and OoP received a clean audit. All monthly and quarterly reports were submitted within the prescribed timeframe.

The SP 2025 – 2030 and the APP for 2025/26 were completed and submitted to oversight bodies on 28 February 2025. The final OoP Vote 1 Estimates of Provincial Revenue and Expenditure (EPRE) was submitted to the Gauteng Provincial Treasury at the end of February 2025.

Out of the 514 permanent employees in the OoP, 142 employees were subjected to formal training in 2024/2025 financial year which constitutes 44% of the staff establishment. Informal training interventions also referred to as an unstructured and unofficial method of knowledge-sharing in the office was done through knowledge transfer between mentors and mentees. This includes Internship and Learnership programmes that gives the graduates an opportunity to acquire skills through practical learning and the bursary programme for long-life learning. As of 1 April 2024, a total of twenty-five (25) interns had been appointed in the OoP across all branches.

The OoP has achieved 98.38% (1156 out of 1175) valid invoices paid within 15 days and achieved 100% valid invoices paid within 30 days of receipt.

The OoP procurement spent on targeted groups is as follows:

- Black people = 90.80% against 80%
- Women = 43.83% against 40%
- Youth = 34.84% against 15%
- People with Disabilities = 1.88% against 7%
- Township = 39.52% against 40%

Programme Performance on Designated Groups (Original APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	4,12 % R 2 488 174,14	• There are a limited number of companies owned by people with disabilities who are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises who provide lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned designated groups. • Branches within the Programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	4,70% R 2 837 973,81		
Persons with disabilities	1,08% R 650 000,00		

Programme Performance on Designated Groups (Adjusted APP)

<table>
<tr><th>Designated groups</th><th>Achievements</th><th>Challenges</th><th>Mitigation measures</th></tr>
<tr><td>Women</td><td>4,76%

R 6 241 044,38</td><td rowspan="3">There are limited numbers of companies owned by people with disabilities who are registered on the Central Supplier Database.
These are mostly Small and Medium Enterprises who provide lower value services.
In certain instances, they lack access to capital to finance orders issued to them.</td><td rowspan="3">Certain goods and services have been targeted for procurement from companies owned designated groups.
Branches within the Programme have developed Demand Management Plans and have targeted procurement from designated groups.</td></tr>
<tr><td>Youth</td><td>3,59%

R 4 706 834,23</td></tr>
<tr><td>Persons with disabilities</td><td>0,08%

R 105 000,00</td></tr>
</table>

Table 4.1.1: Report against the originally tabled Annual Performance Plan until date of re-tabling

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations	Reasons for revisions to the Outputs/Output indicators/ Annual Targets
Sub-programme: Office of the Director-General (Strategic Support, Executive Services to the Premier and the DG, and Security and Risk Management)- Original APP Indicator – Quarter 2 Achievement									
1: A skilled, capable, ethical and developmental State	Vetting of officials in high-risk areas across the GPG monitored	Number of monitoring reports on vetting of officials in high-risk areas (SOPA)	Four (4) quarterly reports on vetting of officials in high-risk areas	Four (4) quarterly reports on vetting of officials in high-risk areas	Two (2) quarterly reports on vetting of officials in high-risk areas	Two (2) monitoring reports on vetting of officials in high-risk areas	N/A	N/A	This indicator is now being tracked and monitored under Transversal Security Unit (IDS &IM) under Programme 3 which is transversally focused and has therefore been moved from Programme 1 which is internally focused.
Sub-programme: Financial Management (Finance, Internal Audit, Risk and Compliance and Supply Chain Management))- Original APP Indicator – Quarter 2 Achievement									
2. A growing and inclusive economy, jobs and infrastructure	Targeted groups economically supported	Percentage preferential procurement spend on enterprises that are: Youth-owned	Youth – 20%	Youth – 15%	Youth – 15%	Youth – 37%	+22%	Procurement was focused on youth owned enterprises as a targeted group	The National Youth Policy states the following on 30% youth pp spend: "Government, must use state procurement and implement and monitor a minimum requirement of 30% youth set-aside as part of the Framework for Preferential Procurement to advance the development of youth owned enterprises".

Table 4.1.2: Report against the re-tabled Annual Performance Plan

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Sub-programme: Executive Council Support (Executive Secretariat Services and Cabinet Operations) – Adjusted APP								
1: A skilled, capable, ethical and developmental state	Meetings of the Executive Council coordinated and managed	Number of Council Schedule of Meetings submitted to the Executive Council for approval	One (1) Annual Executive Council Schedule of meetings, submitted to the Executive Council for approval by the end of the financial year	One (1) Annual Council Schedule of Meetings, submitted to the Executive Council for approval	One (1) Annual Council Schedule of Meetings submitted to the Executive Council for approval	One (1) Annual Council Schedule of Meetings submitted to the Executive Council for approval	N/A	N/A
		Number of reports on the implementation of Executive Council decisions	Biannual annual report on the implementation of Executive Council decisions	Biannual reports on the implementation of Executive Council Decisions	Two (2) reports on the implementation of Executive Council decisions	Two (2) reports on the implementation of Executive Council decisions	N/A	N/A
Sub-programme: Director-General Support (Strategic Support, Executive Services to the Premier and the DG, and Security and Risk Management) – Adjusted APP								
1: A skilled, capable, ethical and developmental State	Competent and ethical staff developed	Number of training and development interventions implemented in the Office of the Premier	One (1) annual report on training and development interventions implemented in the Office of the Premier	50 training and development interventions implemented in the Office of the Premier	60 training and development interventions implemented in the Office of the Premier	33 training and development interventions implemented in the Office of the Premier	-27	A suitable service provider, who meets the specification requirements, could not be sourced at the time of going to the market.
		Percentage of recommendations implemented on the Skills Audit Conducted for levels 1-12	New indicator	50% of recommendation implemented on the skills audit conducted for levels 1-12	65% of recommendations implemented on the Skills Audit Conducted for levels 1-12	11% of recommendations implemented on the Skills Audit Conducted for levels 1-12	-54%	Prior to the completion of the skills audit, there was a need to complete job profiling, job descriptions and skills audit survey to compile recommendations for implementation.

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Sub-programme: Financial Management (Finance, Internal Audit, Risk and Compliance and Supply Chain Management) – Adjusted APP								
1: A skilled, capable, ethical and developmental state	Suppliers paid timeously (SOPA)	Percentage of valid invoices paid within 15 days from date of receipt	99.65% (1127 out of 1131) of valid invoices paid within 15 days from date of receipt	100% of valid invoices paid within 15 days from date of receipt	99.56% (1150 out of 1155) valid invoices paid within 15 days from date of receipt	98.38% (1156 out of 1175) valid invoices paid within 15 days from date of receipt	-1,62%	The supplier didn't finish all the steps on the web board option An end user delayed in signing an invoice. There was also a period where Provincial Treasury withheld disbursements because of overspending in the 1st quarter of 2024/25.
2. A growing and inclusive economy, jobs and infrastructure	Targeted groups economically supported	Percentage preferential procurement spend on enterprises that are: Black-owned	Black- 83%	Black- 90%	Black- 80%	Black – 90.80%	+10.80%	Certain goods and services have been targeted for procurement from Black owned companies. Branches within the program have developed Demand Management plans and have targeted procurement from designated groups.
		Percentage preferential procurement spend on enterprises that are: Women-owned	Women – 41%	Women – 46%	Women - 40%	Women – 43.83%	+3.83%	Certain goods and services have been targeted for procurement from Women owned companies. Branches within the program have developed Demand Management plans and have targeted procurement from designated groups.

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
		Percentage preferential procurement spend on enterprises that are: Youth-owned	Youth – 20%	Youth – 23%	Youth - 30%	Youth – 34.84%	+4.84%	Certain goods and services have been targeted for procurement from youth owned companies. Branches within the program have developed Demand Management plans and have targeted procurement from designated groups.
		Percentage preferential procurement spend on enterprises that are: PWD-owned	People with Disabilities- 6%	People with Disabilities- 0.03%	People with Disabilities -7%	People with Disabilities – 1.88%	-5.12%	There are a limited number of companies owned by people with disabilities on CSD from which the services required could be sourced. These are mostly small and medium enterprises who provide lower value commodities.
		Percentage preferential procurement spend on township-based enterprises	Township based enterprises - 32%	Township based enterprises - 48%	Township-based enterprises –40%	Township-based enterprises – 39.52%	-0.48%	There are a limited number of township-based enterprises on CSD from which the services required in the fourth quarter could be sourced. These are mostly small and medium enterprises who provide lower value commodities In certain instances, they lack the expertise to offer specialized services that may be required by the department. In certain instances, they lack access to capital to finance Purchase orders.

Linking performance with budgets

Programme 1 spent R290.8 million of the total budget of R291.3 million, accounting for 100% at the end of the fiscal year. The expense was primarily driven by office operations, Life Esidimeni, Hotline learners, and the Usindiso Commission of Inquiry. Life Esidimeni was the principal cause of the high costs, which included payments for further claims and inquests.

Programme and Sub-programme expenditure

Sub-Programme Name	2024/2025			2023/2024		
	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's support	16 879	16 878	1	25 572	25 563	9
Executive Council Support	11 469	11 466	3	9 424	9 408	16
Director General	173 879	173 419	460	164 174	164 125	49
Financial management	87 993	87 988	5	75 198	75 145	53
Programme Support	1 096	1 096	-	1 053	1 050	3
Total	**291 316**	**290 847**	**469**	**275 421**	**275 291**	**130**

Strategy to overcome areas of under-performance

Number of training and development interventions implemented in the Office of the Premier
- Non-implemented training interventions will be carried over to the next financial year

Percentage of recommendations implemented on the Skills Audit Conducted for levels 1-12
- The skills audit report is completed and will be consulted with relevant stakeholders for approval. The implementation of the skills audit recommendations will commence in the new Financial Year

Percentage of valid invoices paid within 15 days from date of receipt
- End users will be reminded continuously should there be an outstanding invoice.
- Follow up emails will be sent to end users to remind them to sign invoices. Invoices that remain unsigned after 2 days will be escalated to the responsible Director.

Percentage preferential procurement spend on enterprises that are: PWD-owned
- OoP in Partnership with the GPT vendor management unit will:
  - Coordinate a targeted campaign to assist People with Disabilities-owned enterprises with CSD registration, compliance documentation and system readiness to participate in the procurement of specialised services.
  - Implement capacity building programmes to support People with Disabilities-owned enterprises to enable them to compete in high-value, specialised commodities such as ICT procurement and professional services

Percentage preferential procurement spend on township-based enterprises
- OoP in Partnership with the GPT vendor management unit will:
  - Coordinate a targeted campaign to assist township-based enterprises with CSD registration, compliance documentation and system readiness to participate in the procurement of specialised services.
  - Implement capacity building programmes to support township-based suppliers to enable them to compete in high-value, specialised commodities such as ICT procurement and professional services.

4.2 Programme 2: Institutional Development and Integrity Management

Purpose of the Programme

The Institutional Development Programme is responsible to:

- Lead, facilitate, coordinate and support a skilled, ethical and performance orientated GCR.
- Provide ICT related auxiliary support to the OoP towards modernising the public service.
- Promote and facilitate effective communication between government and the people of Gauteng, and the enhancement of service delivery and responsiveness.

Sub-Programmes for Programme 2

- **Strategic Human Resources –** to lead, facilitate, coordinate and support a skilled, ethical and performance orientated GCR.
- **Information and Communication Technology -** to provide ICT leadership and guidance and ICT-related auxiliary support to the OoP; towards modernising the public service.
- **Communication Services -** to promote and facilitate effective communication between government and the people of Gauteng.
- **Service Delivery Interventions –** to promote service delivery enhancement through the coordination of the GCR-wide customer-centric service delivery response system, and collaboration with departments and municipalities.

Departmental Outcomes that Programme 2 contributes towards according to the Annual Performance Plans

- Outcome 1: A skilled, capable, ethical and developmental state.
- Outcome 3: Inclusive quality education and healthcare and growing the skills needed for the economy.
- Outcome 4: Spatial transformation and integrated planning.
- Outcome 5: Responsive engagement between government and the citizenry and deepened social cohesion.
- Outcome 6: Collaborative relations between sub-national governments enhanced.

Outcome, outputs, output indicators, planned targets and actual achievements

The SHERQ management analysis offers oversight by assessing information on the implementation of OHS within GPG departments. The monitoring of workplace requirements aims to ensure compliance with legal and best practices for safety, health and environment as outlined in the OHS Act 85 of 1993 and its regulations. Each department is responsible for conducting regular OHS inspections and addressing any identified non-conformances to maintain a safe working environment.

Forty-Nine (49) occupational medicine-related cases were attended to by the Occupational Medical Practitioner (OMP). Thirty-three (33) of the cases were from the Department of Infrastructure Development. Eleven (11) of the cases were from the Department of Health. Four (4) of the cases were from the Office of the Premier. One (1) of the cases were from the Department of e-Government.

Seventy-Nine (79%) percent (23 out of 29) interventions in noncompliant GPG departments on hearings not held within 60 days from the date of precautionary suspension.

The GPG departments have a total staff establishment of 204 029 posts.

- 182 404 posts are filled and there is a vacancy rate of 11% (21 625 posts).
- There are currently 9 891 incumbents employed in addition to the fixed staff establishment.
- 15 178 employed out of adjustment to the posts they are currently occupying.

GPG Pay progression for level 2-12 and SMS level for the 2023/24 financial year is as follows:

- All 14 departments reported on PMDS pay progression for level 2-12
- Out of a total of 114797 employees on levels 2 – 12, 78655 employees were eligible for the performance assessments
- 42216 received performance score of 3 and above for level 2 -12
- 730 received performance score of 1 and 2 for level 2 -12 (Managers were requested to submit improvement plans which will be facilitated by HRD during the 2025/26 financial year)
- 38860 received performance score of 4
- A total of 278 SMS members obtained a score of 3, 25 SMS members received scores of 1 and 2 (Remedial actions were provided for areas below 3) and 87 SMS members received a score of 4

To mark the first day of the 2025 academic year, Premier Lesufi, alongside Members of the Executive Council, conducted oversight visits to schools across the province. These visits took place under the theme: *"Commitment to Build Quality Schools in Townships, Informal Settlements and Hostels (TISH)."*

The Back-to-School Campaign aimed to ensure that all schools are fully prepared and equipped to provide a conducive learning environment from day one. The initiative also focused on monitoring school operations and engaging directly with learners and staff about the Gauteng Department of Education's plans and calendar for the year.

In addition, MECs facilitated constructive dialogue between School Governing Bodies, the Department of Education District Offices, and local communities to address challenges relating to learning programmes, infrastructure, and school safety.

Furthermore, the 2025 Official Opening of the Gauteng Provincial Legislature took place under the theme "Harnessing parliamentary diplomacy for the realization of global solidarity, equality, and sustainability" where Premier Panyaza Lesufi reflected on the government achievements and challenges over the past year and outlined the provinces priorities and service delivery plans for the year ahead.

To support data-driven decision-making, the OoP commissioned a comprehensive public perception survey. The survey was successfully conducted to evaluate the effectiveness of government communication, responsiveness, and public engagement initiatives. The research has provided valuable insights into residents' perceptions of government services, their awareness of available programmes, and their overall satisfaction with communication efforts.

Key Findings

- **Government Responsiveness:** Low Trust and Dissatisfaction with Service Delivery. The survey reveals widespread dissatisfaction with municipal leadership and service responsiveness, especially among residents living in informal settlements, townships, and lower-income communities.
- **Poor Perceptions of Leadership –** 39% of residents rate municipal leadership poorly, with the most negative sentiment reported in informal dwellings and townships.
- **Lack of Government Care –** 40% of residents believe their municipality does not care about them. This view is even more pronounced among residents in informal settlements (54%) and those living in shacks (53%).
- **Unresolved Community Issues –** 39% of residents feel their problems remain unaddressed, rising to 52% among shack dwellers.
- **Ineffective Communication –** 43% of respondents feel inadequately informed about government services, with dissatisfaction highest in the City of Johannesburg (46%) and Sedibeng (49%).
- **Delays in Addressing Public Concerns –** Half of all residents (50%) feel their concerns are not addressed in a timely manner, with dissatisfaction peaking at 59% among those in informal settlements.

These findings will play a critical role in informing policy decisions, guiding strategic communication efforts, and fostering stronger alignment between government priorities and the expectations of the public.

The Premier's Office through its Service Delivery Interventions unit continues to engage residents on service delivery issues through the Mobile CRM System (USSD) in partnership with COGTA community workers. As of 31 March 2025, there are 254 community workers registered on the Mobile CRM System (USSD), and of the 254 registered community workers, 253 community workers are using the system to log service delivery cases in communities.

Over and above the use of USSD to engage with the residents of Gauteng, there are other interactive methods used by the Office to engage with residents at an individual level, household level or community level. The Multiple Interactive Channels are Toll-Free; SMS; e-mail; the Web; traditional media; social media; WhatsApp; Protests; Petitions and Gauteng Community Workers. These interactive channels have assisted the OoP in identifying service delivery cases and resolving them as follows:

Case resolution from inception (9 January 2020 – 31 March 2025)
- 70079 out of 78741 cases were resolved across the province, with a resolution rate of 89%.
- 33967 of 36921 (92%) individual cases were resolved across the province.
- 10141 of 11144 (91%) household cases were resolved across the province.
- 23152 of 26921 (86%) community cases were resolved across the province

Programme Performance on Designated Groups (Original APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	44,12% R 26 615 888,22	• There are limited number of companies owned by people with disabilities who are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises who provides lower value services. • In certain instances, they lack access to capital to finance orders issued to them	• Certain goods and services have been targeted for procurement from companies owned designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	31,07% R 18 743 430,65		
Persons with disabilities	0,43% R 260 983,50		

Programme Performance on Designated Groups (Adjusted APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	33,78% R 44 292 879,03	• There are limited number of companies owned by people with disabilities who are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises who provides lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	28,10% R 36 850 164,30		
Persons with disabilities	1,74% R 2 276 408,84		

Table 4.2.1: Report against the re-tabled APP

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Sub-programme: Strategic Human Resources – Adjusted APP								
1: A skilled, capable, ethical and developmental state	Implementation of the GPG SHERQ System monitored	Number of Monitoring reports on implementation of the GPG SHERQ System	Biannual reports on SHERQ management	Biannual reports on SHERQ management	Two (2) monitoring reports on implementation of the GPG SHERQ System	Two (2) monitoring reports on implementation of the GPG SHERQ System	N/A	N/A
	Status on Organisational culture in GPG departments assessed	Number of reports on culture change interventions implemented in GPG departments	Zero (0) reports on culture change interventions implemented in GPG departments	Biannual reports on culture change interventions implemented in GPG departments	Two (2) reports on culture change Interventions implemented in GPG departments	Two (2) reports on culture change interventions implemented in GPG departments	N/A	N/A
	Compliance by GPG departments on hearings held within 60 days from the date of precautionary suspension assessed	Percentage interventions in non-compliant GPG departments on hearings not held within 60 days from the date of precautionary suspension	Rephrased Indicator	100% Interventions in non-compliant GPG departments on hearings not held within 60 days from the date of precautionary suspension	65% Interventions in non-compliant GPG Departments on hearings not held within 60 days from the date of precautionary suspension	79% Interventions in non-compliant GPG departments on hearings not held within 60 days from the date of precautionary suspension	+14%	Escalation to policy and compliance institutions. MPSA Directive on discipline management strengthened monitoring and oversight of compliance in collaboration with DPSA and PSC
	Status of GPG departments staff establishment assessed	Number of assessments of the status of GPG departments staff establishment	Four (4) quarterly reports on the status of GPG departments staff establishment	Four (4) quarterly reports on the status of GPG departments staff establishment	Four (4) assessments of the status of GPG departments staff establishment	Four (4) assessments of the status of GPG departments staff establishment	N/A	N/A
	Implementation of the PMDS Framework for levels 1-12, SMS and HODs monitored	Number of monitoring reports on the Implementation of the PMDS Framework for levels 1-12, SMS and HODs	Bi-annual reports on the implementation of the PMDS Framework for levels 1-12, SMS and HODs	Bi-annual reports on the implementation of the PMDS Framework for levels 1-12, SMS and HODs	Two (2) monitoring reports on the Implementation of the PMDS Framework for levels 1-12, SMS and HODs	Two (2) monitoring reports on the implementation of the PMDS Framework for levels 1-12, SMS and HODs	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Sub-programme: Communication Services – Adjusted APP								
5: Responsive engagement between government and the citizenry and deepened social cohesion	Gauteng resident's perception and satisfaction of Gauteng Government assessed	Number of research studies commissioned	Three (3) research studies commissioned	One (1) research study commissioned	One (1) research study commissioned	One (1) research study commissioned	N/A	N/A
		Number of Cabinet Community Engagements held	New indicator	Thirty-Four (34) Cabinet Community Engagements held	Twelve (12) Cabinet Community Engagements held	Twenty-Four (24) Cabinet Community Engagements held	+12	Community engagements that were held exceeded the target due to: The Premier responding to the energy crisis and unemployment issues. The Executive Council responding to the outbreak of food borne illnesses that led to the tragic deaths of children and numerous hospitalisations across the province. This necessitated the government to intervene by holding public meetings and educating the people about food safety measures and encouraging behavioural change
6: Collaborative relations between subnational governments enhanced	The image of Gauteng City Region for trade, investment and tourism promoted	Number of programmes to market the Gauteng City Region implemented	Four (4) programmes to market the Gauteng City Region implemented	Five (5) programmes to market the Gauteng City Region implemented	Four (4) programmes to market the Gauteng City Region implemented	Seven (7) programmes to market the Gauteng City Region implemented	+3	The programmes to market the Gauteng City Region are a key priority for the Gauteng Province. The programmes work to position Gauteng as the preferred destination for investment and major sporting events.

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Sub-programme: Service Delivery Interventions – Adjusted APP								
5: Responsive engagement between government and the citizenry and deepened social cohesion	Integrated ward-based system utilised by GCR wide community workers	Percentage of registered COGTA CDWs using the CRM system	0% of registered COGTA CDWs using the CRM system	100% of registered COGTA CDWs using the CRM system	90% of registered COGTA CDWs using the CRM system	99.6% of registered COGTA CDWs using the CRM system	+9.6%	The overachievement is accounted to effective tracking of non-usage through SMS reminders on no usage and engagements with CDWs to address any USSD technical issues where there is low usage.
	Resolution and commitment to resolve individual, household and community needs through the GCR-wide CRM System	Number of dashboards tracking responses for cases that are lodged on the CRM System	Four (4) quarterly reports on tracking responses for cases that are lodged on the CRM System	Four (4) quarterly reports on tracking responses for cases that are lodged on the CRM System	Four (4) dashboards tracking responses for cases that are lodged on the CRM System	Four (4) dashboards tracking responses for cases that are lodged on the CRM System	N/A	N/A
	Household, community, and ward profiles conducted in the priority wards	Number of reports on household, community and ward profiles conducted in the priority wards	Four (4) quarterly Reports on household, community and ward profiles conducted in the priority wards	Four (4) quarterly reports on household, Community and ward profiles conducted in the priority wards	Four (4) quarterly reports on household, community and ward profiles conducted in the priority wards	Four (4) quarterly reports on household, Community and ward profiles conducted in the priority wards	N/A	N/A
	Service delivery unblocked through rapid response interventions	Number of reports on interventions Implemented to prevent potential Protests directed to the Office of the Premier.	Four (4) quarterly reports on interventions implemented to prevent potential protests directed to the Office of the Premier	Four (4) quarterly reports on interventions implemented to prevent potential protests directed to the Office of the Premier.	Four (4) quarterly reports on interventions implemented to prevent potential protests directed to the Office of the Premier	Four (4) quarterly reports on interventions implemented to prevent potential protests directed to the Office of the Premier	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
		Number of reports on interventions implemented on rapid response cases received	Four (4) quarterly reports on interventions implemented on rapid response cases received	Four (4) quarterly reports on interventions implemented on rapid response cases received	Four (4) quarterly reports on interventions implemented on rapid response cases received	Four (4) quarterly reports on interventions implemented on rapid response cases received	N/A	N/A

Linking performance with budgets

Programme 2 spent R351 million out of the total budget of R351 million which translates to 100% spending underspending. The spending is mainly driven by Omni-Channel software programme which intends to reform the government-citizen interaction to improve service delivery across the province, particularly in the disadvantaged and vulnerable regions and service delivery of elevated priorities.

Programme and Sub-programme expenditure

Sub- Programme Name	2024/2025			2023/2024		
	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 Resources	94 544	94 539	5	97 795	97 280	515
Information Technology	19 490	19 489	1	28 738	28 675	64
Legal Service	15 560	15 557	3	16 057	15 872	185
Communication Services	130 878	130 869	9	193 618	189 995	3 623
Programme Support	2 365	2 363	2	2 219	2 218	1
Service Delivery Intervention	89 157	89 152	5	51 214	51 093	121
Total	**351 994**	**351 969**	**25**	**389 642**	**385 133**	**4 509**

Strategy to overcome areas of under-performance

None

4.3. Programme 3: Policy and Governance

Purpose of the Programme 3

- Lead, facilitate, coordinate and support the active advancement of gender equality, women's empowerment, youth development and the rights of people with disabilities, older persons and military veterans.
- Support the Premier and the Executive Council with policy advice and support, international and intergovernmental relations, and integrated cooperative governance.
- Lead, facilitate, coordinate and support the implementation of the Integrity Management Programme in the GCR.
- Drive province-wide outcomes-based planning, performance monitoring and evaluation, to improve government performance towards enhanced service delivery and GCR development impacts/outcomes.
- Lead planning for sustainable development in the Gauteng City Region.

Subprogramme for Programme

- **Special Projects: GEYODI and MVO, including Youth Development** - to lead, facilitate, coordinate and support the active advancement of gender equality, women's empowerment, youth development and the rights of people with disabilities, older persons and military veterans.
- **Intergovernmental Relations, including Service Delivery and Integrity Management -** to support the Premier and the Executive Council with policy advice and effective management of international relations and intergovernmental relations, including the implementation of the Integrity Management Programme in the GCR.
- **Cluster Management** – to support the Premier and the Executive Council with policy advice, and the strategic coordination and management of the Executive Council Sub-Committee system.
- **Planning, Performance Monitoring and Evaluation** – to lead integrated planning for sustainable development in the Gauteng City Region; and to drive province-wide outcomes-based planning, performance monitoring and evaluation and systems.

Departmental Outcomes that Programme 3 contributes towards according to the APP

- Outcome 1: A skilled, capable, ethical and developmental state.
- Outcome 2: A growing and inclusive economy, jobs and infrastructure.
- Outcome 3: Inclusive quality education and healthcare and growing the skills needed for the economy.
- Outcome 4: Spatial transformation and integrated planning.
- Outcome 5: Responsive engagement between government and the citizenry and deepened social cohesion.
- Outcome 6: Collaborative relations between sub-national governments enhanced.
- Outcome 7: GCR energy sector reform.

Outcome, outputs, output indicators, planned targets and actual achievements

GPG-wide procurement spend on targeted groups as at current for 2024/25 FY is as follows:
- Black people spend = 43.73% against 80%
- Women spend = 7.06% against 40%
- Youth spend = 4.33% against 15%
- People with Disabilities spend = 0.10% against 7%

The Provincial Forensic Audits (PFA) received a total of 487 cases from the National Anti-Corruption Hotline (NACH), Ethics Hotline and from the Gauteng Provincial Departments for the period 01 April 2017 to 31 March 2025. Of 487 cases, 426 (87%) cases have been finalized and closed on PFA's database, and 61 (13%) cases are still pending finalization (as of 31 March 2025).

The records indicate that out of 747 SMS filled posts, 178 were vetted and 544 are awaiting feedback. Of the 544 that are awaiting feedback 349 are new applications and 195 are expired/re-applications. 25 SMS officials within GPG have not yet applied for security clearance. The increase in the total number of SMS members who have not yet applied for security clearance is due to expired clearances and the newly appointed. Vetting forms have already been issued to the outstanding SMS members which are due for submission by end of April 2025.

Out of 2189 SCM filled posts, 266 were vetted and 1903 are still awaiting feedback. 1714 out of 1903 are new applications and 189 are expired/re-applications. 20 SCM officials within GPG have not yet applied for security clearance. The misplacement of SCM officials on departmental staff establishment leads to information discrepancies. Furthermore, unapproved and unfunded Security Management Services structures affect the productivity of the Vetting Fieldwork Unit, as the same Vetting Investigators are expected to attend to vetting administration and other security-related tasks.

Hundred percent (100% - 10 out of 10) of cases recommended for referral to Law Enforcement Agencies (LEAs) for criminal investigation, have been reported to LEAs by the departments.

The departments recovered R2 039 689,78 (59,1%) out of R3 448 215,07 in cases of financial misconduct reported to the Public Service Commission as of March 2025 of the 2024/2025 financial year, with 27 officials involved. The amount involved for 9 officials at Health is still to be determined.

The OoP hosted an engagement session with key stakeholders, including the Gauteng Executive and the UAE Embassy, to promote trade and investment within Gauteng province. The session was aimed at strengthening economic ties and exploring new opportunities for collaboration.

The Metropolis Conference held in São Paulo, Brazil, in June 2024, reflects Gauteng's commitment to fostering global partnerships. The reports highlight strategic engagements and outcomes, particularly in areas such as urban governance, sustainability, and smart city initiatives. The focus is on leveraging the insights gained from international peers to enhance Gauteng's metropolitan development, strengthen cross-border relations, and align with global best practices in urban planning and development. This collaboration aims to contribute to the province's socioeconomic growth and urban resilience strategies.

Gauteng's active pursuit of partnerships with international regions, particularly in collaboration with China's Shandong province. A key meeting held between the Gauteng Growth and Development Agency, West Rand Municipality, the OoP, and Shandong province explored opportunities in green hydrogen and fuel cell production, as well as the strengthening of Special Economic Zones (SEZs). The engagement underscores Gauteng's strategic efforts to harness global expertise in green energy and advanced manufacturing, fostering economic growth and innovation within the province's SEZs and positioning it as a hub for sustainable industrial development.

Premier Lesufi also led the Gauteng delegation at the 12th World Urban Forum (WUF12) Summit held under the theme: "It All Starts at Home", Local Actions for Sustainable Cities and Communities" in Cairo, Arab Republic of Egypt. The Summit took place between 04-08 November 2024. #WUF12 is a high-level forum established by the United Nations (UN) in 2021, convened by the UN Human Settlements Programme (UN-Habitat).

The Premier was joined by the Human Settlements MEC, Tasneem Motara and Environment MEC, Shiela Mary Peters. 40% of the South African population resides in Gauteng, Cape Town, eThekwini and Nelson Mandela Bay. Transforming human settlers and the national space economy in South Africa requires a collaborative planning, coordinated investments, delivery and shared objectives.

On the 2nd of February 2025, a working dinner took place in Sandton, South Africa, between the Premier Lesufi and Mr. Wang Yi'ou, Deputy Governor of Hunan Province, China. This meeting followed President Cyril Ramaphosa's second state visit to China in September 2024, during which both countries committed to advancing their bilateral relationship to an All-Round Strategic Cooperative Partnership in a New Era. A Cooperation Framework Agreement is anticipated to be signed during the upcoming expo, formalizing collaboration in areas of mutual interest. This engagement represents a significant step toward strengthening the strategic partnership between the Gauteng and Hunan Provinces, with an emphasis on promoting shared economic growth and development.

Additionally, a Gauteng International Relations and G20 Committee Coordination Meeting was held at the Gauteng Gambling Board on 14 March 2025. The meeting aimed to streamline the province's international relations agenda, ensuring alignment with both provincial initiatives with national and global priorities. It further emphasized the role of strategic coordination in enhancing Gauteng's economic diplomacy through its G20 engagements. By aligning provincial priorities with global economic and development goals, Gauteng aims to strengthen its global influence, attract investment, and promote inclusive growth.

The Frontline Service Delivery Monitoring programme focused on the monitoring of government service points as well as assessing the experience of residents in their interaction with government facilities. A total of 102 site visits (cumulative) have been conducted and improvement plans facilitated (26 in Q1 + 27 in Q2 + 25 in Q3 + 24 in Q4). 100% of commitments have been tracked for progress as at 31 March 2025. This is made up of 12 commitments carried over from the Sedibeng DDM imbizo of 2023/24 as well as 17 commitments made in the Ekurhuleni Presidential Imbizo which was undertaken in 2024/25. Performance was as follows:

Sedibeng Presidential Commitments (Held 2023)

- Achieved: A total of 8 commitments (67%) have been achieved.
- In progress: There is good progress in resolving 4 commitments (33%) made, with processes underway.

Ekurhuleni Presidential Commitments (Held 2024)

- Achieved: A total of 5 commitments (29%) have been achieved.
- There is good progress in resolving 12 commitments (71%) made, with processes underway.

In the fiscal year 2024/2025, the Department of Human Settlements has effectively allocated 61% of its budget toward advancing spatial transformation initiatives within areas prioritized by the Spatial Development Framework. Additionally, 14% of the budget is being utilized in a manner that partially supports these objectives. However, 25% of the budget has been redirected to address legacy projects and upgrades in informal settlements located outside the designated priority zones. This allocation aims to ensure that all communities, including those not initially included in the priority framework, receive the necessary support and development resources.

In response to the urgent need for dignified housing, the Provincial Government has launched a rapid land release programme. As part of this initiative, Premier Lesufi, MEC for Human Settlements Tasneem Motara, and Ekurhuleni Mayor Alderman Nkosindiphile Xhakaza handed over serviced stands to qualifying beneficiaries. This strategic programme empowers beneficiaries by giving them access to serviced land, enabling them to build homes suited to their needs. A total of 2,560 serviced stands will be allocated. Furthermore, as part of continued efforts to improve access to housing, the Premier also handed over 178 completed homes to qualifying families at the Helderwyk Mega Housing Project in Brakpan. These developments are a strong reflection of the provincial government's commitment to service delivery and improving the quality of life for all residents of Gauteng.

The N12 Corridor Integrated Infrastructure Masterplan is a strategic initiative aimed at enabling long-term infrastructure development along the N12 corridor. The masterplan covers the spatial, infrastructural, and economic development trajectory of the N12 Corridor over a 20-year horizon. It incorporates inputs from key public and private sector stakeholders.

The project is 88% complete and remains largely on track. The first and second draft documents were delivered on schedule, with the second draft issued on 21 February 2025. Stakeholders were given until 14 March 2025 to provide final comments. Critical Activities include:

- Refinement of the implementation framework
- Integration of stakeholder inputs
- Finalisation of infrastructure investment framework

Extensive engagements were conducted with over 30 public and private entities. Key concerns raised included misalignment between departments, infrastructure vandalism, limited human capital, and funding constraints. Inputs are being integrated into the final report.

There is an array of distressed infrastructure projects across various departments, including Education, Infrastructure (STARS), Health, Roads & Transport, Human Settlements, Social Development, and Sports, Arts, Culture and Recreation. These projects are experiencing delays or challenges due to issues such as procurement bottlenecks, land and town planning complications, budget constraints, contractor performance, and inter-departmental coordination.

A review of these distressed infrastructure projects reveals several recurring themes contributing to delays and implementation challenges:

- **Procurement and SCM Delays:** Many projects are stalled due to slow procurement processes, including delays in appointing contractors or professional service providers (PSPs), and challenges in terminating and replacing underperforming teams.
- **Land and Town Planning Issues:** Several projects face unresolved land ownership, rezoning, subdivision, and township establishment matters. These include cross-border disputes, outstanding Certificates of Occupation, and delays in land transfers or donations.
- **Budget Constraints and Funding Gaps:** Lack of budget allocations, especially mid-project or for remaining works, is a critical issue. In some cases, delays in payment processing or unclear funding responsibilities (e.g., between departments) have further hindered progress.
- **Contractor Performance and Site Abandonment:** Financially constrained or non-performing contractors have disrupted timelines. In multiple cases, contractors have either left site or are progressing slowly, with

recovery plans under review.
- **Interdepartmental and Stakeholder Coordination:** Poor coordination between departments (e.g., DID, CoJ, CoT, GDoH) and limited communication have led to fragmented project execution. Several updates note the need for improved engagement across levels.
- **Security and Site Vandalism Risks:** There is growing concern about the vulnerability of project sites during the December holiday closure period, especially where security measures are lacking or pending.
- **Technical and Design Deficiencies:** Design flaws, such as inadequate stormwater management or costly utility requirements (e.g., bulk electricity), have either stalled implementation or required significant scope revisions.
- **Data and System Updates:** Inaccurate or outdated reporting and poor documentation have made it difficult to track real-time progress, highlighting the need for regular system updates and improved information management.

These themes underscore systemic weaknesses in planning, coordination, and oversight, and point to the need for structured interventions to unblock and accelerate delivery.

To address these challenges, the following key recommendations are proposed:

a. **Strengthen Interdepartmental Coordination:** Establish cross-functional task teams to resolve land, planning, and funding issues, with clear accountability and timelines.
b. **Accelerate Procurement Processes:** Fast-track SCM approvals and streamline contractor appointment procedures, especially for critical or long-delayed projects.
c. **Improve Contractor Oversight:** Enforce performance management of contractors and PSPs, including timely replacement of underperforming service providers.
d. **Secure Project Sites:** Ensure site security during holiday shutdowns and periods of inactivity to prevent vandalism and theft.
e. **Enhance Project Monitoring:** Update project information systems regularly and ensure all departments submit accurate, real-time progress reports.
f. **Address Funding Gaps:** Engage Treasury and relevant stakeholders early to confirm budgets and secure bridging finance where needed.

The OOP, in collaboration with the DPME, and the Gauteng Department of CoGTA assessed Departments SPs and APPs for alignment to the MTDP, GGT2030 priorities, Revised Framework for Strategic Plans and Annual Performance Plans, Integrated Crime and Violence Prevention Strategy, Transformation Programmes on Rights for Women, Youth, Persons with Disabilities and Older Persons, DDMs (One Plans) and the Spatial Development Framework.

The GPG adopted a multifaceted Energy Response Plan to ensure sustainable energy security, in alignment with its GGT2030 Vision. Key pillars include infrastructure investment, renewable energy adoption, energy poverty reduction, and transitioning to a low-carbon economy. The Energy Response Programme aims to add 5,000 MW of capacity by 2034, with the goal of reducing dependence on Eskom by 30%. Phase 1 close-out report was finalised and presented with lessons learned. Phase 2 implementation is progressing well across five municipalities, with City Power as the implementing agent.

To support strategic planning, the development of a Gauteng Provincial Energy Model is proposed using the current energy budget. The model will enable scenario planning and define least-cost pathways to achieve the 5,000 MW target. A revised and time-bound approach is now in place, focusing on completing rollover projects by June 2025 and resolving operational blockages to ensure visible delivery outcomes.

The SEIAS was adopted by the Gauteng Executive Council in GPG in February 2021 as an ex-ante policy analytic tool to assess the likely impacts as well as costs and benefits to various social groups resulting from the introduced public policies, legislation, regulations and other impactful policy proposals.

The OoP has been leading the work on integrating the SEIAS in the policy making processes of the provincial government. To this end, The Office developed SEIAS templates and implementation guidelines as tools that departments must use in complying to SEAIS. In addition, the Office conducts regular workshops and handholding sessions throughout the GPG as part of providing support to departments during the policy development stages of the policy value chain.

Programme Performance on Designated Groups (Original APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	2,66% R 1 605 909,84	• There is a limited number of companies owned by people with disabilities who are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises who provide lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned by designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	1,00% R 600 483,43		
Persons with disabilities	0,02% R 13 110,00		

Programme Performance on Designated Groups (Adjusted APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	5,29% R 6 938 970,42	• There is a limited number of companies owned by people with disabilities that are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises which provide lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned by designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	3,15% R 4 126 496,50		
Persons with disabilities	0,06% R 81 890,00		

Table 4.3.1: Report against the originally tabled APP until date of re-tabling

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations	Reasons for revisions to the Outputs/Output indicators/ Annual Targets
Sub-programme: Intergovernmental Relations (Service Delivery and Integrity Management) - Original APP Indicator – Quarter 2 Achievement									
1: A skilled, capable, ethical and developmental State	Integrity and ethics driven public service	Percentage of reported fraud and corruption cases finalised	86% of reported fraud and corruption National Anti-Corruption Hotline (NACH) cases finalised	92% of reported fraud and corruption NACH cases finalised	85% of reported fraud and corruption cases finalised.	99% of reported fraud and corruption forensic investigation cases finalised	+14%	The Provincial Forensic Audits (PFA) received a total of seven (7) new NACH cases from the Office of Public Service Commission (PSC) from 01 July to 30 September 2024 for Quarter 2. Zero (0) cases were received in July 2024, four (4) new cases were received in August 2024 and three (3) new cases were received in September 2024, resulting in a total of 576 (99%) cases being closed on the database and 5 (1%) cases that are still outstanding (as of 30 September 2024).	Target revised due to the indicator being designed to take into consideration cases received from ALL sources of data. The Provincial Forensic Audits (PFA) has finalized the backlog cases on NACH (2014/15-2016/2017), which have been removed from the report, as a result, this has negatively impacted the high performance previously reported when the percentage dropped below the target initially committed (from 92% to 80%). The change of a denominator in the TID is therefore the cause of the change of a target

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations	Reasons for revisions to the Outputs/Output indicators/ Annual Targets
Sub-programme: Planning, Performance Monitoring and Evaluation (Policy, Research and Advisory Services) - Original APP Indicator – Quarter 2 Achievement									
2: A growing and inclusive economy, jobs and infrastructure	Investment committed to accelerate the economy and create sustainable employment	Number of reports on Rand value of net new investment facilitated	Zero (0) report on Rand value of net new investment facilitated	Two (2) reports on Rand value of net new Investment facilitated	One (1) report on Rand value of net new investment facilitated	One (1) report on Rand value of net new investment facilitated	N/A	N/A	The indicator is under the ambit of the GGDA and 5-year target of the 6th Administration has been met.
7: GCR energy sector reform	Revised Gauteng Energy Security Strategy implemented	Number of reports on repositioning the GCR Energy Security Office	Zero (0) reports on repositioning the GCR Energy Security Office	Bi-annual reports on repositioning the GCR Energy Security Office	One (1) report on repositioning the GCR Energy Security Office	One (1) report on repositioning the GCR Energy Security Office	N/A	N/A	The OoP plays a critical role in ensuring GCR energy sector reforms, but the implementation of the Energy Security Strategy is a mandate of COGTA. The Office of the Premier's role is to track and monitor its implementation, hence the assessment reviews that will be conducted to intervene/ unblock in areas of underperformance.
Sub-programme: Planning, Performance Monitoring and Evaluation (Delivery Support Unit) - Original APP Indicator – Quarter 2 Achievement									
1: A skilled, capable, ethical and developmental State	Delivery Agreements between Premier and each MEC in the Governance and Planning Cluster	Percentage of quarterly elevated priorities achieved in the Governance and Planning Cluster	Three (3) quarterly reports on progress against targets in the Delivery Agreements in the Governance and Planning Cluster	71% of quarterly elevated priorities achieved in the Governance and Planning Cluster	60% of quarterly elevated priorities achieved in the Governance and Planning Cluster	0% of quarterly elevated priorities achieved in the Governance and Planning Cluster	-60%	Previous Delivery Agreements concluded at the end of 2023/24 (March 2024), in which Quarter 1 reports were submitted.	Indicator removed from APP from Q3 2024/25 - Quarterly targets adjusted due to new delivery agreements being formulated for the new term of office

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations	Reasons for revisions to the Outputs/Output indicators/ Annual Targets
Sub-programme: Planning, Performance Monitoring and Evaluation (Delivery Support Unit) - Original APP Indicator – Quarter 2 Achievement									
2: A growing and inclusive economy, jobs and infrastructure	Delivery Agreements between Premier and each MEC in the Economic Cluster	Percentage of quarterly elevated priorities achieved in the Economic Cluster	Three (3) quarterly reports on progress against targets in the Delivery Agreements in the Economic Cluster	62% of quarterly elevated priorities achieved in the Economic Cluster	60% of quarterly elevated priorities achieved in the Economic Cluster	0% of quarterly elevated priorities achieved in the Economic Cluster	-60%	Previous Delivery Agreements concluded at the end of 2023/24 (March 2024), in which Quarter 1 reports were submitted.	Indicator removed from APP from Q3 2024/25 - Quarterly targets adjusted due to new delivery agreements being formulated for the new term of office
3: Inclusive quality education and healthcare and growing the skills needed for the economy	Delivery Agreements between Premier and each MEC in the Social Cluster	Percentage of quarterly elevated priorities achieved in the Social Cluster	Three (3) quarterly reports on progress against targets in the Delivery Agreements in the Social Cluster	63% of quarterly elevated priorities achieved in the Social Cluster	60% of quarterly elevated priorities achieved in the Social Cluster	0% of quarterly elevated priorities achieved in the Social Cluster	-60%	Previous Delivery Agreements concluded at the end of 2023/24 (March 2024), in which Quarter 1 reports were submitted.	Indicator removed from APP from Q3 2024/25 - Quarterly targets adjusted due to new delivery agreements being formulated for the new term of office
Sub-programme: Planning, Performance Monitoring and Evaluation (Strategic Planning, Performance Monitoring and Evaluation) - Original APP Indicator – Quarter 2 Achievement									
1: A skilled, capable, ethical and developmental State	Result-based planning and reliable reporting within the province	Percentage of GGT2030 targets achieved	New Indicator	78% of GGT2030 targets achieved	65% of GGT2030 targets achieved	62% of GGT2030 targets achieved	-3%	The reported rate of performance is a representation of all GPG departments. Despite the tracking of performance monthly, the OoP PME officials do not have direct control over implementation of the departmental APP programmes.	The indicator in its current form is incongruent with the role, responsibility and scope of the transversal programme performance monitoring and reporting function. Consequently, there is no scientific basis for the current target in terms of the percentage proportion concerning the level of departmental

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations	Reasons for revisions to the Outputs/Output indicators/ Annual Targets
									performance. For instance, if indeed the transversal performance monitoring unit was legally compelled to assume accountability for the departmental performance, the ideal target would have been 100% rather than 65% achievement of the planned outputs. The latter is not withstanding the fact that the unit takes full responsibility for facilitating setting of the interventions to improve performance, including tracking implementation of the improvement plans, accordingly.

Table 4.3.2: Report against the re-tabled APP

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Programme / Sub-programme: GEYODI and MVO– Adjusted APP								
2: A Growing and inclusive economy, jobs and infrastructure	Economic support for targeted groups monitored	Number of analysis of the GPG-wide procurement spend on enterprises owned by targeted groups conducted	Four (4) reports on the analysis of the GPG wide procurement spend on enterprises owned by targeted groups	Four (4) reports on the analysis of the GPG wide procurement spend on enterprises owned by targeted groups	Four (4) analysis of the GPG-wide procurement spend on enterprises owned by targeted groups conducted	Four (4) analysis of the GPG-wide procurement spend on enterprises owned by targeted groups conducted	N/A	N/A
5: Responsive engagement between government and the citizenry and deepened social cohesion	Implementation of the Gender-Based Violence Provincial Action Plan assessed	Number of assessments of the implementation of the Gender-Based Violence Provincial Action Plan	Biannual reports on the implementation of Gender-Based Violence Provincial Action Plan by GPG departments	Biannual reports on the implementation of Gender-Based Violence Provincial Action Plan by GPG departments	Two (2) assessments of the implementation of Gender-Based Violence Provincial Action Plan by GPG departments	Two (2) assessments of the implementation of Gender-Based Violence Provincial Action Plan by GPG departments	N/A	N/A
	Realisation of the rights and qualitative equity of targeted groups across the GCR	Number of reviews of the alignment of departmental sector policies, programmes and budget to provincial transformation policies to advance the rights of targeted groups	Four (4) quarterly reports on the alignment of departmental sector policies, programmes and budget to provincial transformation policies to advance the rights of targeted groups	Biannual reports on the alignment of departmental sector policies, programmes and budget to provincial transformation policies to advance the rights of targeted groups	Two (2) reviews of the alignment of departmental sector policies, programmes and budget to provincial transformation policies to advance the rights of targeted groups	Two (2) reviews of the alignment of departmental sector policies, programmes and budget to provincial transformation policies to advance the rights of targeted groups	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
	Compliance of GPG departments to the Military Veteran Action Plan assessed	Number of assessments on the compliance of GPG departments to the Military Veteran Action Plan	Four (4) quarterly reports on the compliance of GPG departments to the Military Veteran Action Plan	Four (4) quarterly reports on the compliance of GPG departments to the Military Veteran Action Plan	Four (4) assessments on the compliance of GPG departments to the Military Veteran Action Plan	Four (4) assessments on the compliance of GPG departments to the Military Veteran Action Plan	N/A	N/A
Subprogramme: GEYODI and MVO (Youth Development) – Adjusted APP								
2: A growing and inclusive economy, jobs and infrastructure	Youth Development Programme coordinated	Number of reports on the implementation of the Gauteng Integrated Youth Development Strategy	Zero (0) quarterly reports on the implementation of the Tshepo 1 Million Programme	Four (4) quarterly reports on the implementation of the Youth Development Programme	Two (2) reports on the implementation of the Gauteng Integrated Youth Development Strategy	Two (2) reports on the implementation of the Gauteng Integrated Youth Development Strategy	N/A	N/A
Subprogramme: (Intergovernmental Relations) – Adjusted APP								
6: Collaborative relations between sub-national governments enhanced	Intergovernmen-tal Relations that support cooper-ative governance and GGT2030 in the GCR	Number of anal-ysis reports on intergovernmental relations	Biannual analysis reports on intergovern-mental relations	Three (3) analysis reports on inter-governmental relations	Two (2) analysis re-ports on intergov-ernmental relations	Two (2) analysis reports on inter-governmental relations	N/A	N/A
	International Relations programme implemented	Number of reports on the collabora-tion with Africa and the world	Biannual reports on the collab-oration with Africa and the world	Biannual reports on the collabo-ration with Africa and the world	Two (2) reports on the collaboration with Africa and the world	Two (2) reports on the collaboration with Africa and the world	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
		Number of engagements with stakeholders	Two (2) engagements with stakeholders	Three (3) engagements with stakeholders	Two (2) engagements with stakeholders	Two (2) engagements with stakeholders	N/A	N/A
		Number of strategic regional level structured engagements	Seven (7) strategic regional level structured engagements	Four (4) strategic regional level structured engagements	Four (4) strategic regional level structured engagements	Four (4) strategic regional level structured Engagements	N/A	N/A
Subprogramme: Intergovernmental Relations (Service Delivery and Integrity Management) – Adjusted APP								
1: A skilled, capable, ethical and developmental state	Compliance to ethics and anti-corruption legislation and policy prescripts in GPG monitored	Number of assessments of compliance to ethics and anti-corruption legislation and policy prescripts in GPG	One (1) annual report on monitoring compliance to Ethics and Anti-Corruption legislation and policy prescripts in GPG.	One (1) annual report on monitoring compliance to Ethics and Anti-Corruption legislation and policy prescripts in GPG.	One (1) assessment of compliance to ethics and anti-corruption legislation and policy prescripts in GPG	One (1) annual report on monitoring compliance to Ethics and Anti-Corruption legislation and policy prescripts in GPG.	N/A	N/A
	Integrity and ethics driven public service	Percentage of reported fraud and corruption forensic investigation cases finalised	86% of reported fraud and corruption NACH cases finalised	92% of reported NACH cases finalised	80% of reported fraud and corruption cases finalised.	87% of reported fraud and corruption cases finalised.	+7%	The Provincial Forensic Audits (PFA) received a total of ten (10) new cases between 01 January - 31 March 2025. Of the ten (10) cases, six (6) cases have been referred to Gauteng Provincial Departments for investigation and four (4) are pending finalization by PFA. Furthermore, PFA finalized nine (9) cases in Quarter 4.

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
		Percentage of fraud and corruption cases reported to the law enforcement agencies for criminal investigation	92.3% of fraud and corruption cases have been reported to the law enforcement agencies for criminal investigation	100% of fraud and corruption cases reported to the law enforcement agencies for criminal investigation	90% of fraud and corruption cases reported to the law enforcement agencies for criminal investigation	100% of fraud and corruption cases reported to the law enforcement agencies for criminal investigation	+10%	The Chief Directorate: Integrity Management is continuously reminding departments to implement recommendations of the final forensic investigating reports.
		Percentage value of assets lost through financial misconduct recovered	Biannual reports on value of assets lost through financial misconduct and economic crimes reported	2.34% value of assets lost through financial misconduct and economic crimes recovered	17% value of assets lost through financial misconduct and economic crimes recovered	59% value of assets lost through financial misconduct and economic crimes recovered	+42%	The OoP is working with the Asset Forfeiture Unit to facilitate the recovery through the Special Tribunal at the Special Investigating Unit.
	Vetting of officials in high-risk areas across the GPG monitored	Number of reports on vetting of officials in high-risk areas (SOPA)	Four (4) quarterly reports on vetting of SMS, HRM and SCM officials	Four (4) quarterly reports on vetting of officials in high-risk areas	Two (2) reports on vetting of officials in high-risk areas	Two (2) reports on vetting of officials in high-risk areas	N/A	N/A
Subprogramme: Cluster Management (Executive Council Systems Support and Services and Leader of Government Business) - Adjusted APP								
1: A skilled, capable, ethical and developmental state	The Executive Council Cluster System coordinated and managed	Number of reports on decision matrixes produced for Executive Council cycle of meetings	Four (4) quarterly reports on decision matrixes produced for Executive Council cycle of meetings	Four (4) quarterly reports on decision matrixes produced for Executive Council cycle of meetings	Four (4) quarterly reports on decision matrixes produced for Executive Council cycle of meetings	Four (4) quarterly reports on decision matrixes produced for Executive Council cycle of meetings	N/A	N/A
	Relations between the Executive Council and Legislature coordinated and managed	Number of analysis reports of questions posed in the Legislature developed	Two (2) analysis reports on questions posed in the Legislature	Two (2) analysis reports on questions posed in the Legislature	Two (2) analysis reports on questions posed in the Legislature developed	Two (2) analysis reports on questions posed in the Legislature developed	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Subprogramme: Planning, Performance Monitoring and Evaluation (Policy, Research and Advisory Services) - Adjusted APP								
2: A growing and inclusive economy, jobs and infrastructure	Interventions Implemented to support struggling infrastructure projects	Number of reports on incomplete infrastructure	New indicator	New indicator	Two (2) reports on incomplete infrastructure	Two (2) reports on incomplete infrastructure	N/A	N/A
4: Spatial transformation and integrated planning	Regional master plans completed	Number of regional master plans completed	Zero (0) Regional master plan completed (N12 Masingita)	Zero (0) Regional master plan completed	One (1) Regional master plan completed	One (1) Regional master plan completed	N/A	N/A
7. GCR energy sector reform	Revised Gauteng Energy Security Strategy implemented	Number of reports on the assessment reviews on the implementation of the Gauteng Energy Security Strategy	New Indicator	New Indicator	Two (2) reports on the assessment reviews on the implementation of the Gauteng Energy Security	Two (2) reports on the assessment reviews on the implementation of the Gauteng Energy Security	N/A	N/A
1: A skilled, capable, ethical and developmental State	Research agenda implemented	Number of research studies conducted as per approved research agenda	One (1) research studies conducted as per approved research agenda	Two research studies conducted as per approved research agenda	Two (2) research studies conducted as per approved research agenda	Two (2) research studies conducted as per approved research agenda	N/A	N/A
2: A growing and inclusive economy, jobs and infrastructure	Socio-Economic Impact Assessment System implemented	Number of reports on the application of Socio-Economic Impact Assessment System (SEIAS)	Bi-annual reports on the application of SEIAS	Bi-annual reports on the application of SEIAS	Two (2) reports on the application of SEIAS	Two (2) reports on the application of SEIAS	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Subprogramme: Planning, Performance Monitoring and Evaluation (Delivery Support Unit) - Adjusted APP								
1: A skilled, capable, ethical and developmental State	Delivery Agreements between Premier and each MEC in the Governance and Planning Cluster	Number of end of term reviews on Delivery Agreements between Premier and each MEC in the Governance and Planning Cluster	-	Not applicable for 2023/24	One (1) end of term review on delivery agreements between Premier and each MEC in the Governance and Planning Cluster	One (1) end of term review on delivery agreements between Premier and each MEC in the Governance and Planning Cluster	N/A	N/A
2: A growing and inclusive economy, jobs and infrastructure	Delivery Agreements between Premier and each MEC in the Economic Cluster	Number of end of term reviews on Delivery Agreements between Premier and each MEC in the Economic Cluster	-	Not applicable for 2023/24	One (1) end of term review on delivery agreements between Premier and each MEC in the Economic Cluster	One (1) end of term review on delivery agreements between Premier and each MEC in the Economic Cluster	N/A	N/A
3: Inclusive quality education and healthcare and growing the skills needed for the economy	Delivery Agreements between Premier and each MEC in the Social Cluster	Number of end of term reviews on Delivery Agreements between Premier and each MEC in the Social Cluster	-	Not applicable for 2023/24	One (1) end of term review on delivery agreements between Premier and each MEC in the Social Cluster	One (1) end of term review on delivery agreements between Premier and each MEC in the Social Cluster	N/A	N/A
1: A skilled, capable, ethical and developmental State	Delivery Agreements between Premier and each MEC	Number of Delivery Agreements between Premier and each MEC	New indicator	New indicator	10 Delivery Agreements between Premier and MECs signed	Zero (0) Delivery Agreements between Premier and MECs signed	-10	The process of developing and approving the MTDP (2024/2029) has resulted in delays of finalising the Delivery Agreements for sign-off

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
		Number of progress reports on Delivery Agreements	New indicator	New indicator	Annual report on progress against Delivery Agreement targets	Zero (0) reports on progress against Delivery Agreement targets	-1	The finalization of MECs Delivery Agreements in October 2024 was impacted by the postponement of the adoption of the national MTDP by the Cabinet to February 2025 and the review of the provincial MTDP priority interventions and targets to align to the MTEF. This has led to delays in the adoption of the provincial MTDP and finalization of MECs Delivery Agreements to the new financial year and invariable impacting on the developing of progress reports on Delivery Agreements for the financial year that ended 31 March 2025.
		Number of interventions to address identified areas of underperformance	New indicator	New indicator	Two (2) interventions to address identified areas of underperformance	Two (2) interventions to address identified areas of underperformance	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
Subprogramme: Planning, Performance Monitoring and Evaluation (Strategic Planning, Performance Monitoring and Evaluation) - Adjusted APP								
1: A skilled, capable, ethical and developmental State	Increase in number of Departments with no material findings on audit of predetermined objectives	Number of GPG Departments with no material findings on audit of predetermined objectives	-	11 GPG Departments with no material findings on audit of predetermined objectives	13 GPG Departments with no material findings on audit of predetermined objectives	Eleven (11) GPG Departments with no material findings on audit of predetermined objectives	-2	The underachievement of the target is because of material findings on the reliability of performance information. Improving audit outcomes as it relates to the reliability of performance information is a function of GAS
	Alignment of the GPG departments' annual performance plans to the Revised Framework for Strategic Plans and Annual Performance Plans and to the national and provincial Priorities assessed	Number of assessments of the alignment of GPG departments plans to the national, provincial priorities and to the Revised Framework for Strategic Plans and Annual Performance Plans	One (1) analysis report on alignment of Annual Performance Plan 2023/24 for GPG departments	One (1) assessment report on alignment of GPG departments Annual Performance Plans 2024/25 to the provincial, national priorities and to the Revised Framework for Strategic Plans and Annual Performance Plans	Two (2) assessments of the alignment of GPG departments plans to the national, provincial priorities and to the Revised Framework for Strategic Plans and Annual Performance Plans) (2025-2030 SP and 2025/26 APP)	Two (2) assessments of the alignment of GPG departments plans to the national, provincial priorities and to the Revised Framework for Strategic Plans and Annual Performance Plans) (2025-2030 SP and 2025/26 APP)	N/A	N/A
	Result-based planning and reliable reporting within the province	Number of evaluation studies undertaken	One (1) evaluation Studies undertaken	Zero (0) evaluation studies undertaken	Two (2) evaluation studies undertaken	Two (2) evaluation studies undertaken	N/A	N/A
		Number of end of term reports produced	-	N/A	One (1) end of term report produced	One (1) end of term report Produced	N/A	N/A
		Number of the GPG-wide assessment reviews on the implementation progress of the departmental APP programmes towards the medium-long term priorities	-	New Indicator	Two (2) GPG-wide assessment reviews on the implementation progress of the departmental APP programmes towards the medium-long term priorities	Two (2) GPG-wide assessment reviews on the implementation progress of the departmental APP programmes towards the medium-long term priorities	N/A	N/A

OoP Outcome	Output	Output Indicator	Audited Actual Achievement 2022/2023	Audited Actual Achievement 2023/2024	Planned Target 2024/2025	Actual Achievement 2024/2025 until date of re-tabling	Deviation from planned target to Actual Achievement for 2024/2025	Reasons for Deviations
5. Responsive engagement between government and the citizenry and deepened social cohesion	Service delivery in key priority areas through ongoing monitoring and reporting	Percentage of key community-wide service delivery commitments tracked for progress	100% key community-wide service delivery commitments tracked for progress	100% key community-wide service delivery commitments tracked for progress	100% key community-wide service delivery commitments tracked for progress	100% key community-wide service delivery commitments tracked for progress	N/A	N/A
		Number of improvement plans facilitated in areas of underperformance	Three hundred and twenty-one (321) improve-ment plans facil-itated in areas of underperformance	Hundred and One (101) improvement plans facilitated in areas of underperformance	One hundred (100) improvement plans facilitated in areas of underperformance	Hundred and Two (102) improvement plans facilitated in areas of underperformance	+2	Collaboration with DPME helped to increase the reach

Strategy to overcome areas of under-performance

Number of engagements with stakeholders:

- The engagements with stakeholders have been identified to take place in the next Financial Year

Number of Delivery Agreements between Premier and each MEC:

- The signing of the Delivery Agreements is anticipated to be finalised in the next Financial Year.

Number of progress reports on Delivery Agreements:

- The adoption of the provincial MTDP and finalization of MECs Delivery Agreements entered into the EXCO system for conclusion by end of this cycle with the 2025/26 first quarter report on MECs Delivery Agreements planned for end of June 2025.

Linking performance with budgets

Programme 3 spent R163 million out of the total budget of R163 million which translates to 100% spending. Spending is mainly attributed the GIS License and the data for monitoring informal settlements, the SIU and transformation events.

Programme and Sub-programme Expenditure

Sub- Programme Name	2024/2025			2023/2024		
	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
Inter-Governmental Relations	47 484	47 478	6	44 098	41 382	2 716
Provincial Policy Management	113 719	113 712	7	144 913	98 687	16 226
Programme Support	2 553	2 552	1	3 325	3 314	11
Total	**163 756**	**163 742**	**14**	**162 336**	**143 383**	**18 953**

Programme Performance on Designated Groups (Original APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	2,66% R 1 605 909,84	• There is a limited number of companies owned by people with disabilities which are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises which provide lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups
Youth	1,00% R 600 483,43		
Persons with disabilities	0,02% R 13 110,00		

Programme Performance on Designated Groups (Adjusted APP)

Designated groups	Achievements	Challenges	Mitigation measures
Women	5,29% R 6 938 970,42	• There is a limited number of companies owned by people with disabilities who are registered on the Central Supplier Database. • These are mostly Small and Medium Enterprises which provide lower value services. • In certain instances, they lack access to capital to finance orders issued to them.	• Certain goods and services have been targeted for procurement from companies owned designated groups. • Branches within the programme have developed Demand Management Plans and have targeted procurement from designated groups.
Youth	3,15% R 4 126 496,50		
Persons with disabilities	0,06% R 81 890,00		

5. TRANSFER PAYMENTS

The table below reflects the transfer payments made for the period 1 April 2024 to 31 March 2025.

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
GCRO	Higher Education	Gauteng City Region Observatory (GCRO)		30 601	30 601	-
DSTV	Dept Agencies	Com Licences		17	17	-
Household Transfers	Social contributions	Payment for social benefit		2 452	2 448	4
Household Transfers	Social benefit (Claim against state)	Life Esidimeni and social benefit		70 902	70 800	102

The OoP spent R103.8 million or 99.9% of the allocated budget of R103.9 million at the end of 2024/25 financial year. Transfers to higher education institution, (University of Witwatersrand - Wits) for the Gauteng City Region Observatory (GCRO) spent 100%. The Transfer to households (social benefits) spent 99% and the payments were made for leave gratuity to employees who exited the department in the 2024/25 financial year. Life Esidimeni spent 100% for all claims received in the 2024/25 financial year.

The table below reflects the transfer payments, which were budgeted for in the period 1 April 2024 to 31 March 2025.

Name of transferee	Purpose for which the funds were used	Did the dept. comply with s38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
GCRO	Gauteng City Region Observatory (GCRO)		30 601	30 601	-
DSTV	Dept Agencies		17	17	-
Household Transfers	Payment for social benefit		2 452	2 448	4
Household Transfers	Life Esidimeni and social benefit		70 902	70 800	102

During the financial year, the OoP has spent R103.8 million on transfers compared to the total allocation of R103.9 million, which translates to 99.9% spending.

6. CONDITIONAL GRANTS

The OoP does not have any conditional grants.

7. DONOR FUNDS

The OoP did not receive any donor funds.

8. CAPITAL INVESTMENT

Not applicable to the OoP.


AFRICA'S FIR

PART C: GOVERNANCE

1. INTRODUCTION

The composition of the Executive Council Committees has been allocated in line with the relevant National and Provincial priorities to promote a coherent and integrated government, geared towards effective service delivery. The main functions of the Executive Council and its sub-committees are to ensure the alignment of government-wide priorities, to facilitate and monitor the implementation of priority programmes and to provide a consultative platform on cross-cutting priorities and matters being taken to the Executive Council for decision making.

The governance structures below are inclusive of the Political and Technical levels of the Executive Council and Premier's Coordinating Forum meetings and are transversal in nature. They are supported by the OoP, and include Members of the Executive Council, Executive Mayors, Heads of Department, Municipal Managers and representation from the SALGA.

EXECUTIVE COUNCIL		
Executive Council	In terms of Section 132 of the Constitution of the Republic of South Africa, the Premier of a province constitutes the Executive Council. 132. (1) The Executive Council of a province consists of the Premier, as head of the Council, and no fewer than five and no more than ten members appointed by the Premier from among the Members of the Provincial Legislature (MPLs). (2) The Premier of a province appoints the Members of the Executive Council (MECs), assigns their powers and functions, and may dismiss them.	• Premier • Community Safety Executive Authority • MEC for Finance & Economic Development • MEC for Education; Sport, Arts, Culture & Recreation • MEC for Human Settlements • MEC for Infrastructure Development; Cooperative Governance and Traditional Affairs • MEC for Social Development • MEC for Roads & Transport • MEC for Health and Wellness • MEC for e-Government • MEC for Environment • MEC for Agriculture & Rural Development Office of the Premier: • DG • Special Advisors • DDGs

SUB-COMMITTEE	TERMS OF REFERENCE	COMPOSITION
Economic: Technical Sub-Committee and Sub-Committee meetings	Providing high-level technical and strategic support and leadership in respect of the implementation, coordination and monitoring of policies and legislation that informs provincial programmes and projects that contribute to: • Radical economic transformation • Modernisation of the economy • Modernisation of human settlements and urban development • Modernisation of public transport infrastructure • Re-industrialisation of Gauteng province • Taking the lead in Africa's new industrial revolution The specific Terms of Reference of the Economic Cluster Technical Committee include, but are not limited to the following key focus areas: • Inclusive Economic Growth & Job Creation	Members of the Executive Council of: • Finance & Economic Development • Agriculture & Rural Development • Human Settlements • Roads & Transport • Education; Sport, Arts, Culture & Recreation • Infrastructure Development; Cooperative Governance & Traditional Affairs • Environment • E-Government OoP HoDs of: • Economic Development • Agriculture and Rural Development • Infrastructure Development • Human Settlements • Roads and Transport • Sport, Arts, Culture and Recreation • Co-operative Governance and Traditional Affairs • Environment • e-Government • Treasury

SUB-COMMITTEE	TERMS OF REFERENCE	COMPOSITION
	• Gauteng positioned as the gateway for promoting trade and investment, and to lead digital infrastructure transformation into Africa • Gauteng positioned as the gateway for promoting trade and investment, and to lead digital infrastructure transformation into Africa • A more compact and complex Gauteng City-Region that improves economic inclusion • Enhanced energy and water security for a sustainable economy • Enhanced enterprise development and support across the small enterprise lifecycle • A skilled and capable workforce to support an inclusive growth path • Enhanced environmental resilience and sustainability, and the preservation of Gauteng's natural resources • Consider the implications of MINMEC reports requiring Executive Council consideration and decision-making	
Social Technical Sub-Committee and Sub-Committee meetings	Providing high-level technical and strategic support and leadership in respect of the implementation, coordination and monitoring of policies and legislation that support programmes and projects that contribute to the accelerated social transformation of Gauteng. The specific Terms of Reference of the Social Cluster Technical Committee include, but are not limited to the following key focus areas: • Expanded access to early childhood development • Expanded access to quality basic education • Improved Health Outcomes • Enhanced experience of healthcare by both users and providers • Expanded access to adequate and inclusionary housing • Equitable access to quality living environments • Expand comprehensive social security • Poverty and Hunger in the Gauteng City Region eliminated • Protected, safeguarded and secured communities • Fight crime, through smart policing, working with communities on policing needs and priorities	Members of the Executive Council of: • Health & Wellness • Finance & Economic Development • Agriculture & Rural Development • Human Settlements • Roads & Transport • Education; Sport, Arts, Culture & Recreation • Infrastructure Development; Cooperative Governance & Traditional Affairs • Environment • E-Government • Social Development • Community Safety Executive Authority OoP HoDs of: • Education • Health • Social Development • Human Settlement • Community Safety • Sport, Arts, Culture and Recreation • Co-operative Governance and Traditional Affairs • Environment • e-Government • Treasury

SUB-COMMITTEE	TERMS OF REFERENCE	COMPOSITION
	• Consider the implications of MINMEC reports requiring Executive Council consideration and decision-making	
Governance and Planning: Technical Sub- Committee and Sub- Committee meetings	Providing high-level technical and strategic support and leadership in respect of the implementation, coordination and monitoring of policies and legislation that support programmes and projects that contribute to the transformation of the state and governance, and the modernisation of the public service in Gauteng. The specific Terms of Reference of the Technical Committee include, but are not limited to the following key focus areas: • Balanced and integrated GCR planning, coordination and development. • A modernised and capable state, with professional and meritocratic public servants. • Enhanced participatory governance and inclusive communication to strengthen social cohesion and cultivate interaction across space, race, and class. • Ensure integrated spatial planning and service delivery. • Ensure an integrated approach to policy, planning and delivery of infrastructure across sectors. • Ensure the creation "pipeline" projects: ○ give substance to infrastructure initiatives, ○ sequence and prioritise future projects and infrastructure initiatives and ○ monitor all provincial infrastructure delivery. • Ensure an improved track record in governance and public finance management in Gauteng. • Lead the development and implementation of the legislative programme and oversee adherence to the Path to Legislation.	Members of the Executive Council of: • Finance & Economic Development • Agriculture & Rural Development • Human Settlements • Roads & Transport • Education; Sport, Arts, Culture & Recreation • Infrastructure Development; Cooperative Governance & Traditional Affairs • Environment • E-Government • Social Development • Community Safety Executive Authority OoP HoDs of: • Co-operative Governance and Traditional Affairs • Treasury • e-Government • Roads and Transport • Human Settlements • Health • Education • Economic Development • Agriculture and Rural Development • Sport, Arts, Culture and Recreation • Social Development • Community Safety • Infrastructure Development • Environment • Office of the Premier

SUB-COMMITTEE	TERMS OF REFERENCE	COMPOSITION
	• Deliberate on matters related to government business in the Legislature and the National Council of Provinces. • Strengthen the developmental state and promote good governance. • Improve the capacity of the state, drive e-Governance and ensure government accountability and efficiency. • Evaluate key provincial projects and programmes, including project plans and budgets. • Consider the implications of MINMEC reports requiring the Executive Council's consideration and decision-making. • Consider quarterly reports on legislation and those due for submission to the Legislature by GPG departments, including annual departmental reports, provincial finance reports and GEYODI reports. • Consider quarterly expenditure reports. • Detailed consideration of the financial and other implications of the proposed policies, strategies and programmes	

The OoP is the apex office of Gauteng, leading and aligning efforts across government, society, and the economy to ensure the realisation of the province's development priorities. Guided by the GMTDP 2024–2029 and working towards the long-term vision of the GGT2030, the OoP seeks to enable responsive governance and coordinated service delivery. This strategy integrates collaborative governance across spheres and sectors, recognising the importance of shared responsibility to achieve sustainable development. The governance model is based on five interconnected roles: Lead, Coordinate, Mobilise, Oversee, and Evaluate.

Therefore, the OoP has the following internal governance structures in place: the Executive Management Team (EMT), Broad Management Team (BMT), Top Management Meetings, and Special Top Management Meetings and Extended Top Management Meetings. The Role of the OoP is enabling Collaborative Governance

Executive Management Team (EMT)	• Premier (Chairperson) • DG • All DDGs • Special Advisors to the Premier • Speechwriter to the Premier • Spokesperson to the Premier • Chief Risk Officer (CRO) • Chief Director: State Law Advisory Services • CFO • Chief Director Strategy and Operational Support • Chief of Staff • Director: Office of the DG • Parliamentary Liaison Officer • Secretariat – Office of the Premier	The EMT meetings are convened quarterly and when required by the Chairperson	• The EMT meetings are convened as and when required by the Chairperson and are chaired by the Premier. • The EMT serves as the main advisory structure for the Premier. • The EMT is empowered to act on all matters delegated or referred to it by the Premier. • The primary functions of the EMT are strategic in nature, providing strategic management, policy direction and leadership to the Office of the Premier

Top Management Meeting (TMM)	• DG (Chairperson) • All DDGs • Chief of Staff • CRO • Chief Director: State Law Advisory Services • CFO • Chief Director Strategy and Operational Support • Director: Office of the DG • Spokesperson to the Premier • Secretariat – Office of the Premier	Bi-weekly	The TMM structure serves as a platform to serve and clear issues for the consideration of the EMT. It serves to facilitate communication of key issues in decisions taken in other structures where some senior managers do not sit such as EMT, Budget Monitoring (Matlotlo) and Ethics Committee. The Top Management Meeting may, due to its frequency take a decision that will be ratified by the EMT at a later stage.
Extended Top Management (EMT)	• DG (Chairperson) • All DDGs • Special Advisors to the Premier • CRO • All Chief Directors • Chief Financial Officer • Chief of Staff • Director: Office of the DG • Parliamentary Liaison Officer • Spokesperson to the Premier • Speechwriter to the Premier • Secretariat – Office of the Premier	As and when required	The EMT structure serves as a platform to serve and clear issues for the consideration of the Extended Top Management. It serves to facilitate communication of key issues in decisions taken in other structures where some senior managers do not sit such as EMT, Budget Monitoring (Matlotlo) and Ethics Committee. It is a Sub-Committee of the EMT and primarily serves as a platform where the strategic vision is translated into an operational model that will enable service delivery and the execution of the Department's mandate to take place. The Extended Top Management may, due to its frequency take a decision that will be ratified by the EMT at a later stage.
Broad Management Team (BMT)	• DG (Chairperson) • All DDGs • All Chief Directors • Directors • Special Advisors to the Premier • Secretariat – Office of the Premier	Quarterly	• The BMT comprises of members of SMS within the Office of the Premier and is chaired by the DG. • The BMT also has strategic planning sessions twice a year to review progress made with the implementation of the Annual Performance Plan (APP). • The BMT is empowered to act on all matters delegated or referred to it by the Director General. • The primary function of the BMT is operational in nature, to ensure the implementation of decisions taken by the EMT and Top Management. These include policy implementation, providing operational management direction, and leadership to the different directorates of the Office of the Premier.

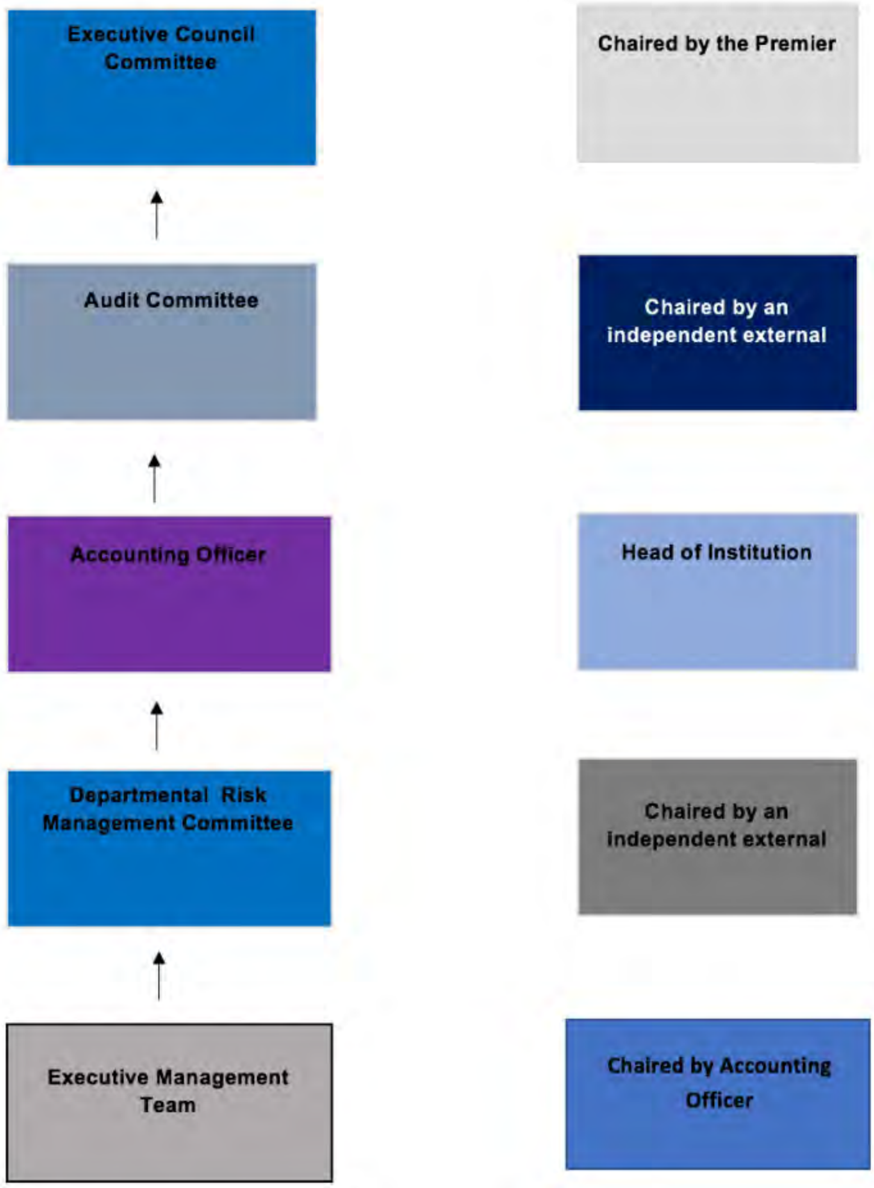
Risk Management Committee (RMC)	• External Independent Member (Chairperson and member) • External Independent Member • DDGs • CFO • Chief Director Strategy and Operational Support • sChief of Staff • Director Risk Management • Internal Audit • Secretariat – Directorate Internal Audit and Organisational Risk Management	Quarterly	• The RMC is chaired by an external independent Chairperson and meets quarterly. • The Committee monitors the implementation of the Risk Management Framework Plan, implementation of external and internal audit's recommendations and recommends necessary improvements. • The Committee also oversees risk management initiatives and the implementation of the Risk Management Implementation Plan and Risk Management Strategy. monitors progress made in mitigating strategic, operational, fraud risks.

2. RISK MANAGEMENT

The OoP established other governance structures to discharge their constitutional oversight and administrative mandate, such as:

- The Heads of Department forum
- The Gauteng Aids Council
- An E-government committee

The OoP has the following internal governance structures in place that include members of the EMT and BMT.



There is an approved Enterprise Risk Management Plan, that is aligned to the Risk Management Policy and Risk Management Strategy to give effect to the Risk Management implementation.

The OoP operates within the Gauteng Provincial Government Risk Management framework and Risk Management Policy. The Risk Management policy is approved by the Accounting Officer.

The objectives of the Enterprise Risk Management Policy are to:

- Provide a comprehensive approach to better integrate risk management into strategic decision-making
- Provide guidance to the Director General, Executive Management, Managers and Staff when overseeing or implementing the development of processes, systems and techniques.
- Advance the development and implementation of modern management practices and to support innovation within the department.
- Contribute to building a risk-smart workforce and environment that allows for innovation and responsible

risk-taking while ensuring legitimate precautions are taken to protect the public interest, maintain public trust, and ensure due diligence.

The implementation of the OoP's Risk Management Policy is guided by the Risk Management Strategy approved by the Accounting Officer. The main purpose of the OoP Risk Management Strategy is to:

- Provide a framework for managing and implementing risk management activities
- Ensure that opportunities are identified and exploited
- Develop mechanisms to deal with and minimise negative impact, should risk events occur
- Identify and respond to changing legislative requirements
- Align risk appetite, tolerance and strategy
- Enhance the process of responding to identified risks

The OoP undertakes a thorough assessment of various types of risks at least once a year. Furthermore, the risk profile is updated after undertaking the environmental scanning and when there are major events that warrant re-assessment. Strategic risk assessments are performed during the strategic sessions and operational risk assessments are performed annually in November of the year preceding the new financial year.

There is a fully functional RMC, which supports and assists the Accounting Officer to discharge his/her responsibilities of Risk Management. The Committee provides assurance on the effectiveness of the risk mitigation strategies and the risk maturity levels. The global risk register, internal audit reports, Auditor-General management letter, fraud prevention plan, business continuity, ICT governance and occupational health and safety, are standing items of the RMC meetings. It comprises of 2 independent members and members of the EMT and meets quarterly to evaluate the effectiveness of the risk management process and draft a quarterly report that is submitted to the audit committee for evaluation.

The Audit Committee meets quarterly to evaluate the effectiveness of the risk management initiatives and other governance structures and advises the Executive Authority on high-risk areas and areas of organisational performance that need urgent attention.

The Premier's Management Team supports risk management initiatives and takes accountability of risks within their units. The Accounting Officer has appointed risk champions in each branch, and this minimises delays in receiving progress on the implementation of risk mitigation strategies. The department has taken a long-term approach in addressing strategic risks and the implementation of mitigation strategies are in progress.

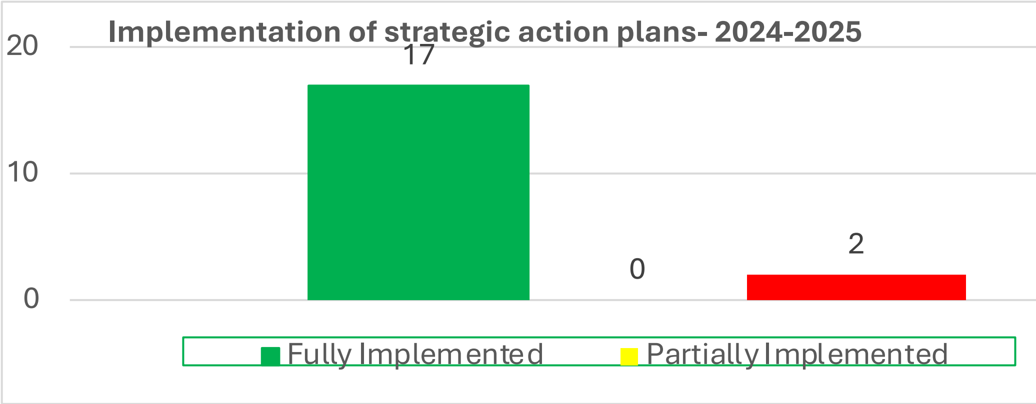
During the year under review, the department updated its risk profile, aligned it to the GGT2030 Plan and identified the following six (6) strategic risks:

1. Employment Risk
2. Infrastructure Risk
3. Planning Risk
4. Reputational Risk
5. Fraud and Corruption
6. Energy Risk

Progress on Strategic Risk Mitigation

Sufficient progress has been made in implementing the strategic risk mitigation plans. The strategic risks are linked to the GGT 2030, and some mitigation plans have a long-term view and are implemented in a phased-in approach as the GGT 2030 plan is implemented.

As of 31 March 2025, implementation of the strategic risk mitigation plans is at 89% (17) out of 19 mitigation plans fully implemented, (0) of 19 partially implemented, and 11% (2) out of 19 mitigation plans not implemented. 83% (5 of 6) of risks are now rated as low while 17% (1 out of 6) of risks (Infrastructure Risk) remain high and need frequent monitoring.

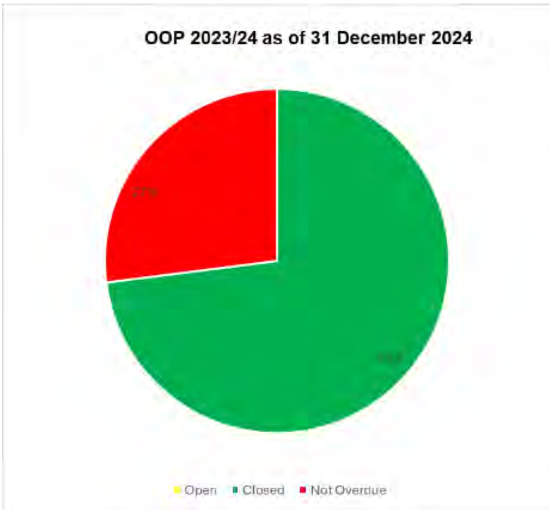


The OoP reports progress made in implementing auditor's recommendations and risk mitigation strategies to the internal governance structures such as EMT and the BMT and to the following oversight structures RMC and the Audit Committee (AC). The action plans are implemented, monitored and reported quarterly.

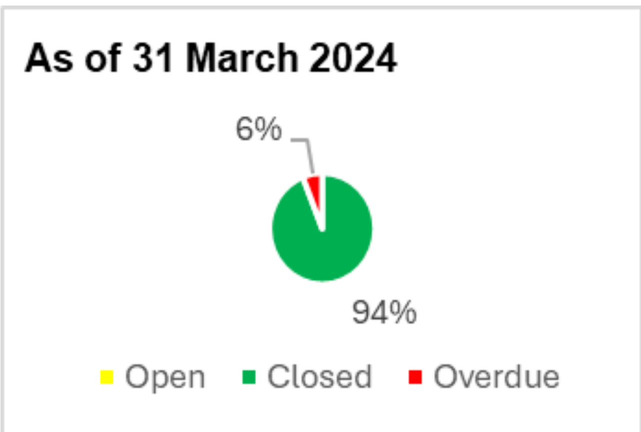
Risk management initiatives are coordinated and monitored through the Risk Management Implementation plan (RMIP). The department implemented 100% of targets/activities that were planned on the RMIP.

Progress on Regularity Audit

Auditor General's recommendations for 2023/24 regularity audit cycles are being implemented. The department has resolved 73% findings, 27% are not yet due by AGSA during 2023/2024 audit cycle.

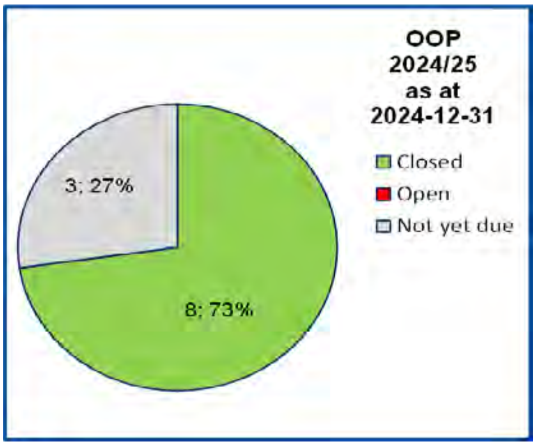


The dashboard below shows the implementation status of action plans for internal audits conducted between 1 April 2023 and 31 March 2024 and 01 April 2024 and 31 March 2025 respectively. The department has resolved 94% findings, 6% overdue by internal auditors during 2023/2024 audit cycle.



Progress on Internal Audit Plan

The department has started addressing internal audit recommendations for the 2024/25 audit cycle. As of 31 December 2024 (8) 73% of findings were resolved and 3 (23%) of 111 findings were in progress.



3. FRAUD AND CORRUPTION

In 2024/25, notable achievements in promoting and supporting Integrity Management across the GPG are as follows:

The Gauteng Ethics Advisory Council (GEAC) was established to provide independent oversight, advice, and advocacy on fighting corruption and promoting integrity in the Gauteng City Region. The GEAC is continuing to implement its Programme of Action. The signing of the Memoranda of Understanding with various institutions is being prioritised to ensure coordination, cooperation, and strengthening of working relations between the GPG and these institutions. More importantly, the GEAC is currently reviewing its Programme of Action. The Premier has requested that the GEAC incorporate, among other priorities, the promotion of ethics, accountability, transparency, and anti-corruption initiatives within the local sphere of government. Furthermore, this process will support the resolution of potential disputes involving members of the Boards of Directors in GPG agencies, Accounting Officers, and Members of the Executive Council (MECs). Consequently, the revised Programme of Action must reflect the GEAC's expanded mandate.

The GEAC acknowledges the Premier's public statements regarding the heightened priorities of the 7th Administration, particularly the introduction of projects with increased budgets. The Premier has emphasised the risk that these initiatives could attract corrupt practices, despite their primary aim of improving the quality of life for the most vulnerable in the Gauteng City-Region (GCR). In response, the Premier has requested that the GEAC assist the GPG in taking a proactive stance by implementing effective measures to prevent and detect any instances of corruption.

The GEAC is in the process of developing the Gauteng Executive Accountability Framework. The framework aims to formalise a culture of accountability and ensure consistency in the understanding and application of executive accountability. This initiative is being undertaken in collaboration with the Gauteng Office of the Premier and the GIZ's Transparency, Integrity, and Accountability Programme (TIP), with the University of Pretoria appointed to conduct the research and develop the framework.

The research process includes:

- Analysing existing laws, regulations, policies, and practices that govern the accountability of provincial Executive Members, ensuring they remain answerable to the Gauteng City-Region residents, the provincial legislature, and the Executive Committee.
- Identifying gaps and opportunities to strengthen accountability mechanisms among Members of the Executive.
- Developing an outline for the Gauteng Executive Accountability Framework in consultation with the GEAC.
- Drafting the framework based on the approved outline.

The research and development of the framework is now in its final phase and will be submitted to the Executive Council for consideration and adoption upon completion.

The Office of the Premier continued to implement the aspects of the MoU which was signed on 24 April 2018 with the SIU. The MoU, amongst others, allows the OoP to refer matters to the SIU if it appears that there are allegations of maladministration, which are linked to the affairs of any state institutions in the provincial government. Furthermore, the MoU encourages the secondment of personnel where a need arises for either party to dedicate a resource to the other party. The OoP referred a total of 5 complaints during the 2024/2025 financial year. Of these referrals, 1 (one) referral has been finalised by the SIU and 4 (four) are still under investigation.

The OoP and the SIU signed a Secondment Agreement for the Learning and Development Department (Human Capital) within the SIU to assist the OoP in building the skills and capabilities of investigators within the GPG. The Secondment Agreement is effective for five years (2024 – 2029). The specific capacity-building programmes are organised on an ongoing basis. The first training organised was the 5-day Cyber Forensic First Responder. The training gave GPG investigators and other officials implementing the ethics and anti-corruption programmes a broad view of cyber forensics and the methods used in collecting and seizing information from digital devices. It also gave them a broad understanding of the various methodologies that could be used in gathering information and determining the criticality of various data stored in digital media. 113 officials attended this training.

The other upcoming capacity-building programmes to be implemented with the SIU are as follows:

- Open-Source Intelligence (OSINT) Course
- DARWIN TOOL (Data Analysis Response Windows)
- Mobile Investigations (UFED Cellebrite)
- Interviewing Techniques/Affidavit Taking
- Corruption Prevention
- Procurement Investigations

The Gauteng Province has a centralised Provincial Forensic Audit (PFA) Unit which is based in the OoP and is mandated by the Premier to manage cases received from the Office of the Public Service Commission, Ethics Hotline, the Departments and their entities. The PFA received an overall total number of 611 investigation requests from 1 April 2014 to 31 March 2025. Of the 611 requests, a total number of 41 investigation requests were received in a reporting financial year 2024/25. A total number of 124 investigation requests received from 2014/15 to 2016/17 financial years were finalized and closed. Of the remaining 487 investigation requests received from 2017/18 to 2024/25, a total number of 426 (87%) investigation requests were investigated and finalized. A total number of 61 (13%) investigation requests are pending investigation by the end of 2024/25 financial year (31 March 2025).

The Fraud Prevention Plan forms an integral part of the governance framework of the province. The plan outlines the Anti-Fraud and Corruption strategies for preventing, detecting, and responding to measures for decisively dealing with fraud and corruption. This process includes identifying fraud and corruption risks and developing appropriate mitigating controls. During the 2024/25 financial year, 18 fraud prevention plans were updated (14 GPG departments and 4 trading entities). At the end of the financial year, 80% of agreed action plans were implemented throughout the province to enhance the internal control processes.

To date, a total of 10 forensic investigation cases have been recommended for referral to law enforcement agencies, and 10 have been reported to law enforcement agencies. This shows that 100% (10 out of 10) of criminal cases have been reported to law enforcement agencies for further investigation and prosecution.

A total of R3 448 215,07 was lost through financial misconduct, and R2 039 689,78 has been recovered. This shows that 59,1% of the value of assets lost through fraud and corruption has been recovered by the GPG departments. The Office of the Premier is providing support to GPG departments to ensure that they are prioritising the recovery of funds, and these are tracked at the Gauteng Audit Committee. The Office of the Premier is further strengthening the relations with the Asset Forfeiture Unit (AFU) and has referred final forensic investigation reports to the AFU to assist with the recovery of funds that have been lost by the State. The AFU has continued to reiterate its availability to assist the GPG with the recovery of assets. Furthermore, the Office of the Premier is using the existing MoU with the SIU to facilitate the recovery of funds by the Gauteng Provincial Government through the Special Tribunal at the SIU established by the President of the Republic of South Africa, to fast track the recovery of funds lost by the state from corruption or irregular spending. The OoP is tracking the implementation of the recommendations of the forensic investigation reports, including recoveries, through the quarterly reports to the Premier and Provincial Anti-Corruption Coordinating Committee. Engagements with the Heads of Departments are held when challenges are identified.

Regulation 22 of the Public Service Regulations (2016) mandates Heads of Departments to analyse risks related to ethics and corruption as part of their department's risk management system. Lifestyle audits play a critical role in identifying and preventing fraud and corruption in public service. Furthermore, the framework and strategy for implementing lifestyle audits, developed by the Department of Public Service and Administration (DPSA), aim to clarify the concept of lifestyle audits, outline the methodology for conducting them within the public service, and ensure effective cooperation among key role-players.

In March 2021, the DPSA issued a guide to departments and government entities on the implementation of lifestyle audits. Since 1 April 2021, lifestyle audits have been compulsory for all national and provincial departments, including government components. These entities are required to submit annual lifestyle audit reports to the DPSA. The Offices of the Premier in all nine provinces are responsible for consolidating this information before submission.

The Office of the Premier has adopted a risk-based approach to conducting lifestyle audits. As a result, lifestyle audits for selected categories of employees are centralised within the OoP. This process is being implemented in phases as follows:

- In 2020, the State Security Agency (SSA) was authorised to conduct lifestyle audits on the Premier and Members of the Executive Council (MECs) as part of efforts to promote clean and transparent governance in the Gauteng City-Region. This process included vetting both the Premier and MECs, and the SSA subsequently submitted its final report. During the 2023 SOPA, the Premier reaffirmed the commitment to accountability by announcing that the three MECs appointed in 2023 would also undergo lifestyle audits. This ensures that the GPG and all executive authorities are subject to the same scrutiny. However, the Premier has yet to receive the final report from the SSA, as the lifestyle audits of the three MECs have not been concluded. Following the May 2024 election, the Premier appointed three new MECs to the Cabinet.

- During the 2023 SOPA, the Premier announced that the GPG would subject its public servants to lifestyle audits. This phase includes key positions such as the Director-General, Heads of Department, Chief Executive Officers of GPG entities, and officials in high-risk roles, particularly in SCM and finance, to ensure clean and transparent governance in the Gauteng City-Region. Recognising the expertise of the SIU, the OoP engaged the SIU to conduct lifestyle audits for the DG, HoDs, and CEOs of GPG entities. On 30 August 2024, the SIU submitted its audit report to the Premier, detailing the following findings:

Scope of audits: A total of 19 lifestyle audits were conducted, encompassing accounting officers, including CEOs and HoDs.

Risk Assessment Outcomes:

- ○ 37% of the audited accounting officers were categorised as high risk or failed the assessment.
- ○ 16% were identified as medium risk.
- ○ 47% were deemed low risk.

In response to these findings, the Premier has communicated with the affected accounting officers, instructing them to address and rectify the identified issues promptly to avoid potential disciplinary actions.

- On 30 August 2024, the Premier directed the SIU to prioritise lifestyle audits for officials within the SCM and Finance Units across all GPG departments. The OoP has finalised the Secondment Agreement with the SIU to support this initiative, which began in March 2025.

Persistence in the vetting of all SMS and SCM officials and lifestyle audits will assist with the prevention and detection of potential fraud and corruption. Among 747 SMS-filled posts, 178 have been vetted, and 544 are awaiting feedback. Additionally, 25 SMS officials within GPG have not applied for security clearance. Of note is that out of 544 SMS members awaiting feedback, 195 re-applied for security clearance because their security clearance has expired and 349 are new applications for security clearance (first time applicants).

- Regarding SCM-filled posts, out of 2189 officials, 266 have been vetted, and 1903 are still awaiting feedback. Furthermore, 20 SCM officials within GPG have not yet applied for security clearance. Note that out of 1903 SCM officials awaiting feedback, 189 re-applied for security clearance as their clearances have expired and 1714 are new applicants (first time applicants).

- A concerted effort has been made to ensure the data integrity of the vetting statistics resulting in the elimination of a total of 18 SMS applications of members who are no longer in the service of GPG. The development of a vetting reporting tool ensures ongoing updating of vetting information. Follow-ups with officials who have not applied to submit vetting applications are conducted regularly and that has improved the numbers in both SMS and SCM categories from 40 to 25 and 43 to 20 respectively. Improved vetting of both categories will contribute to a culture of integrity and security consciousness.

Whistle-blowers can report allegations of wrongdoing through the Gauteng Ethics Hotline and National Anti-Corruption Hotline. These are safe avenues for reporting any matters that should be considered for investigation within the Gauteng Provincial Government. It is also important to highlight that the Office of the Premier has noted that the DPSA, through its Public Administration Ethics, Integrity, and Disciplinary Technical Assistance Unit (PAEIDTAU) is responsible for, amongst others, the facilitation of the inclusion of public servants in the National Prosecuting Authority's (NPA) Witness Protection Programme. The OoP is, therefore, in a position to engage the DPSA to facilitate the process of inclusion of witnesses who may need protection in the NPA's Witness Protection Programme. Those who require assistance are advised to open cases with the South African Police Service before their assessment of the emerging threats is activated.

4. MINIMISING CONFLICT OF INTEREST

The Public Service Regulations (2016), set standards of integrity and professional ethics for public servants. The regulations require the following to minimise and/or proactively mitigate the risk of conflict of interest.

The Public Service Regulations 18(1) and 18(2), require that SMS members, including Heads of Departments, annually disclose particulars of their financial interests in respect of the previous financial year. In the 2024/25 financial year, GPG achieved 99.44% SMS financial disclosure, as of 31 May 2024, due to 2 officials, on suspension in the Department of Social Development who did not disclose. The SMS disclosures are verified by the PSC and HoDs are alerted to actual and potential conflicts of interest. Departments reported the following issues highlighted by the PSC: There is a challenge with non-disclosure of companies; non-disclosure of Immovable Properties; non-disclosure of vehicles; SMS members with companies on CSD/ actual conflicts of interest; SMS members who received gifts and/ or sponsorships and SMS members who engaged in Other Remunerative Work. All conflicts of interest are decisively dealt with. The level of compliance resonates with the strategic thrust of the province for clean governance, by setting rules "that compliance is not negotiable" and proactively managing conflicts of interest.

Furthermore, Regulation 18(3) requires that any other designated employees shall submit particulars of all his or her interests. In the 2023/24 financial year, there were five (5) departments which achieved 100% financial disclosures by other designated categories. Provincially, statistics achieved is 61,20% disclosures by other designated categories. The OoP conducted province-wide training on e-disclosures, and 500 officials were trained in 2024 to facilitate increased levels of compliance. The OoP achieved 95.24% disclosure by other designated categories. The Department of Health and Social Development have not finalised the verification of disclosures by other designated categories due to capacity constraints. Twelve (12) Departments have finalised the verification and officials have been flagged for lifestyle audits, and this process is underway.

Regulation 13 (c) of the Public Service Regulations, 2016 prohibits public service employees from conducting business with an organ of the state. Additionally, the Public Service Administration Act (Act 11 of 2014) subsection 8 and subsection 2 states that: "an employee may not conduct business with an organ of state or be a director of a company conducting business with an organ of state". The OoP monitors action taken against officials doing business with the state. All departments were requested to indicate the action taken against officials detected doing business with the state. Actions include investigations; information requested from the relevant organ of state; resignation as official directors from companies; deregistration of companies; and removal of company registration from the Central Supplier Database. Departments have been advised that cases of officials confirmed to be doing business with the state, should be dealt with in terms of the Public Administration Management Act (2014) and should be dismissed and a criminal case should be open.

The OoP requests reports on officials doing business with organs of state, every quarter, through the Provincial Anti-Corruption Coordinating Committee reports. In Quarter 4 of 2024/25 FY, five (5) Departments reported that officials were flagged as doing business with organs of state. The Departments are in the process of determining if these officials have indeed conducted business with the state. Noting that officials are not necessarily conducting business with the state as flagged, the following actions are being undertaken:

- letters to the individual employees directing them to make written representations indicating why disciplinary action should not be taken against them and,
- requests to the organs of state to be provided with procurement records substantiating these allegations. Investigations are in progress.

In line with the Public Service Act 30 of 1994 and the Public Service Regulation 13, officials are requested to apply for approval to conduct remunerative work outside the Public Service (RWOPS). The Ethics Officer and relevant approvers assess the application for conflict of interest before approval. The Code of Conduct further, outlines the following standards, amongst others, that should govern the conduct of employees when performing their duties, including avoiding conflict of interest, not conducting business with any organ of state, not using or disclosing any official information for personal gain of others and not receive or accept any gift from any person in the course and scope of his or her employment, other than from a family member, to the cumulative value of R350 per year (currently revised to R500), unless prior approval is obtained from the relevant executive authority. This is monitored through the departmental Gift Policy, gift registers and financial disclosures.

Actions to follow in a conflict of interest depend on various factors, including the significance of the decision at hand, the public interest, the available options, applicable laws, and regulations, as well as the ethical guidelines specific to the department involved. Some conflicts of interest should be avoided; others should be disclosed and managed. By managing conflict of interest situations, public service employees act in the best interests of the public and improve the quality of services provided. All officials participating in recruitment processes; BID committees and councils are requested to disclose potential conflicts of interest and may recuse themselves where there is a direct conflict of interest.

5. CODE OF CONDUCT

The Constitution of South Africa 1996, Chapter 10, demands that the Public Service, amongst others, maintains and promotes a high standard of professional ethics; promotes the efficient, economic, and effective use of resources and is accountable for its actions. Regulation 11 (a) of the Public Service Regulations 2016 reminds public servants of their responsibilities in this regard. The primary purpose of the Code of Conduct is a positive one, namely, to promote exemplary conduct to build a professional Public Service as envisaged in the NDP. In terms of the Public Service Co-ordinating Bargaining Council Resolution 2 of 1999, all the employees in the Public Service have the responsibility to comply with the prescribed Code of Conduct. The Code of Conduct forms the main basis on which pro-active, corrective, and even disciplinary action rests. The Code should act as a guideline to employees as to what is expected of them from an ethical point of view, both in their conduct and in their relationship with others. The Code was drafted to be as comprehensive as possible. However, employees should note that the Code is not an exhaustive set of rules regulating standards of conduct.

During the 2024/2025 financial year, a total of 8298 employees in GPG were trained on the Code of Conduct. Further to this, 19,578 officials were trained in Ethics and Anti-corruption, Batho Pele Principles and organisational values and the Batho Pele Change Management programmes. There are also new programmes which are being piloted to assist with improving the conduct of GPG employees. These include Turning the Tide (attitude and conflict management, leadership, and workplace etiquette), Professionalism in the workplace, and "We Care for You" programmes within departments. All these programmes include aspects from the Code of Conduct. The OoP in collaboration with the National School of Government (NSG), continued to enrol the compulsory ethics online training programme for all officials. This programme covers content from the Code of Conduct.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The GPG aspires to be an employer of choice and has shown commitment in protecting the safety of employees and work towards the elimination of hazards that could hinder productivity. The GPG has made Occupational Health and Safety a priority in the GPG Executive Council as well as HoD's agenda. The effective delivery of services to Gauteng residents rests on a healthy and productive workforce.

The implementation of Safety Health Environment Risk Quality (SHERQ) programmes by GPG departments is intended to inform the Director-General and the Heads of Departments about the workforce and the status of occupational health and safety compliance, as these pose a risk to employee's productivity. The objective of the GPG transversal SHERQ programme is to:

- Enable departments to improve strategic decision in resolving Occupational Health and Safety matters.
- Assist departments to mitigate against risks and occupational hazards associated with the workplace and implement viable interventions as prescribed by the OHS Act 85 of 1993 and the Compensation for Occupational Injuries Act 130 of 1993.
- Assist departments to strategically advise the Human Resource Planning process on the corrosion of skills as a result of health risk trends comprising of employee health and wellness issues.
- Assist departments to mitigate against OHS incidents and occupational diseases.
- Empower departments to identify and track hazards and risks in the workplace and lower costs of occupational injuries.
- Ensure an improvement in quality, lower impact on the environment, lower levels of waste, improved customer satisfaction, higher employee morale, fewer accidents.

The Transversal Employee Health and Wellness Programme (EHWP) unit is mandated with the responsibility to oversee the coordination, institutional capacity building, monitoring, evaluation and reporting of the employee health and wellness programme in GPG departments.

Part of this responsibility is to ensure that GPG human capital risks are identified and managed through appropriate strategies and interventions. Gauteng Province, just like most parts of the country, is vulnerable to various hazards, both natural and unnatural. The past years was no different, with disastrous events such as structural fires being experienced in and around Gauteng. These situations demanded that the Gauteng Province to looks at the OHS state of readiness and to be proactive and geared to handle these incidents.

The Transversal EHWP unit collates data from GPG operational plans, reports and produces reports to inform the province on the status of employee health and wellness, hazards and risk trends that may hamper on productivity and perturb the delivery of the ideals of the GGT2030.

The DPSA Circular No.1 of 2017 on the Ministerial Directive on the implementation of Employee Health and Wellness (EH&W) Strategic Framework of 2008, directs the DPSA to provide ongoing monitoring and evaluation on the implementation of the EH&W policies through the following standard with effect from 1 April 2017. GPG departments are expected to submit:

i. The annual EH&W Operational Plans on or before 31 March every financial year;
ii. The annual EH&W implementation review reports on or before 31 May; and
iii. The annual reports on departmental EH&W Systems Monitoring Tool on or before 30 June.

The level of submission compliance by GPG departments to the DPSA Circular 1 of 2017

SUMMARY		
Due 31 March	**Due 31 May**	**Due 30 June**
Ops Plans signed by HoDs and submitted on time: 10/14 departments complied (71%). – Four (4) departments submitted after the due date – One (1) department submitted a report not signed off by the HoD.	Annual reports signed by HoDs and submitted on time: 13/14 (92%). – One (1) department did not submit due to an insufficient EHW structure	SMT reports submitted on time: 8/14 (57%). – Three (3) departments submitted after the due date. – Three departments did not summit.

The OHS Act 85 of 1993 mandates the employer to provide and maintain a safe where reasonably practicable a working environment that is without risk to the health, safety and wellness of employees. The OHS Act 85 of 1993 highlights the importance of putting in place the necessary precautions to minimize risks and to manage compliance in the workplace which can be achieved through OHS induction and awareness on roles and responsibilities of both the employees and employer to promote a safety culture in the workplace. HoDs are obliged by Section 16.1 of OHS Act 85 of 1993 to protect the safety of employees.

Each department has an obligation to undertake OHS inspections and work on non-conformances to ensure the safety of employees. The following key performance indicators have been tracked:

GPG SHERQ KPI	OUTCOME
Number of OHS audits conducted	A total of 24 service points were audited.
Number of active OHS Committees	Eight (8) GPG departments have active OHS Committees.
Number of approved SHERQ Policy	All 14 GPG departments have an approved SHERQ Policy.
Number of GPG departments that have communicated their approved SHERQ Policy with employees	A total of One Thousand Nine Hundred and Two (1902) GPG employees were reached through the communication of the SHERQ Policy.

Hazard Identification & Risk Assessment

In 2023/2024 six (6) departments conducted Hazard Identification and Risk Identification Assessment (HIRA). A total of 34 HIRAs were conducted in GPG.

OHS Inspections for OHS Compliance

Each department in GPG has an obligation to undertake and OHS inspection and work on non-conformances to ensure and safeguard the safety of employees. However, there is a total of thirty-two (32) OHS inspections conducted in three (3) departments (GDE, DID & SACR) out of fourteen (14) GPG departments.

Ergonomics Assessments

Ergonomics Assessments were conducted in a limited number of departments. Two (2) departments reported on Ergonomics assessments. It is necessary to take a sample in certain occupational categories that present with high prevalence of musculoskeletal diseases.

Emergency Preparedness Plans

12 out of GPG Head Office buildings have managed to submit the drafted Emergence Preparedness plans to be filled by the Transversal EHWP as evidence of compliance.

OHS Audit Inspection Report by Service Provider

Oiler Orange & Grey was officially appointed as a service provider by the Gauteng Office of the Premier to conduct OHS compliance audits and inspections on allocated facilities. The Oiler Orange & Grey professional team has conducted audits and inspections from a microscopic lens to:

- Identify gaps on OHS compliance obligations against OHS legislature.
- Acknowledge positive implementation of OHS management system; and
- Advise Top Management.

Lastly, the Office has elevated the oversight of SHERQ to be in the Service Delivery Improvement Plan (SDIP) of the department. The SDIP has propelled a systematic delivery of services on this Human Resource Risk function of health and safety and recorded the following progress:

a. In the previous financial year, GPG has experienced lack of enforcement of OHS policy and regulation. The provision of oversight and institutional support and development has led to departments being consistent in SHERQ compliance indicators; majorly:
   i. The appointment of OHS enforcement representatives (Safety Health Environment representatives, Fire Marshalls, First Aiders) to enforce the OHS regulations.
   ii. The Office of the Premier further trained accountable officials that have been appointed in terms of Section 16.1 (Heads of Department; HODs) Section16.2 (Deputy Director Generals, Chief Directors, and Directors) of the Occupational Health and Safety Act on legal liability and their roles and responsibilities. This was an effort to mitigate against the risk of litigation while ensuring that HODs become for OHS in their respective departments.
   iii. 50% compliance achievement by GPG on HOD approved operational plans.

b. Employees continued to be housed in facilities that were not compliant to the OHS Act. This led to a joint inspection of the affected facility (75 Fox Street). This also ushered of an GPG aggressive peer inspection strategy that was approved by the DG. Subsequently the non-compliance facility that housed the Department of e-Government and Provincial Treasury was provided with guidance on how to protect the safety of employees whilst on duty.
c. Departments of the OoP, Provincial Treasury, Human Settlement, Community Safety, continue to locate SHERQ incorrectly as opposed to the mandated location by DPSA Strategic Framework. The DPSA locates SHEQ in Human Resource Management as part of Employee Health and Wellness Programmes (EHWP) pillars. This subsequently affects compliance reporting and programme performance. This is revealed by the analysis of departmental quarterly SHERQ performance.
d. The SDIP process manages the lack of consistent and timeous turnaround time on maintenance issues. This is a complex challenge that continues beyond EHWP capabilities. At the core of the challenges is the disintegrated approach to maintenance in the Department of Infrastructure Development (DID) which is not in synch with the Occupational Health and Safety Hazard Identification Risk Assessment (OHS: HIRA) which puts the accounting officer vulnerable to criminal persecution in terms of Section 16.1 of the OHS Act 85 of 1993. To this end in 2024/25 financial year EHWP will provide feedback on progress made by DID on GPG facilities maintenance.

Compensation of Injuries on Duty continues to be inefficient in GPG. This function was fully automated by the Department of Labour and South African Provinces and Gauteng does not benefit from this efficiency to the detriment of injured employees that qualify for this benefit. Employee productivity of departments that are vulnerable to OHS risks; Doctors, Nurses, Teachers, Traffic officers are mostly affected by this inefficiency which is detrimental to their lives.

7. PORTFOLIO COMMITTEES

The following engagements with the Oversight Committee on Premier's Office and Legislature (OCPOL) took place in the 2024/25 Financial Year:

Meeting	Date	Organiser
Presentations by the OoP on the following: • Budget Vote 1 for 2024/25 FY	Thursday, 25 July 2024	Oversight Committee for the Premier's Office and Legislature
Presentations by the OoP on the following • Roles and mandates of newly established & reconfiguration GPG departments & how the TISH imperatives will be coordinated • OoP's 4th Quarter Performance Report for 2023/24 FY and responses to questions emanating from the research analysis.	Monday, 12 August 2024	Oversight Committee for the Premier's Office and Legislature
Presentations by OoP on the following: • OoP's 1st Quarter Performance Report for 2024/25 FY and responses to questions emanating from the research analysis. • Progress update on the Life Esidimeni including the closure of the project	Thursday, 29 August 2024	Oversight Committee for the Premier's Office and Legislature
Presentations by OoP on the following: • Annual Report for 2023/24 FY and responses to questions emanating from the research analysis. • Presentations by the GPL on the Annual Report for 2023/24 FY and responses to questions emanating from the research analysis.	Thursday, 24 October 2024	Oversight Committee for the Premier's Office and Legislature
Presentations by OoP on the following: • The 2nd Quarter Performance Report for 2024/25 FY and responses to questions emanating from the research analysis. • Presentations by the GPL on the 2nd Quarter Performance Report for 2024/25 FY and responses to questions emanating from the research analysis.	Friday,15 November 2024	Oversight Committee for the Premier's Office and Legislature
Presentations by the Office of the Premier on the following: • An opinion on the Public Service Amendment Bill (B14-2023) and Public Service Management Bill (B10-2023). • 3rd quarter performance Report for 2024/25 FY and responses to questions emanating from the research analysis. • Vote 1 of the Schedule to the Provincial Adjustments Appropriation Bill [G003-2024] • FIS Topic: Evaluation of GPG Buildings on OHS Compliance and the State of Maintenance.	Tuesday,18 February 2025	Oversight Committee for the Premier's Office and Legislature
FIS site visit • Evaluation of GPG Buildings on OHS Compliance and the State of Maintenance • Public Stakeholder briefing	Friday, 28 February 2025	Oversight Committee for the Premier's Office and Legislature
Public Hearing on the following: • Public Service Amendment Bill (B14B-2023) • Public Service Management Bill (B10 – 2023)	Thursday, 13 March 2025	Oversight Committee for the Premier's Office and Legislature

8. SCOPA RESOLUTIONS

There were no Standing Committee on Public Accounts (SCOPA) resolutions in the 2024/2025 Financial Year

<table>
<tr><th>Resolution No.</th><th>Subject</th><th>Details</th><th>Response by the department</th><th>Resolved (Yes/No)</th></tr>
<tr><td>-</td><td>House resolutions emanating from SCOPA for the report of the AGSA Africa to the Gauteng Provincial Legislature on financial statements of vote 1: Office of the Premier (OoP) for year ended 31 March 2024</td><td>That the OoP must provide the Committee with a report by 28 February 2025, detailing the status of each lawsuit.</td><td>
<table>
<tr><th></th><th>PARTIES</th><th>CAUSE OF ACTION</th><th>CONTINGENT LIABILITY</th><th>STATUS</th></tr>
<tr><td>1.</td><td>Ms Thelma Ngcobo// OoP</td><td>A court application to declare unlawful and set aside the appoint-ment of T Ngcobo as the DDG was lodged by the Office the Premier</td><td>R744 264.00</td><td>Both parties have delivered their heads of argument for review before the Labour Court. The matter has been set down for 11 February 2025.</td></tr>
<tr><td>2.</td><td>Van der Walt// OoP Case nr. 51016/20</td><td>The Plaintiff is claiming for dam-ages. The Plaintiff fell and sustained injuries allegedly due to the rubble left on the road by Contrac-tors.</td><td>R 1 500 000.00</td><td>The matter was removed from the roll-on 06 February 2024 by agreement between the parties & postponed with no date being set for the resumption of the matter</td></tr>
<tr><td>3.</td><td>Ntokozo Mdluli // OoP Case Nr. 023573/22</td><td>The plaintiff is claiming for damages as a result of defa-mation of character by the former Premier</td><td>Amount claimed R5 000 000.00

The reasonable amount to be recorded on the contingent register should be R100 000.00</td><td>The plaintiff has not taken any further steps since the service date in September 2022. Should the Plaintiff not take any further steps by the end of September 2025, the matter will qualify to be closed because of being dormant.</td></tr>
</table>
</td><td>Complete</td></tr>
<tr><td></td><td></td><td>That the OoP must provide the Committee with a report by 28 February 2025, indicating whether consequence management processes were applied were applied in instances where there were findings of negligence by official/s that resulted</td><td>Matter number one as listed above arose because of an irregular step that was facilitated by the erstwhile employee. The litigation is the consequence management that the Office of the Premier has taken to review the irregular step.

None of the other matters relate to direct actions of employees of the OoP and no consequence management is indicated in those matters.</td><td></td></tr>
</table>

		in lawsuits against the department.		
		That the OoP must provide the Committee with a report, by 28 February 2025, detailing the effectiveness of measures put in place to address the underspending	Upon review of the expenditures incurred and commitments undertaken to date, the OoP has fully committed its allocated budget to enable the achievement of 100% expenditure by 31 March 2025. Based on the expenditure trend of 76% by the end of quarter 3, the OoP is within its projections to achieve the same. In fact, we had to execute serious precautions with employment as it could impact the projections for this financial year, as well as the MTEF. To enhance financial management and ensure optimal expenditure control, the following measures were implemented: 1. SCM process have been refined, and common and frequent commodities have been awarded on pre-qualified lists that assisted to enhance efficiencies despite capacity constraints within SCM linked also to the moratorium of filling of vacancies. 2. Monthly budget review meetings were conducted with budget holders to analyse expenditure reports and ensure alignment with financial planning. 3. Commitments were closely monitored to facilitate prompt invoicing upon the delivery of goods and services, thereby improving cash flow and expenditure management. 4. The budget adjustment process was leveraged to reallocate funds efficiently, prioritizing high-demand projects requiring additional financial resources.	

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

Include a discussion on mechanisms put in place by the Accounting Officer to resolve the matters reported by the AGSA in the previous financial year. This should include all matters in the audit report and those noted as important in the management report.
The discussion should be limited to all matters that gave rise to a qualification, disclaimer, adverse opinion and matters of non-compliance only. The department may include the information in a table as follows:

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
Not Applicable	Not Applicable	Not Applicable

10. INTERNAL CONTROL UNIT

The Office of the Premier maintains a robust internal control environment that aims to uphold a clean audit and to withstand any potential fraud and corruption.

The Internal Control system ensures that:

1. The drivers of internal controls are reviewed and updated every quarter.
2. The internal audit action plans are followed up and implemented; and
3. The findings, emerging risks and commitments from the Executing Authority, Accounting Officer and Senior Management against the Auditor-General's management letter are fully implemented.

The department has an approved 3-year rolling internal audit plan that is based on the risk assessment. The department, through its assessment, identifies weaknesses with the internal policy development process, which are incorporated into the internal audit rolling plan.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

11.1 Internal Audit Function (IAF)

- **Key activities and objectives of the internal audit function**

○ Purpose and mandate

The purpose of the internal audit function is to strengthen governance, risk management, and control processes, its effects extend beyond the organization. Internal audit contributes to an organization's overall stability and sustainability by assuring its operational efficiency, reliability of reporting, compliance with laws and/or regulations, safeguarding of assets, and ethical culture. various risk-based audits are completed by the Internal Audit Function.

The Internal Audit Function's existence is derived from an Internal Audit mandate. Gauteng Audit Services derives its mandate from the PFMA and the Treasury Regulations. The PFMA Section 38 (1) requires that the Accounting Officer for a Department, trading entity or constitutional institution, must ensure that that Department, Trading Entity or Constitutional Institution has and maintains a system of internal audit under the control and direction of an Audit Committee complying with and operating following regulations and instructions prescribed in terms of sections 76 and 77.

○ Vision and strategy

The Internal Audit vision is a desired future state, i.e., in the next three to five years. The vision is designed to inspire Internal Auditors to continuously improve. The strategic objectives define achievable targets to attain the vision. The supporting initiatives outline more specific tactics and steps for achieving each strategic objective. An internal audit strategy is a plan of action designed to achieve a long-term or overall objective. The internal audit strategy includes a vision, strategic objectives, and supporting initiatives for the internal audit function. An internal audit strategy helps guide the internal audit function toward the fulfilment of the internal audit mandate.

○ Charter, methodology, and internal audit plans

The Internal Audit Charter is a formal document that sets out the nature, role, responsibility, status, and authority of Gauteng Audit Services (GAS). It provides the Chief Audit Executive (CAE), the Staff, and Management of the GPG departments and trading entities with a broad overview framework for the functions of internal audit. And the Internal Audit Charter is approved by the Audit Committee.

An Internal Audit Methodology is a structured approach that internal auditors use to ensure their work is thorough, consistent, and compliant with standards. A formal document that gives guidance on how the audit process should be followed when performing the Internal Audit work. And the Methodology is approved by the Chief Audit Executive.

An internal audit plan is a structured document that identifies areas of the department that will be audited, the scope of the audit, assesses the risks facing the department, defining the scope of the audit, specifying the audit approach to be used, developing an audit schedule, identifying resources to perform the audit and establish a clear reporting and documentation process. The Internal Audit Plan has been very well executed in the year under review.

○ Independence and objectivity

Independence relates to the Chief Audit Executive reporting functionally to the Audit Committee and administratively to the Head of Department - Gauteng Provincial Treasury. This structure allows GAS to have direct access to the Audit Committee while maintaining its operational independence from Management. Gauteng Audit Services has been independent in performing its work.

Objectivity relates to the Gauteng Audit Service, Internal auditors maintaining an unbiased mental attitude that allows Auditors to perform audit engagements objectively and in such a manner that they believe in their work results, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others. Internal Auditor were objective in performing their work in the year under review.

○ Internal audit modality

Internal Auditors use their Internal Audit professional judgment when conducting their work. Internal Auditors are professionals in performing their duties. Internal Auditors use due professional care during the performance of their duties.

○ Staffing

Gauteng Audit Services possesses staffing resources with vast knowledge, experience, and adequate competency needed that ensure that assurance audits and advisory work are performed in alignment with the department's expectations and conformance with standards. GAS staff possess relevant Internal Audit qualifications and certifications to perform the Internal Audit work.

○ Quality assurance and improvement program

The Quality Assurance and Improvement Program is a programme established to evaluate and ensure the Internal Audit Function conforms with the Global Internal Audit Standards, achieves performance objectives, and pursues continuous improvement. The program includes internal and external assessments. Gauteng Audit Services has a Quality Assurance unit that ensures that the Internal Assessment is conducted, the ongoing review of the audit process is done every financial year, and the External Assessment is done every five years.

○ Stakeholder relationships

Gauteng Audit Services maintains stakeholder relationships continuously, through having ongoing engagements with various Management Officials in GPG departments, Audit Committee Members, and the Auditor General. Stakeholder relationship is a continuous exercise that GAS continues to maintain good relations with various stakeholders throughout the province.

- **Specify summary of the work done by the IAF in the reporting period**

Number	Planned Audits	Current status
1.	Asset Management	Completed
2.	Payment to Life Esidimeni	Completed
3.	Supply Chain Management – Procure to Pay	Completed
4.	Ntirhisano Programme	Completed
5.	Governance Integrity and Ethics Management	Completed
6.	Review of Annual Performance Report	Completed
7.	Transfers of funds to Universities	Completed
8.	Audit of the performance of the department against predetermined objectives Q1	Completed
9.	Audit of the performance of the department against predetermined objectives Q2	Completed
10.	Data Analysis – SAP ESS & PERSAL leave reconciliation	Completed
11.	Data Analysis – ETHICS / FIN / HR (1 Jan 2024 – 30 June 2024)	Completed
12.	2025-26 IT risk assessment	Completed
13.	Data Analysis – ETHICS / FIN / HR (1 July 2024 – 31 December 2024)	Completed

○ **Roll-overs:** None
○ **Ad-hoc projects:** There were no ad-hoc projects
○ **Internal audit recommendations:** The Department was encouraged to strengthen governance, risk management, and internal control processes. Recommendations were aligned to the root causes identified
○ **Value-Add:** Value add findings are incorporated in the audits that we conduct for the Department.
○ **Limitations:** The Internal Audit team did not experience any scope limitations in the financial year.

11.2 Audit Committee (AC)

- **Key activities and objectives of the audit committee**

  - **Purpose and mandate**
    The Audit Committee is established in terms of the Public Finance Management Act and National Treasury Regulations to provide oversight responsibility on financial and non-financial performance of GPG departments, internal control systems, risk management, ICT, governance and to give counsel to the departments on any compliance with legal regulations.

  - **Independence**
    The Audit Committee is an independent governance structure established and constituted in terms of section 38(1)(a)(ii) and 77 of the Public Finance Management Act (PFMA) and paragraph 3.1 of the Treasury Regulations.

  - **Protecting the independence of the internal audit function**
    The Audit Committee ensure and protect the independence of the internal audit by reviewing and approving their three (03) years audit plan and monitor quarterly progress and implementation of the plans. The Audit Committee evaluate Internal Audit function at least annually to determine its efficiency and effectiveness.

  - **Performance against statutory duties**The Audit Committee perform in terms of the Charter (Terms of Reference) which is aligned to the Public Finance Management Act and Treasury Regulations. Their duties and responsibilities are stipulated in the above-mentioned regulations and are monitored regularly to ensure its efficient and effectiveness.

  - **Composition of the audit committee**
    The Audit Committee comprise of three (03) independent members, of which one (01) is appointed as the Chairperson.

  - **Meeting attendance**
    There were five (05) Audit Committee Meetings held during the period under review. All stakeholders and Audit Committee Members attended the meetings as scheduled and in terms of the Audit Committee Charter.

  - **Combined assurance**
    The Audit Committee review the effectiveness of the Combined Assurance Model and its implementation on a quarterly basis.
    The Audit Committee ensure sound relationships with all assurance providers, oversight structures and other stakeholders to achieve an effective combined assurance system.

  - **Resolution of audit committee recommendations**
    The Audit Committee Meeting resolutions for 2024/2025 financial year were addressed to satisfactory.

  - **Audit committee performance evaluation**
    The Audit Committee evaluation outcome for the period under review was effective, meaning the Audit Committee were observed as adding value to the Gauteng Government Departments

11.3 Audit Committee Composition & Meeting Attendance

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

Name	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2024/25	Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)
			Start date	End date					
Ms. Thebi Moja (Chairperson)	• Masters in Business Leadership • Bachelor of Commerce	None	11 August 2020	31 July 2026	5	Yes	No	6	4
Mr. Mduduzi Sibeko (Member)	• Master of Business Administration • Postgraduate Diploma: Integrated Reporting • B-Tech: Internal Auditing • National Diploma: Internal Auditing	Certified Internal Auditor (CIA) Member of the Chartered Institute of Procurement and Supply (MCIPS)	01 August 2022	31 July 2025	5	Yes	No	6	1
Ms. Lwazi Giba (Member)	• Bachelor of Science • Bachelor of Accounting Honors (CTA)	CIBA	01 August 2023	31 July 2026	4	Yes	No	0	0

11.4 Remuneration of Audit Committee Members

- **Rates**
  The Audit Committee Members are remunerated for preparation and actual duration hours of the Meetings, capped at 12 hours. The hourly remuneration rates are R3076 and R2153 for Chairperson and Member respectively. A special or ad hoc meeting is remunerated at R5500 for Chairperson and R5000 for a member.

- **Whether audit committee members who worked or are working for an organ of state are being remunerated**
  All Audit Committee Member within the Cluster 04 are not working for an organ of the state.

- **Total audit committee expenditure for the reporting period.**
  The total Cluster 04 Audit Committee expenditure for the 2024/2025 reporting period amounted to R476 777,50 inclusive remuneration for all scheduled, in-committees or ad hoc meetings.

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2025, set out in three parts:

Part 1: Audit Committee Reflections – 2024/25

Chairperson's brief reflections on key objectives and activities of the AC:

The Purpose and mandate of the Audit Committee is that it is established in terms of the Public Finance Management Act and National Treasury Regulations to provide oversight responsibility on financial and non-financial performance of GPG departments, internal control systems, risk management, ICT, governance and to give counsel to the departments on any compliance with legal regulations.

The Audit Committee is an independent governance structure established and constituted in terms of section 38(1)(a)(ii) and 77 of the Public Finance Management Act (PFMA) and paragraph 3.1 of the Treasury Regulations.

The Audit Committee declare any conflict of interest when they sign their appointment contracts to serve in the GPG Audit Committees. Also, in each Audit Committee Meetings, Audit Committee Members are offered the opportunity to declare any interest relative to meeting agenda, and such are recorded accordingly in the minutes.

The Chief Audit Executive report functionally to the Audit Committee and administratively to the Accounting Officer: Gauteng Provincial Treasury. The Audit Committee review and approve the Internal Audit Plans and monitor quarterly progress against the IA plans. The Audit Committee provide oversight and counsel role to the Internal Audit activities, conduct one-on-one meetings to address and resolve differences and/or matters identified by IA during their audits.

The 360-degree approach was conducted on the evaluation of the Audit Committee function for the period under review. The Audit Committee evaluation outcome was effective, meaning the Audit Committee were observed as adding value to the Gauteng Government Departments. Any challenges or shortcoming identified during the evaluations are presented at the Provincial Audit Committee Meetings by the Secretariat and addressed during the period under review or within stipulated timeframes.

The Audit Committee has complied with its responsibilities arising from Public Finance Management Act and Treasury Regulations. The Audit Committee understands and has internalised the requirements of the Global Internal Audit Standards™ in its work. The Audit Committee reviewed and 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 Audit Committee can confirm that it has functioned without hindrance or limitations throughout the reporting period.

Part 2: Audit Committee Composition and Meeting Attendance

The audit committee consists of 03 members. The committee is properly constituted, with a balanced representation of independent members with a diverse and appropriate mix of qualifications, skills, and experience. The committee convened five (05) times during the year for the ordinary meetings.

Include each member's meeting attendance details in tabular form as set out below:

Name (Position)	Qualifications	Is the AC member an employee of an organ of state? (Yes / No)	Number of ordinary meetings attended	Number of special meetings attended
Ms. Thebi Moja (Chairperson)	– Masters in Business Leadership – Bachelor of Commerce	No	5	0
Mr. Mduduzi Sibeko (Member)	– Master of Business Administration – Postgraduate Diploma: Integrated Reporting – B-Tech: Internal Auditing – National Diploma: Internal Auditing	No	5	0
Ms. Lwazi Giba (Member)	– Bachelor of Science – Bachelor of Accounting Honors (CTA)	No	4	0

Part 3: Audit Committee Focus Areas

The following was reviewed during the year under review:

- **Effectiveness of the internal control systems**

Based on the results of the audits performed and the follow up reviews conducted, the overall opinion on the internal control design was Adequate but ineffective to ensure that the Department's objectives will be achieved. The Audit Committee will monitor the Department to pay attention in improving the internal control environment on Asset Management, Supply Chain Management, Governance, Integrity and Ethics Management, Transfer of funds to universities.

- **Effectiveness of the Internal Audit Function (IAF)**

Gauteng Audit Services derives its mandate from the Internal Audit Charter, PFMA, and the Treasury Regulations. The PFMA Section 38 (1) requires that the Accounting Officer for a Department, trading entity or constitutional institution, must ensure that the Department, Trading Entity or Constitutional Institution has and maintains a system of internal audit under the control and direction of an Audit Committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77.

Treasury Regulations 3.2 require that each institution to which these Regulations apply must have an Internal Audit Function.
The Internal Audit Function strengthens the Department's ability to create, protect, and sustain value by providing Management and, ultimately, the Audit Committee with independent, risk-based, and objective assurance, advice, insight, and foresight.

Audit committee concluded that internal audit's performance and effectiveness is satisfactory:

- Reviewed and approved the annual Internal Audit plans and evaluated the independence, effectiveness and performance of the internal audit function;
- Considered the reports of the Internal Auditors on the OoP's systems of internal control;
- Reviewed issues raised by internal audit and the adequacy of corrective action taken by management in response thereto.

- **Activities of the IAF**

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

- Asset Management
- Payment to Life Esidimeni
- Supply Chain Management – Procure to Pay
- Ntirhisano Programme
- Governance Integrity and Ethics Management
- Review of Annual Performance Report
- Transfers of funds to Universities
- Audit of the performance of the department against predetermined objectives Q1
- Audit of the performance of the department against predetermined objectives Q2
- Data Analysis – SAP ESS & PERSAL leave reconciliation
- Data Analysis – ETHICS / FIN / HR (1 Jan 2024 – 30 June 2024)
- 2025-26 IT risk assessment
- Data Analysis – ETHICS / FIN / HR (1 July 2024 – 31 December 2024)

- **Effectiveness of risk management**

Progress on the departmental risk management was reported to the Audit Committee on a quarterly basis. The Audit Committee commends the effort made by the Department to improve its risk management processes, although some areas still require improvement. Management should take full responsibility for the entire Enterprise Risk Management Process and continue to support the Chief Risk Officer to enhance the performance of the Department. The Department should enhance its decision-making processes to be embedded with risk management considerations.

- **Adequacy, reliability, and accuracy of financial and performance information**

The Audit Committee reviewed the quality, accuracy, uselessness, reliability and appropriateness of quarterly and annual financial reporting and the Audit Committee is satisfied with the content and quality of financial and non-financial quarterly reports prepared and submitted by the Accounting Officer of the department during the year under review and confirms that the reports were in compliance with the statutory reporting framework.

- **Accounting and auditing concerns identified as a result of internal and external audits**

The Audit Committee held separate in-committee meetings with Management, Auditor General of South Africa and Internal Audit where there was a need, to address findings raised by the auditors. Management implemented mitigation action plans for audit findings and where audit findings are still not addressed, Management have put measures in place to resolve them with due dates.

- **Compliance with legal and regulatory provisions**

During the year, the Audit Committee, Management, Internal Audit, and Auditor-General of South Africa identified a number of instances of non-compliance with enabling laws and regulations. As a result, the Audit Committee suggested the establishment and implementation of an effective compliance management system to address issues of non-compliance with laws and regulations.

- **The quality of the in-year management and monthly/quarterly reports submitted in terms of legislation**

The Audit Committee would like to commend the department for reporting monthly and quarterly to Treasury as is required by the PFMA. The Audit Committee recommends that the department should fully comply with section 40(1) of the PFMA, in so far as management's review and monitoring of financial reports and performance information reports

- **Combined Assurance**

The Combined assurance framework does exist within the Department. Management quarterly reported to the Audit Committee on the coordinated approach that integrate the Risk Management and assurance activities within the Department to optimise the effectiveness of controls.

- **Evaluation of the annual financial statements**

Prior to submission to the AGSA for auditing purposes, the Audit Committee reviewed and recommended the Department's Annual Financial Statements on the 20 May 2025. The Audit Committee agrees with and accepts the Auditor-General of South Africa's conclusions regarding the Annual Financial Statements and recommends that the audited Annual Financial Statements be accepted and read alongside the Auditor-General's report.

- **External Audit**

The Auditor General of South Africa as an independent assurance provider attended all Audit Committee Meeting during the financial year and participated in the process. The Audit Strategy and Engagement Letter were presented and endorsed by the Audit Committee including the audit fees. The Auditor General of South Africa engaged the Audit Committee to provide progress update on the audit prior to finalisation of the Audit and Management Reports for the Department.

- **Auditor-General's Report**

The Audit Committee commended the Office of the Premier for the sustained unqualified audit outcomes with no material findings being identified on the annual financial statements, predetermined objectives and compliance with laws and regulations. However, the Audit Committee encourages the Department to strengthen the control environment as audit findings raised by AGSA may become material in the future should management not improve the controls.

- **Conclusion**

The Audit Committee wishes to acknowledge the commitment and support of the Honourable Premier as the Executive Authority, Head of the department and his staff, AGSA, and Internal Audit of the department. Both political and administrative leadership in the department played ultimate and big role during the financial year.

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Ms. Thebi Moja
Chairperson of the Audit Committee
Office of the Premier
Date: 31 July 2025

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Has the Sphere of Government / Public Entity / Organ of State applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Circle relevant answer**	**Attachment**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law	No	Gauteng OoP has not issued licences, concessions, or other authorisations in respect of economic activity in terms of any law
Developing and implementing a preferential procurement policy	Yes	Gauteng OoP has developed and updated its preferential procurement policy in line with the SCM legislative environment
Determining qualification criteria for the sale of state-owned enterprises	No	Gauteng OoP has never been involved in the sale of state-owned enterprises
Developing criteria for entering into partnerships with the private sector	No	Gauteng OoP has never entered partnerships with the private sector
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment	No	Gauteng OoP has never awarded incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment

APPROVED BY:

____

ACCOUNTING AUTHORITY:
SPHERE OF GOVERNMENT / PUBLIC ENTITY / ORGAN OF STATE:
DATE: 31 / 03 / 2025


Fraudster Arrested
Control Room | Overview
6911
3383
3624
107346
6639
601
36
City of
Ekurhuleni
Playback
Search

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The Office of the Premier is committed to building a Capable, Ethical and Developmental State with capacity to drive change and transformation for the betterment of the lives of the people of Gauteng. In ensuring an efficient, effective, and developmental-oriented public service, the OoP is driving human resource policy and strategy to attract, develop and retain the best possible skills to harness the productive energies of all employees.

- Human Resources in the Office of the Premier through the HR Plan, ensures that capacity is built in components where it is much needed to ensure the achievement of the departmental strategic goals.

2. OVERVIEW OF HUMAN RESOURCES

Human Resource Planning and Budgeting

Human Resource needs are linked to strategic priorities, and the relevant needs and priorities are expressed in planning and budgeting. The human resource needs of the organisation are determined through a process of HR demand planning and supply of human capital. A number of structural evolutions will unfold in alignment to the new strategic posture and priorities of the seventh administration. A number of Provincial Macro Organisation of the State (PMOG) processes will unfold through determinations to give expression to the new strategic direction. The Gauteng Aids Council Secretariat (GAC) has already been migrated to the Office of the Premier by determination. The following structural evolutions will unfold as the structure follows the strategy:

- Gauteng City Region Academy (GCRA) will migrate to the Office of the Premier

To enhance youth development in Gauteng, the Premier pronounced the transfer of the GCRA to the Gauteng Office of the Premier through a determination. The GCRA develops skills in Gauteng through its bursary programme whilst it serves as a training academy for the GPG departments to build a capable workforce that can deliver on the strategic objectives of the Office of the Premier and the GPG.

- For an effective response in HIV/AIDS in Gauteng Premier pronounced the transfer of the Gauteng Aids Council (GAC) to the Office of the Premier through a determination. The GAC also drives HIV/AIDS policy issues in Gauteng and keeps Premier informed of latest HIV/AIDS developments as he is the chairperson of the AIDS council
- Organisational Development will migrate out of the Office of the Premier

The transfer of OD to departments will beef up OD capacity in departments will beef up OD Capacity in departments for the provision of effective OD services in the province. This move will improve the finalisation of structures within the GPG departments whilst alleviating the implementation burden and allowing the Office of the Premier to focus on the coordination and oversight function.

- There is a possibility of reinstating the Corporate Management Branch

The above evolutions have budget implications for the Office of the Premier

Provincial Forensic Investigations chief directorate migrated to the Office of the Premier during 2019 however it still must be verified, so is the GAC. As per service delivery model discussions, the Provincial Forensic Investigations chief directorate and the Provincial Communication Services branch will undergo a work-study investigation process to align their operations to their mode of delivery.

The organisational structure will also be adjusted to cater for SOPA pronouncements to ensure that the office has a structure that is aligned to the pronounced priorities. SDM engagements also proposed a component for the Premier's Special Projects to ensure that such projects are monitored and evaluated. The structure will also be aligned to all generic models, which serve as blueprints for the development of government structures. Office of the Premier has engaged in the service delivery model to confirm the legal mandates of components. This process touched on structural issues that will result in homogenous functions grouped to together to eliminate duplications, some posts will be abolished, new ones created in some instances such as the proposed inclusion of social media communication at Provincial Communication Services Branch to ensure that government messages reach the Gauteng citizens.

After the SDM process being finalised, the necessary structural changes will be effected, the business case amended accordingly, and the proposed structure will then be consulted with MPSA.

The Office of the Premier has a systematic approach to managing and maintaining the talent pipeline. Critical posts will be prioritised for filling over the MTEF and any other posts that have recently been vacated to ensure service delivery. The management of vacant posts remains a priority for the department to ensure that the vacancy rate is within the prescribed threshold of 10%. For effective management of the post establishment, posts that have not been advertised over a period of six months, as well as unfunded posts, are abolished. For actual management of the compensation budget, prioritised posts will be spread over the MTEF in order of priority to ensure that critical posts are budgeted for and filled in the current year. The total amount for the critical posts that will be required in the current financial year, considering the filling of positions based on the remaining months of the financial year, will be considered.

The Office of the Premier intends to create a more competent workforce through training and development programmes. HR consults with line managers to determine the training requirements of business units, which are captured on the Workplace Skills Plan (WSP) and the Training Plan of the Department. The training budget is split following statutory training, which is mandatory, generic training, technical training, and accelerated training to address the competencies required in the Department. PWDs are targeted for accelerated training to build the required skills to position them to compete fairly for promotional posts. IHRM ensures that the training budget is equitably distributed amongst all branches, business units and employees. Executive development is also prioritised as executives provide strategic leadership in the organisation. Training needs that relate to the core business and mandate of the Department are given priority in the WSP and Annual Training Plans.

The department will continue with the implementation of leadership development programmes for senior managers and middle management and supervisory programmes for the junior and supervisory level. The succession planning policy is due to be implemented and some of the training budget will be used for targeted training for identified successors. With the performance bonuses being phased out, HRD is due to implement the non-financial rewards policy, and the cost incurred will be paid through the training budget.

There is a growing need for the employment of Interns as opposed to Learners based on the level of competence that Interns possess and which requires a budget. Strategic training that supports transformation is also prioritised for staff, such as training on sexual harassment, disability rights and gender equality. To uplift ethics and good governance, training on ethical decision-making is earmarked for staff. A budget is also set aside for Project Khaedu, which enhances service delivery within the Gauteng Provincial Government (GPG) through the deployment of those who are subjected to the training to underperforming Departments within the GPG.

A budget is also set aside to purchase assistive devices for employees living with a disability. A budget is also set aside for an annual ergonomic assessment for staff to correct posture to alleviate neck and back ailments and for the procurement of recommended assistive devices.

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

IHR analyses the approved five-year strategic plan of the department to determine and align the capacity requirements to support the strategic objectives of the department. The environment is also scanned to determine the supply and demand of human capital that should contribute to the achievement of the strategic objectives of the department. The workforce is planned in line with the departmental strategic plan by ensuring that much-needed capacity is sourced through recruitment and selection processes, subject to budget availability. Posts are prioritised in terms of their importance and urgency and advertised broadly to attract a large pool of suitable candidates.

The 16 prioritised posts are filled and as and when critical posts become vacant, they are advertised widely and filled. Only funded posts are prioritised for filling.

Due to the target on appointing people living with a disability being revised to 5% nationally, the Office of the Premier revised its target for 2024/25 as per the approved EE Plan to 3,5%. Currently, the office is at 2% thus targeted recruitment strategies will be used to attain the desired target. Going forward targeted recruitment will be used to increase the number of whites in the organisation.

Senior Management Service (SMS) posts are advertised widely to ensure that potential candidates are reached. The target for the appointment of females in SMS positions is 50% and the Office of the Premier is currently at 57%. The target of 5% for the appointment of interns has also been met.

The Employment Equity Committee is operational where equity issues are deliberated and strategised. The demographics in the department are balanced except that there is an under-representation of white people.

Mechanisms are in place to increase this population group's representation. The 2% target on the appointment of whites has not been achieved and targeted recruitment will also be used in this case to attract white people.

A gender forum has been established where transformation matters will be discussed and escalated to in case there are challenges in the department.

Human Resource Development

The Human Resource Development component develops skills within the department. Skills are developed through training and development of staff, internship programme, performance management and awarding of bursaries, succession planning and career management.

Training must address the skills gaps within the organisation. Training needs are determined through a consultation process to ensure that training is aligned to much needed training. It is imperative that training programmes are geared towards capacity building to ensure the achievement of the organisation's strategic goals whilst individual aspirations are taken into consideration.

A skills audit is currently underway to assess alignment between available skills and required skills that will propel the organisation forward. A functional analysis has been conducted to determine alignment between employee's skills against their job profiles to determine the skills gaps and identify relevant training to build the required skills.

A succession planning process which is also developmental in nature is currently underway to ensure that the required skills are built internally to position staff members to compete successfully for strategic positions when they become vacant.

Career management is also in the pipeline pending the approval of the proposed structure when capacity will be made available to manage staff's career progression and ensure synergy in staff's career aspirations and organisational goals.

The internship programme also gives unemployed graduates the necessary exposure whilst it also assists them to translate theory into practice. The DPA target for Interns intake is 5% of the total staff complement and the Office of the Premier has exceeded the target over a number of years.

Bursaries are allocated to eligible staff members annually to ensure continuous learning within the organisation.

Training is categorised in terms of generic training, mandatory training and technical training and accelerated training. To ensure that relevant training is provided, the Workplace Skills Plan is developed as well as an annual training plan, after staff and managers have been consulted with regards to their training needs. After employees' sign performance agreements, their training needs as captured on the performance agreements are analysed by IHR and categorised accordingly and factored into the training plan for implementation. There is a Skills Development Committee that ensures that the training budget is equitably distributed amongst all staff members.

Some of the key training programmes that were delivered are:

- Succession Planning training
- KHAEDU
- Compulsory induction as well as internal induction programme
- Gender Equality training
- Employment Equity Training
- Skills Development Facilitation Training
- Disability Rights Training
- Ethical Decision-Making Training

All employees are required to enter into performance agreements within three months of appointment and on an annual basis. All employees go through bi-annual performance reviews to ensure that set targets were achieved against the agreed standards. Performance outcomes are moderated to ensure transparency, fairness, and consistency.

Employees whose performance meet the set standard and those that exceeds the expectations are rewarded with pay-progression. Since performance bonuses have been phased out effective 2021/22 performance cycle, the office is considering the implementation of a non-financial rewards system to be enforced through the Approved Non-Financial Rewards policy.

Employees whose performance is below expectations are enrolled into Performance Improvement courses and attend training sessions to assist them to improve their performance. Managers are encouraged to conduct on the job training and put remedial plans in place to elevate the performance of non-performing employees.

The internship programme has been very successful in the Office of the Premier commencing on 1 June 2020 and ending on 31 May 2022. Sixty-three (63) Interns were appointed, 11 secured employments in other companies during their internship. The new programme will start on 1 June 2022, but due to departmental compensation budgets being reduced, only 33 interns will be employed for the 2022/24 Financial Years.

Staff were also awarded bursaries to ensure that personal development goals are aligned to organisational goals and to ensure career progression. Performance is managed by line managers in the organisation aligned to the annual performance plan.

Succession Planning and Retention

The Succession Policy in the Office of the Premier was developed and approved with the aim to identify high growth individuals, to develop them in preparation for future workforce demands and to ensure a pipeline of talented and skilled employees who can step up to maintain continuity in service delivery. Internal Human Resources (IHR) is currently raising awareness on approved policies and the succession policy will be implemented upon finalising the HR policies awareness campaign. The plan to implement the succession policy is underway.

The Retention Policy was also reviewed to set guidelines for the retention of employees in the Office of the Premier by giving effect to the Public Service Act and Regulations, to establish a consistent and fair retention methodology across the department, to ensure that employees of a high calibre, acumen and those who possess the necessary and scarce skills are retained. The current retention strategies that are applied in the Department are through promotions of internal staff Posts at salary levels 1 – 8 that become vacant and available for advertising and filling shall first be advertised internally for two (2) weeks. Recruiting internally generally improves employee morale, due to perceived growth opportunities. This is done in line with the Recruitment and Selection Policy.

Furthermore, the retention strategy applied in the department involves the introduction of incentives for innovation, improvements, and outstanding performance to give effect to the amended incentive framework in the public service and in view of this the Non-Financial Rewards policy is also under review. Measures will be applied to enhance a positive attitude in recognition of improved employee productivity through implementation of a financial incentive scheme and non-monetary rewards.

Other retention interventions in relation to senior management currently in place include the introduction of mentorship and coaching programmes. Such mentors and coaches play the role of career counsellors and sounding boards for senior managers. Executive management must identify compulsory training for senior managers annually through a consultative process. IHR will capture the training on the Workplace Skills Plan and training calendar and manage attendance of the training.

Labour Relations

The Office of the Premier is a small office with a current staff complement of 543 employees excluding interns and contract workers. The average number of annual grievances is five (5) cases. There is also a minimal number of misconduct cases. We resolve labour relations cases in line with the grievance rules. With the Departmental Standing Committee being phased out we rely on bi-laterals or multi-laterals with labour to engage on matters of mutual interest.

A trend analysis is conducted annually to determine prevalent cases so that mitigating strategies can be put in place. Workshops are conducted quarterly on labour relations policy issues to educate staff and management about their roles.

Employee Health and Wellness

The Office of the Premier has successfully managed and implemented the prescribed four pillars of EHWP. With a new office being sourced staff has returned to work however psychosocial support must be intensified as mental ill-health cases are mushrooming as the after effects of COVID 19. Key programmes are designed as

interventions to remedy the situation such as:
- Providing psychosocial support to deserving employees and components
- Implementing physical activity programmes to enhance healthy living
- Conducting ergonomics interventions to correct staff posture and avoid back and neck injuries
- Intensifying education on HIV/AIDS and prevention mechanisms
- Arranging wellness days for early detection of chronic diseases

The following EHW policies have been approved:
- Wellness Policy
- Health and Productivity Policy
- SHERQ Policy
- HIV/AIDS and TB Management Policy

The EHW Programme is governed by the 4 EHWP Pillars which are:

Wellness Management Pillar

The Wellness Management Pillar aims to ensure a healthy workforce and a safe working environment in the Office of the Premier through EHWP Programmes. The Employee Health and Wellness Programme (EHWP) provides psychosocial support (counselling services) to employees and their dependents with therapeutic telephone counselling service and life skills on demand, daily and all year round.

EHWP provides Mental Wellbeing management and support interventions on the following:

- Awareness & Education on Mental Health
- Trauma Management and Stress management programmes
- Financial management
- Relationships management and Resilience

The EHWP component has provided psychosocial support to staff throughout the COVID-19 pandemic. Staff that contracted the coronavirus were supported. The support is extended to the families of staff that are bereaved. Group debriefing sessions are conducted on a need's basis through CAREWAYS which is contracted by the Gauteng Provincial Government to provide the service.

Health and Productivity Management (HPM) Pillar

The Health and Productivity Management (HPM) Pillar aims to integrate and manage health risks for chronic illness, occupational injuries and diseases, mental diseases, and disability to reduce employees' total health-related costs, including direct medical expenditure, unnecessary absence from work, and lost performance at work.

The EHWP component has been vigilant in managing productivity by tracking leave trends, managing platooning schedules and management of staff that are working remotely. Staff that have chronic diseases are also profiled to ensure that they are reasonably accommodated.

Safety, Health, Environment and Quality Pillar (SHERQ)

The Safety, Health, Environment, Risk and Quality Pillar (SHERQ) aims to manage and integrate:

- Occupational Health and Safety including occupational hygiene, occupational safety, and medical surveillance.
- Environmental Management including environmental assessment and environmental management.
- Risk Management including occupational risks management aligned with organisational risk management.
- Quality Management including quality of SHERQ interventions and their contribution to Department Specific Quality Management Standards.

HIV/AIDS and TB Management Pillar

The HIV/AIDS and TB Management Pillar aims to address social and structural drivers of HIV, TB and STIs and link these efforts to the National Development Plan (NDP) 2030.
Staff members are reluctant to disclose their HIV/AIDS status. The EHWP component continues to educate staff on HIV/AIDS issues through continuous communications as well as training sessions on HIV/AIDS.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel related expenditure

The following tables summarise the final audited personnel-related expenditure by programme and by salary bands. It provides an indication of the following:

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

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2024 and 31 March 2025

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)	Employment (Including Periodical - And Abnormal Appointments)
Administration	290 848,00	97 686,00	0,00	0,00	33,50	195 409,00	0,50
Executive Office (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	12,00
GRO: Administration (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	2,00
GRO: Policy & Governance (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	23,00
Institutional Development	351 967,00	196 555,00	1 888,00	0,00	55,90	0,00	0,00
Policy & Governance	163 743,00	95 150,00	1 522,00	0,00	57,90	63 459,00	1,50
Pr1: Administration 7/8 (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	153,50
Pr2: Institutional Develop 7/8 (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	300,00
Pr3: Policy Governance 7/8 (Persal)	0,00	0,00	0,00	0,00	0,00	0,00	78,50
Total as on Financial Systems (BAS)	**806 558,00**	**389 391,00**	**3 410,00**	**0,00**	**48,30**	**682,00**	**571,00**

Table 3.1.2 Personnel costs by salary band for the period 1 April 2024 and 31 March 2025

Salary Band	Personnel Expenditure including Transfers (R'000)	% of Total Personnel Cost	Average Personnel Cost per Employee (R)	Total Personnel Cost for Department including Goods and Services (R'000)	Number of Employees
01 Lower skilled (Levels 1-2)	4 719,00	1,20	248 368,00	390 772,00	19
02 Skilled (level 3-5)	23 904,00	6,10	336 676,00	390 772,00	71
03 Highly skilled production (levels 6-8)	81 741,00	20,90	527 361,00	390 772,00	155

04 Highly skilled supervision (levels 9-12)	143 325,00	36,70	879 294,00	390 772,00	163
05 Senior and Top management (Levels >= 13)	67 970,00	17,40	1 446 170,00	390 772,00	47
11 Contract (Levels 3-5)	425,00	0,10	425 000,00	390 772,00	1
12 Contract (Levels 6-8)	4 143,00	1,10	517 875,00	390 772,00	8
13 Contract (Levels 9-12)	22 890,00	5,90	1 040 455,00	390 772,00	22
14 Contract (Levels >= 13)	32 143,00	8,20	1 691 737,00	390 772,00	19
18 Contract Other	6 208,00	1,60	100 129,00	390 772,00	62
19 Periodical Remuneration	51,00	0,00	51 000,00	390 772,00	1
20 Abnormal Appointment	1 329,00	0,30	664 500,00	390 772,00	2
Total	**388 848,00**	**99,50**	**680 995,00**	**390 772,00**	**571**

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2024 and 31 March 2025

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid		Total Personnel Cost per Programme (R'000)
	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	
Executive Office	13928	91,50	2	0,00	19	0,10	141	0,90	15216
GRO: Administration	2683	89,80	0	0,00	11	0,40	19	0,60	2987
GRO: Policy & Governance	20785	89,80	11	0,00	164	0,70	249	1,10	23144
Pr1: Administration 7/8	62663	81,70	2131	2,80	1793	2,30	3610	4,70	76742
Pr2: Institutional Develop 7/8	162457	81,70	3303	1,70	4818	2,40	8876	4,50	198812
Pr3: Policy Governance 7/8	64302	87,00	31	0,00	1003	1,40	1573	2,10	73871
Total	**326818**	**83,60**	**5478**	**1,40**	**7807**	**2,00**	**14468**	**3,70**	**390772**

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2024 and 31 March 2025

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid		Total Personnel Cost per Salary Band (R'000)
	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	
01 Skilled (level 1-2)	2 906	61,60	112	2,40	401	8,50	684	14,50	4719

02 Skilled (level 3-5)	16 499	69,00	858	3,60	1307	5,50	2833	11,90	23904
03 Highly skilled production (levels 6-8)	62 126	75,80	2329	2,80	3095	3,80	6320	7,70	81963
04 Highly skilled supervision (levels 9-12	120 693	84,00	1944	1,40	2530	1,80	4037	2,80	143679
05 Senior management (Levels >= 13)	60 986	88,60	0	0,00	427	0,60	405	0,60	68841
11 Contract (Levels 3-5)	350	82,40	0	0,00	0	0,00	7	1,60	425
12 Contract (Levels 6-8)	3 819	92,20	37	0,90	19	0,50	61	1,50	4143
13 Contract (Levels 9-12)	21 438	93,50	6	0,00	29	0,10	121	0,50	22920
14 Contract (Levels >= 13)	31 129	95,50	0	0,00	0	0,00	0	0,00	32591
18 Contract Other	5 491	88,50	193	3,10	0	0,00	0	0,00	6208
19 Periodical Remuneration	51	100,00	0	0,00	0	0,00	0	0,00	51
20 Abnormal Appointment	1 329	100,00	0	0,00	0	0,00	0	0,00	1329
Total	**326 818**	**83,60**	**5478**	**1,40**	**7807**	**2**	**14468**	**3,70**	**390 772**

3.2 Employment and Vacancies

The tables in this section summarise the position regarding employment and vacancies.
The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations (see definition in notes below).

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2025

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Executive Office, Permanent	12	12	0	0
GRO: Administration, Permanent	2	2	0	0
GRO: Policy & Governance, Permanent	15	11	27	0
PR1: Administration 7/8, Permanent	141	130	8	43

PR2: Institutional Develop 7/8, Permanent	260	259	0	36
PR3: Policy Governance 7/8, Permanent	78	75	4	0
TOTAL	**508**	**489**	**4**	**79**

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2025

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
01 Lower skilled (1-2), Permanent	20	20	0	0
02 Skilled (3-5), Permanent	98	96	2	0
03 Highly skilled production (6-8), Permanent	151	150	1	0
04 Highly skilled supervision (9-12), Permanent	159	148	7	0
05 Senior management (Levels >= 13), Permanent	46	41	11	0
09 Other, Permanent	1	1	0	62
11 Contract (Levels 3-5), Permanent	4	4	0	0
12 Contract (Levels 6-8), Permanent	5	5	0	0
13 Contract (Levels 9-12), Permanent	15	15	0	17
14 Contract (Levels >= 13), Permanent	9	9	0	0
Total	**508**	**489**	**4**	**79**

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2025

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Account Clerk (Public Relations/ Communication), Permanent	3	3	0	0
Administration Clerks, Permanent	12	12	0	19
Administration Officer, Permanent	8	8	0	0
Administrative And Governance Policy Manager, Permanent	16	16	0	0
Advocate, Permanent	8	8	0	0
Applications Programmer, Permanent	2	2	0	0
Call Or Contact Centre Clerk, Permanent	51	51	0	0
Caretaker/ Cleaner, Permanent	1	1	0	0
Chief Financial Officer, Permanent	1	0	100	0
Chief Information Officer, Permanent	1	1	0	0
Civil Engineering Technician, Permanent	1	1	0	0
Clerical Suppleme. Workers Not Elsewhere Classified, Permanent	2	2	0	43
Communication And Marketing Manager, Permanent	1	1	0	0
Communication Coordinator, Permanent	34	34	0	0
Communication Strategist, Permanent	3	3	0	0

Computer Network Technician, Permanent	1	1	0	0
Customer Service Manager, Permanent	4	2	50	0
Database Designer and Administrator, Permanent	3	3	0	0
Employee Wellness Practitioner, Permanent	1	1	0	0
Filing And Registry Clerk, Permanent	2	2	0	0
Finance Clerk, Permanent	1	1	0	0
Finance Manager, Permanent	2	2	0	0
Financial Accountant, Permanent	11	11	0	0
Food Trade Assistant, Permanent	3	3	0	0
Geographic Information Systems Technician, Permanent	1	1	0	0
Graphic Designer, Permanent	1	1	0	0
Head Of Office Of Premier, Permanent	1	1	0	0
Human Resource Clerk, Permanent	3	3	0	0
Human Resource Manager, Permanent	15	15	0	0
Human Resource Practitioner, Permanent	10	8	20	0
Industrial/ Labour Relations Officer, Permanent	1	1	0	0
Information Technology & Systems Manager, Permanent	1	1	0	0
Internal Auditor, Permanent	0	0	0	0
Legal Related Manager, Permanent	2	2	0	0
Librarian, Permanent	1	0	100	0
Light Vehicle Driver, Permanent	4	4	0	0
Managers Not Elsewhere Classified, Permanent	8	8	0	0
Messengers, Permanent	3	3	0	0
Midd. Manager: Human Resource & Organisa. Devel. Rela, Permanent	29	27	7	0
Middle Manager: Administrative Related, Permanent	46	46	0	17
Middle Manager: Finance And Economics Related, Permanent	5	5	0	0
Middle Manager: Health Science Related, Permanent	1	0	100	0
Middle Manager: Information Technology Related, Permanent	2	2	0	0
Middle Manager: Internal Audit Related, Permanent	1	1	0	0
Middle Manager: Social Science Related, Permanent	3	1	67	0
Middle Manager: Communication & Information Related, Permanent	10	10	0	0
Network Analyst, Permanent	1	1	0	0
Office Cleaner, Permanent	21	20	5	0
Organisational Development Practitioner, Permanent	3	3	0	0
Other Clerical Support Workers, Permanent	1	1	0	0

Other Middle Manager, Permanent	5	4	20	0
Other Occupations, Permanent	1	1	0	0
Personal Assistant, Permanent	23	23	0	0
Photographer, Permanent	2	2	0	0
Policy And Planning Managers, Permanent	10	10	0	0
Professionals Not Elsewhere Classified., Permanent	21	21	0	0
Programme Or Project Manager, Permanent	0	0	0	0
Public/Media Relations Manager, Permanent	12	10	17	0
Receptionist (General), Permanent	3	3	0	0
Registry And Mailing Clerk, Permanent	1	1	0	0
Research And Development Manager, Permanent	2	2	0	0
Risk And Integrity Manager, Permanent	2	2	0	0
Risk And Integrity Specialist, Permanent	0	0	0	0
Secretary (General), Permanent	5	5	0	0
Security Officer, Permanent	49	46	6	0
Skills Development Facilitator/ Practitioner, Permanent	1	1	0	0
State Owned Entities and Oversight Manager, Permanent	0	0	0	0
Strategy/Monitoring & Evaluation Manager, Permanent	4	4	0	0
Supply Chain Clerk, Permanent	5	5	0	0
Supply Chain Manager, Permanent	2	2	0	0
Supply Chain Practitioner, Permanent	11	10	9	0
Switchboard Operator, Permanent	1	1	0	0
Technic & Associate Techn. Occupations Not Classified, Permanent	1	1	0	0
Training And Development Professional, Permanent	1	1	0	0
Total	**508**	**489**	**4**	**79**

3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling.

Table 3.3.1 SMS post information as on 31 March 2025

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	4	4	100%	0	0%
Salary Level 15	5	3	60%	2	67%
Salary Level 14	15	9	60%	6	67%

Salary Level 13	45	36	80%	9	25%
Total	**70**	**53**	**76%**	**17**	**32%**

Table 3.3.2 SMS post information as on 30 September 2024

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	4	4	100%	0	0%
Salary Level 15	5	3	60%	2	40%
Salary Level 14	15	10	67%	5	33%
Salary Level 13	45	38	84%	7	16%
Total	**70**	**56**	**80%**	**14**	**20%**

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2024 and 31 March 2025

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	0	0	0
Salary Level 16	0	0	0
Salary Level 15	0	0	0
Salary Level 14	2	0	1
Salary Level 13	1	1	0
Total	**3**	**1**	**1**

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 2024 and 31 March 2025

Reasons for vacancies not advertised within six months
The Minister for Public Service and Administration issued a Directive on the Implementation of Control Measures Aimed at Assisting Executive Authorities in Managing Fiscal Sustainability from 1 October 2023 to 31 March 2025. All vacant posts were automatically frozen and unfunded therefore each Executive Authority had to follow a determined process to unlock the funding of the post before it is advertised. The process included Job Evaluation of posts, consultation with the Provincial Treasury to fund the vacant positions, obtaining concurrence with the Premier before the post was activated and ready to be advertised. The unavailability of the Job Evaluation system in the country at the time impacted on the grading of posts as only the benchmarking process was in place which is lengthy due to the dependency from other stakeholders who were request-ed to provide the similar positions in their respective Department to assist in the process.

Reasons for vacancies not filled within twelve months
Implementation of the Directive on the Implementation of Control Measures Aimed at Assisting Executive Authorities in Managing Fiscal Sustainability from 1 October 2023 to 31 March 2025.
Job Evaluation processes which are delayed due to benchmarking which is highly dependent on the response from other government. Departments to provide job profiles and job evaluation results of similar jobs that are being benchmarked.
Departments for job evaluation results of the similar positions that are being benchmarked and job descriptions.

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 2024 and 31 March 2025

Reasons for vacancies not advertised within six months
No disciplinary steps taken for not complying with the regulation as the reasons for not advertising of the posts in the stipulated period is not due to non-performance of role by the line manager but due to other processes that are to be conducted prior to the posts being advertised, such as Job Evaluation, and there is no Job Evaluation System in the Public Service and only the Benchmarking process which is highly dependent or other stakeholders for submission of documents. Implementation of the Directive on the Implementation of Control Measures Aimed at Assisting Executive Authorities in Managing Fiscal Sustainability from 1 October 2023 to 31 March 2025, which required vigorous processes to be in followed before a post is advertised.

3.4 Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2024 and 31 March 2025

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
01 Lower Skilled (Levels1-2)	21	0	0,00	0	0,00	0	0,00
02 Skilled (Levels 3-5)	98	0	0,00	0	0,00	0	0,00
03 Highly skilled production (Levels 6-8)	148	0	0,00	0	0,00	0	0,00
04 Highly skilled supervision (Levels 9-12)	149	1	0,70	0	0,00	0	0,00
05 Senior Management Service Band A	38	1	2,60	0	0,00	0	0,00
06 Senior Management Service Band B	9	3	33,30	0	0,00	0	0,00
07 Senior Management Service Band C	3	3	100,00	0	0,00	0	0,00
08 Senior Management Service Band D	4	0	0,00	0	0,00	0	0,00
09 Other	4	0	0,00	0	0,00	0	0,00
11 Contract (Levels 3-5)	4	0	0,00	0	0,00	0	0,00
12 Contract (Levels 6-8)	5	0	0,00	0	0,00	0	0,00
13 Contract (Levels 9-12)	15	0	0,00	0	0,00	0	0,00

14 Contract Band A	4	0	0,00	0	0,00	0	0,00
15 Contract Band B	3	0	0,00	0	0,00	0	0,00
16 Contract Band C	3	0	0,00	0	0,00	0	0,00
17 Contract Band D	0	0	0,00	0	0,00	0	0,00
Total	**508**	**8**	**1,60**	**0**	**0,00**	**0**	**0,00**

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2024 and 31 March 2025

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	None

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2024 and 31 March 2025

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Nil	Nil	Nil	Nil	Nil
Total number of employees whose salaries exceeded the level determined by job evaluation				Nil
Percentage of total employed				Nil

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

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2024 and 31 March 2025

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

Total number of Employees whose salaries exceeded the grades determine by job evaluation	None

3.5 Employment Changes

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

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2024 and 31 March 2025

Salary band	Number of employees at beginning of period-1 April 2024	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
01 Lower skilled (Levels 1-2) Permanent	20	0	1	5,00
02 Skilled (Levels 3-5)	73	0	2	2,70
03 Highly skilled production (Levels 6-8) Permanent	161	0	8	5,00
04 Highly skilled supervision (Levels 9-12) Permanent	170	3	8	4,70
05 Senior Management Service Bands A Permanent	34	2	1	2,90
06 Senior Management Service Bands B Permanent	9	1	1	11,10
07 Senior Management Service Bands C Permanent	3	0	0	0,00
08 Senior Management Service Bands D Permanent	1	0	0	0,00
09 Other Permanent	147	57	140	95,20
11 Contracts (Levels 3-5) Permanent	3	1	3	100,00
12 Contract (Levels 6-8) Permanent	10	6	8	80,00
13 Contract (Levels 9-12) Permanent	28	24	30	107,10
14 Contract Band A Permanent	11	7	10	90,90
15 Contract Band B Permanent	5	2	2	40,00
16 Contract Band C Permanent	3	2	2	66,70
17 Contract Band D Permanent	2	1	1	50,00
Total	**680**	**106**	**217**	**31,90**

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2024 and 31 March 2025

Critical occupation	Number of employees at beginning of period-April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administration Clerks Permanent	8	0	0	0,00
Administration Officer Permanent	0	0	4	0,00
Administrative And Governance Policy Manager Permanent	0	2	7	0,00
Administrative Related Permanent	68	1	0	0,00
Authors Journalists and Other Writers Permanent	1	0	0	0,00
Call Or Contact Centre Clerk Permanent	0	1	125	0,00
Caretaker/ Cleaner Permanent	0	1	0	0,00
Chief Financial Officer Permanent	0	0	0	0,00

Critical occupation	Number of employees at beginning of period-April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Cleaners In Offices Workshops Hospitals Etc. Permanent	25	0	0	0,00
Clerical Supplement. Workers Not Elsewhere Classified Permanent	0	54	12	0,00
Client Inform Clerks (Switchboard Reception Information Clerks) Permanent	2	0	1	50,00
Communication And Information Related Permanent	19	0	0	0,00
Communication And Marketing Manager Permanent	0	1	2	0,00
Communication Coordinator Permanent	0	0	1	0,00
Community Development Workers Permanent	2	0	0	0,00
Customer Service Manager Permanent	0	0	2	0,00
Engineering Sciences Related Permanent	1	0	0	0,00
Finance And Economics Related Permanent	6	0	0	0,00
Finance Clerk Permanent	0	0	1	0,00
Financial Accountant Permanent	0	0	1	0,00
Financial And Related Professionals Permanent	7	0	0	0,00
Financial Clerks and Credit Controllers Permanent	62	0	0	0,00
Food Services Aids and Waiters Permanent	3	0	0	0,00
Food Trade Assistant Permanent	0	1	4	0,00
Geographic Information Systems Technician Permanent	0	0	1	0,00
Head Of Department/Chief Executive Officer Permanent	1	0	0	0,00
Household Food and Laundry Services Related Permanent	1	0	1	100,00
Human Resource Manager Permanent	0	0	2	0,00
Human Resources & Organisat Developm & Relate Prof Permanent	31	0	0	0,00
Human Resources Clerks Permanent	157	0	0	0,00
Human Resources Related Permanent	30	0	1	3,30
Information Technology Related Permanent	12	0	0	0,00

Critical occupation	Number of employees at beginning of period-April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Language Practitioners Interpreters & Other Commun Permanent	10	0	0	0,00
Legal Related Permanent	7	1	0	0,00
Library Assistant Permanent	0	1	0	0,00
Library Mail and Related Clerks Permanent	1	0	0	0,00
Light Vehicle Driver Permanent	0	1	2	0,00
Light Vehicle Drivers Permanent	2	0	0	0,00
Logistical Support Personnel Permanent	8	0	0	0,00
Managers Not Elsewhere Classified Permanent	0	1	0	0,00
Material-Recording and Transport Clerks Permanent	2	0	0	0,00
Messengers Permanent	0	0	1	0,00
Messengers Porters And Deliverers Permanent	12	0	0	0,00
Midd. Manager: Human Resource & Organisa. Devel. Rela Permanent	0	1	0	0,00
Middle Manager: Administrative Related Permanent	0	25	28	0,00
Middle Manager: Communication & Information Related Permanent	0	2	2	0,00
Office Cleaner Permanent	0	0	2	0,00
Other Administrat & Related Clerks and Organisers Permanent	26	0	0	0,00
Other Administrative Policy and Related Officers Permanent	3	0	0	0,00
Other Clerical Support Workers Permanent	0	0	1	0,00
Other Information Technology Personnel. Permanent	17	0	0	0,00
Other Middle Manager Permanent	2	2	0	0,00
Other Occupations Permanent	1	1	2	200,00
Patent And Trademark Attorney Permanent	0	1	1	0,00
Personal Assistant Permanent	1	2	0	0,00
Policy And Planning Managers Permanent	0	2	1	0,00
Professionals Not Elsewhere Classified. Permanent	0	1	4	0,00
Programme Or Project Manager Permanent	0	0	2	0,00

Critical occupation	Number of employees at beginning of period-April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Public/Media Relations Manager Permanent	0	0	3	0,00
Receptionist (General) Permanent	0	1	0	0,00
Risk Management and Security Services Permanent	15	0	0	0,00
Secretaries & Other Keyboard Operating Clerks Permanent	42	0	0	0,00
Security Officers Permanent	42	0	0	0,00
Senior Managers Permanent	51	2	0	0,00
Strategy/Monitoring &Evaluation Manager Permanent	0	1	0	0,00
Supply Chain Practitioner Permanent	0	0	3	0,00
Technic& Associate Techn. Occupations Not Classified Permanent	1	0	0	0,00
Total	**680**	**106**	**217**	**31,90**

The table below identifies the major reasons why staff left the department.

Table 3.5.3 Reasons why staff left the department for the period 1 April 2024 and 31 March 2025

Termination Type	Number	% of Total Resignations
Death	3	1.38.%
Resignation	29	13.36%
Expiry of contract	175	80.6%
Dismissal – operational changes	0	0%
Dismissal – misconduct	1	0.46%
Dismissal – inefficiency	0	0
Discharged due to ill-health	1	0.46%
Retirement	3	1.38%
Transfer to other Public Service Departments	4	1.84%
Other	0	0
Total	**217**	**31,90**
Total number of employees who left as a % of total employment		**31,90**

Table 3.5.4 Promotions by critical occupation for the period 1 April 2024 and 31 March 2025

Occupation	Employees 1 April 2024	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
Administration Clerks	1	0	0,00	9	900,00
Administration Officer	0	0	0,00	3	0,00
Administrative And Governance Policy Manager	0	0	0,00	8	0,00

Occupation	Employees 1 April 2024	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	76	0	0,00	0	0,00
Advocate	0	0	0,00	6	0,00
Applications Programmer	0	0	0,00	1	0,00
Authors Journalists and Other Writers	1	0	0,00	0	0,00
Call Or Contact Centre Clerk	0	0	0,00	12	0,00
Chief Information Officer	0	0	0,00	1	0,00
Civil Engineering Technician	0	0	0,00	2	0,00
Cleaners In Offices Workshops Hospitals Etc.	25	0	0,00	0	0,00
Client Inform Clerks (Switchb Recept Inform Clerks)	2	0	0,00	1	50,00
Communication And Information Related	19	0	0,00	0	0,00
Communication And Marketing Manager	0	0	0,00	2	0,00
Communication Coordinator	0	0	0,00	11	0,00
Communication Strategist	0	0	0,00	2	0,00
Community Development Workers	2	0	0,00	0	0,00
Computer Network Technician	0	0	0,00	1	0,00
Customer Service Manager	0	0	0,00	3	0,00
Engineering Sciences Related	1	0	0,00	0	0,00
Filing And Registry Clerk	0	0	0,00	2	0,00
Finance And Economics Related	6	0	0,00	0	0,00
Finance Clerk	0	0	0,00	1	0,00
Finance Manager	0	0	0,00	2	0,00
Financial Accountant	0	0	0,00	6	0,00
Financial And Related Professionals	7	0	0,00	0	0,00
Financial Clerks and Credit Controllers	62	0	0,00	0	0,00

Occupation	Employees 1 April 2024	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
Food Services Aids and Waiters	3	0	0,00	0	0,00
Food Trade Assistant	0	0	0,00	1	0,00
Head Of Department/Chief Executive Officer	1	0	0,00	0	0,00
Household Food and Laundry Services Related	1	0	0,00	0	0,00
Human Resource Clerk	0	0	0,00	3	0,00
Human Resource Manager	0	0	0,00	9	0,00
Human Resource Practitioner	0	0	0,00	5	0,00
Human Resources & Organisat Developm & Relate Prof	31	0	0,00	0	0,00
Human Resources Clerks	157	0	0,00	0	0,00
Human Resources Related	30	1	3,30	0	0,00
Industrial/ Labour Relations Officer	0	0	0,00	1	0,00
Information Technology & Systems Manager	0	0	0,00	1	0,00
Information Technology Related	12	0	0,00	0	0,00
Language Practitioners Interpreters & Other Commun	10	0	0,00	0	0,00
Legal Related	7	0	0,00	0	0,00
Legal Related Manager	0	0	0,00	1	0,00
Library Mail and Related Clerks	1	0	0,00	0	0,00
Light Vehicle Driver	0	0	0,00	2	0,00
Light Vehicle Drivers	2	0	0,00	0	0,00
Logistical Support Personnel	8	0	0,00	0	0,00
Managers Not Elsewhere Classified	0	0	0,00	2	0,00
Material-Recording and Transport Clerks	2	0	0,00	1	50,00
Messengers	0	0	0,00	1	0,00

Occupation	Employees 1 April 2024	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
Messengers Porters And Deliverers	12	0	0,00	0	0,00
Midd. Manager: Human Resource & Organisa. Devel. Rela	0	0	0,00	10	0,00
Middle Manager: Administrative Related	0	0	0,00	8	0,00
Middle Manager: Finance And Economics Related	0	0	0,00	5	0,00
Middle Manager: Information Technology Related	0	0	0,00	1	0,00
Middle Manager: Social Science Related	0	1	0,00	1	0,00
Middle Manager: Communication & Information Related	0	0	0,00	24	0,00
Office Cleaner	0	0	0,00	21	0,00
Organisational Development Practitioner	0	0	0,00	3	0,00
Other Administrat & Related Clerks and Organisers	26	0	0,00	0	0,00
Other Administrative Policy and Related Officers	3	0	0,00	0	0,00
Other Clerical Support Workers	0	0	0,00	1	0,00
Other Information Technology Personnel.	17	0	0,00	0	0,00
Other Middle Manager	2	0	0,00	1	50,00
Other Occupations	1	0	0,00	0	0,00
Personal Assistant	1	0	0,00	16	1 600,00
Policy And Planning Managers	0	0	0,00	5	0,00
Professionals Not Elsewhere Classified.	0	0	0,00	11	0,00
Programme Or Project Manager	0	0	0,00	1	0,00
Public/Media Relations Manager	0	0	0,00	2	0,00
Receptionist (General)	0	0	0,00	2	0,00

Occupation	Employees 1 April 2024	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
Research And Development Manager	0	0	0,00	1	0,00
Risk And Integrity Manager	0	0	0,00	1	0,00
Risk And Integrity Specialist	0	0	0,00	4	0,00
Risk Management and Security Services	15	0	0,00	0	0,00
Secretaries & Other Keyboard Operating Clerks	42	0	0,00	0	0,00
Secretary (General)	0	0	0,00	3	0,00
Security Officer	0	0	0,00	29	0,00
Security Officers	42	0	0,00	0	0,00
Senior Managers	51	0	0,00	0	0,00
Skills Development Facilitator/ Practitioner	0	0	0,00	1	0,00
State Law Advisor	0	0	0,00	1	0,00
State Owned Entities and Oversight Manager	0	0	0,00	1	0,00
Strategy/ Monitoring &Evaluation Manager	0	0	0,00	2	0,00
Supply Chain Practitioner	0	0	0,00	10	0,00
Technic& Associate Techn. Occupations Not Classified	1	0	0,00	0	0,00
Training And Development Professional	0	0	0,00	1	0,00
Transport Clerk	0	0	0,00	2	0,00
Total	**680**	**2**	**0,30**	**268**	**39,40**

Table 3.5.5 Promotions by salary band for the period 1 April 2024 and 31 March 2025

Salary Band	Employees 1 April 2024	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
01 Lower skilled (Levels 1-2), Permanent	20	0	0,00	19	95,00
02 Skilled (Levels 3-5), Permanent	73	0	0,00	41	56,20

Salary Band	Employees 1 April 2024	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
03 Highly skilled production (Levels 6-8), Permanent	161	0	0,00	84	52,20
04 Highly skilled supervision (Levels 9-12), Permanent	170	1	0,60	88	51,80
05 Senior Management (Levels >= 13), Permanent	47	1	2,10	28	59,60
09 Other, Permanent	147	0	0,00	0	0,00
11 Contract (Levels 3-5), Permanent	3	0	0,00	0	0,00
12 Contract (Levels 6-8), Permanent	10	0	0,00	2	20,00
13 Contract (Levels 9-12), Permanent	28	0	0,00	2	7,10
14 Contract (Levels >= 13), Permanent	21	0	0,00	4	19,00
Total	**680**	**2**	**0,30**	**268**	**39,40**

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 2025

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
01 - Senior Officials and Managers	25	0	2	1	30	1	2	0	61
02 - Professionals	1	0	0	0	1	0	0	0	2
03 - Technicians And Associate Professionals	0	0	0	0	2	0	0	0	2
09 - Labourers And Related Workers	0	0	0	0	1	0	0	0	1
Clerical Support Workers	45	1	0	0	80	3	1	2	132
Elementary	6	0	0	0	20	0	0	0	26
Managers	50	5	3	3	68	5	2	4	140
Plant & Machine Operators & Assemblers	4	0	0	0	0	0	0	0	4
Professionals	27	0	2	0	35	1	2	0	67

Protect Rescue Social Health Science Support Pers	20	0	2	0	14	0	0	0	36
Technicians & Associate Technical Occupations	4	0	0	0	13	0	1	0	18
TOTAL	**182**	**6**	**9**	**4**	**264**	**10**	**8**	**6**	**489**
Employees with disabilities	0	0	2	1	6	1	0	1	11

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2025.

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
01 Top Management, Permanent	1	0	0	0	2	1	0	0	4
02 Senior Management, Permanent	12	0	2	1	23	2	2	1	43
03 Professionally qualified and experienced specialists and mid-management, Permanent	63	4	4	3	86	2	3	3	168
04 Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	45	2	0	0	107	4	3	2	163
05 Semi-skilled and discretionary decision making, Permanent	38	0	2	0	34	0	0	0	74
06 Unskilled and defined decision making, Permanent	7	0	0	0	13	0	0	0	20
07 Not Available, Permanent	50	0	0	0	138	1	0	0	189
08 Contract (Top Management), Permanent	4	0	1	0	0	0	0	0	5
09 Contract (Senior Management), Permanent	8	1	0	1	7	1	0	0	18

10 Contract (Professionally Qualified), Permanent	17	1	0	0	10	0	0	0	28
11 Contract (Skilled Technical), Permanent	3	0	0	0	8	0	0	0	11
12 Contract (Semi-Skilled), Permanent	0	0	0	0	3	0	0	0	3
Total	**248**	**8**	**9**	**5**	**431**	**11**	**8**	**6**	**726**

Table 3.6.3 Recruitment for the period 1 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
02 Senior Management, Permanent	1	0	0	0	0	0	0	0	1
03 Professionally qualified and experienced specialists and mid-management, Permanent	0	0	0	0	1	0	0	0	1
07 Not Available, Permanent	12	0	0	0	45	0	0	0	57
08 Contract (Top Management), Permanent	3	0	0	0	0	0	0	0	3
09 Contract (Senior Management), Permanent	5	0	0	0	3	0	0	0	9
10 Contract (Professionally qualified), Permanent	14	1	0	0	9	0	0	1	24
11 Contract (Skilled technical), Permanent	2	0	0	0	4	0	0	0	6
12 Contract (Semi-skilled), Permanent	0	0	0	0	1	0	0	0	1
TOTAL	**37**	**1**	**0**	**0**	**63**	**0**	**0**	**1**	**102**
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
01 Top Management, Permanent	0	0	0	0	2	1	0	0	3
02 Senior Management, Permanent	5	0	1	1	15	1	2	1	26
03 Professionally qualified and experienced specialists and mid-management, Permanent	32	1	0	0	51	1	3	1	89
04 Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	21	0	0	0	57	4	1	1	84
05 Semi-skilled and discretionary decision making, Permanent	22	0	0	0	19	0	0	0	41
06 Unskilled and defined decision making, Permanent	6	0	0	0	13	0	0	0	19
09 Contract (Senior Management), Permanent	2	0	0	0	2	0	0	0	4
10 Contract (Professionally qualified), Permanent	2	0	0	0	0	0	0	0	2
11 Contract (Skilled technical), Permanent	0	0	0	0	2	0	0	0	2
TOTAL	**90**	**1**	**1**	**1**	**161**	**7**	**6**	**3**	**270**
Employees with disabilities	0	0	0	0	4	1	0	0	5

Table 3.6.5 Terminations for the period 1 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
02 Senior Management, Permanent	0	0	0	0	1	0	0	1	2
03 Professionally qualified and experienced specialists and mid-management, Permanent	3	0	0	0	2	0	0	0	5
04 Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	0	0	0	0	4	0	0	0	4
05 Semi-skilled and discretionary decision making, Permanent	2	0	0	0	0	0	0	0	2
06 Unskilled and defined decision making, Permanent	1	0	0	0	0	0	0	0	1
07 Not Available, Permanent	43	0	0	0	103	1	0	0	147
08 Contract (Top Management), Permanent	3	0	0	0	0	0	0	0	3
09 Contract (Senior Management), Permanent	6	1	0	0	5	0	0	0	12
10 Contract (Professionally qualified), Permanent	18	1	0	0	11	0	0	0	30
11 Contract (Skilled technical), Permanent	3	0	0	0	5	0	0	0	8
12 Contract (Semi-skilled), Permanent	0	0	0	0	3	0	0	0	3
TOTAL	**79**	**2**	**0**	**0**	**134**	**1**	**0**	**1**	**217**

Table 3.6.6 Disciplinary action for the period 1 April 2024 to 31 March 2025

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Theft	0	0	0	0	2	0	0	0	2
Sexual Harassment	0	1	0	0	0	0	0	0	1
Contravened the SCM policy and procedure	0	0	0	0	2	0	0	0	2
Abscondment	0	0	0	0	0	0	0	0	0
Absenteeism	1	0	0	0	0	0	0	0	1
Fraudulent documents	1	0	0	0	0	0	0	0	1
Contravened the transport policy and procedure.	0	0	0	0	0	0	0	0	0
Misuse of government vehicle	1	0	0	0	0	0	0	0	9
Total	**3**	**1**	**0**	**0**	**2**	**0**	**0**	**0**	**9**

Table 3.6.7 Skills development for the period 1 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	8	0	1	0	14	0	1	0	24
Professionals	14	1	0	1	12	1	0	1	30
Technicians and associate professionals	10	1	0	0	19	0	0	0	30
Clerks	21	0	0	0	26	1	0	0	48
Service and sales workers	1	0	0	0	0	0	0	0	1
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	**54**	**2**	**1**	**1**	**71**	**2**	**1**	**1**	**133**
Employees with disabilities	0	0	1	1	3	0	0	0	**5**

3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2025

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	1	100%
Salary Level 16	1	1	0	0%
Salary Level 15	6	6	5	83%
Salary Level 14	13	13	11	85%
Salary Level 13	48	48	47	98%
Total	**69**	**69**	**64**	**93%**

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2025

Reasons
suspension and contract expired

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2025

Reasons
None

3.8 Performance Rewards

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

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2024 to 31 March 2025

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	7	248	2.80	37	5275
Female	9	425	2.10	44	4873
Asian					
Male	1	7	14.30	5	4764
Female	1	8	12.50	5	4764
Coloured					
Male	1	8	0.00	0	0
Female	0	10	10.00	5	4556
White					
Male	1	4	25.00	6	5638
Female	1	5	20.00	4	4229
Total	**21**	**726**	**2.90**	**105**	**4987**

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2024 to 31 March 2025

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	

01 Lower Skilled (Levels 1-2)	0	20	0.00	0	0	0.00
02 Skilled (level 3-5)	0	74	0.00	0	0	0.00
03 Highly skilled production (level 6-8)	3	163	1.80	4689	4689	22.93
04 Highly skilled supervision (level 9-12)	1	168	0.60	5141	5141	8.64
09 Other	0	189	0.00	0	0	0.00
11 Contract (Levels 3-5)	0	3	0.00	0	0	0.00
12 Contract (Levels 6-8)	0	11	0.00	0	0	0.00
13 Contract (Levels 9-12)	0	28	0.00	0	0	0.00
Total	**4**	**656**	**0.60**	**4802**	**4802**	**126.01**

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2024 to 31 March 2025

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
Financial Clerks and Credit Controllers	0	63	0.00	0.00	0.00
Household Food and Laundry Services Related	0	1	0.00	0.00	0.00
Human Resources Clerks	0	198	0.00	0.00	0.00
Security Officers	0	43	0.00	0.00	0.00
Human Resources & Organisational Development & Relate Prof	1	31	3.20	4.98	4 982.00
Messengers Porters And Deliverers	0	12	0.00	0.00	0.00
Risk Management and Security Services	0	15	0.00	0.00	0.00
Finance And Economics Related	0	6	0.00	0.00	0.00
Logistical Support Personnel	0	8	0.00	0.00	0.00
Other Administration & Related Clerks and Organisers	0	26	0.00	0.00	0.00
Other Occupations	0	1	0.00	0.00	0.00
Legal Related	1	7	14.30	5.14	5 141.00
Financial And Related Professionals	0	7	0.00	0.00	0.00
Administrative Related	3	76	3.90	13.08	4 361.00

Communication And Information Related	0	19	0.00	0.00	0.00
Administration Clerks	0	1	0.00	0.00	0.00
Secretaries & Other Keyboard Operating Clerks	0	44	0.00	0.00	0.00
Library Mail and Related Clerks	0	2	0.00	0.00	0.00
Cleaners In Offices Workshops Hospitals Etc.	0	25	0.00	0.00	0.00
Human Resources Related	0	30	0.00	0.00	0.00
Technic& Associate Techn. Occupations Not Classified	0	1	0.00	0.00	0.00
Head Of Department/Chief Executive Officer	0	1	0.00	0.00	0.00
Language Practitioners Interpreters & Other Commun	0	10	0.00	0.00	0.00
Material-Recording and Transport Clerks	0	2	0.00	0.00	0.00
Other Administrative Policy and Related Officers	0	3	0.00	0.00	0.00
Senior Managers	13	53	24.50	67.46	5 189.00
Client Inform Clerks (Switchb Recept Inform Clerks)	3	2	150.00	14.07	4 689.00
Authors Journalists and Other Writers	0	1	0.00	0.00	0.00
Other Information Technology Personnel.	0	17	0.00	0.00	0.00
Light Vehicle Drivers	0	2	0.00	0.00	0.00
Engineering Sciences Related	0	1	0.00	0.00	0.00
Food Services Aids and Waiters	0	3	0.00	0.00	0.00
Community Development Workers	0	2	0.00	0.00	0.00
Information Technology Related	0	13	0.00	0.00	0.00
Total	**21**	**726**	**2.90**	**104.74**	**4 987.00**

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2024 to 31 March 2025

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	12	46	26.10	55.02	4 584.70	0.10
Band B	3	15	20.00	15.87	5 291.30	0.10
Band C	1	6	16.70	5.72	5 722.50	0.00
Band D	1	3	33.30	8.92	8 915.30	0.10
Total	**17**	**70**	**24.30**	**85.53**	**5 031.00**	**0.10**

3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

Table 3.9.1 Foreign workers by salary band for the period 1 April 2024 and 31 March 2025

Salary band	01 April 2023		31 March 2024		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 2024 and 31 March 2025

Major occupation	01 April 2023		31 March 2024		Change	
	Number	% of total	Number	% of total	Number	% Change
	Nil	0	0	0	0	0
	0	0	0	0	0	0

3.10 Leave utilisation

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave for the period 1 January 2024 to 31 December 2024

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)	14	71,40	2	0,70	7	73,00
Contract (Levels 6-8)	3	100,00	1	0,30	3	5,00

Contract (Levels 9-12)	5	100,00	1	0,30	5	12,00
Contract Other	71	64,80	29	9,70	2	19,00
Highly skilled production (Levels 6-8)	757	84,10	104	34,70	7	1 427,00
Highly skilled supervision (Levels 9-12)	695	85,60	102	34,00	7	2 163,00
Lower skilled (Levels 1-2)	64	98,40	11	3,70	6	44,00
Senior management (Levels 13-16)	157	89,80	25	8,30	6	830,00
Skilled (Levels 3-5)	195	89,20	25	8,30	8	217,00
TOTAL	**1961**	**85,40**	**300**	**100,00**	**7**	**4 788,00**

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2024 to 31 December 2024

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower 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)	154	100,00	4	80,00	39	319,00
Highly skilled supervision (Levels 9-12)	15	100,00	1	20,00	15	51,00
Senior management (Levels 13-16)	0	0	0	0	0	0
Total	**169**	**100,00**	**5**	**100,00**	**34**	**370,00**

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 Annual Leave for the period 1 January 2024 to 31 December 2024

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Contract (Levels 13-16)	264	13	21
Contract (Levels 3-5)	16	8	2
Contract (Levels 6-8)	85	12	7
Contract (Levels 9-12)	142	6	23
Contract Other	811	9	89
Highly skilled production (Levels 6-8)	3990	25	158
Highly skilled supervision (Levels 9-12)	4149	24	170
Lower skilled (Levels 1-2)	433	22	20
Senior management (Levels 13-16)	1100	23	48

Skilled (Levels 3-5)	980	17	59
TOTAL	**11970**	**20**	**597**

Table 3.10.4 Capped leave for the period 1 January 2024 to 31 December 2024

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 2025
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)	1	1	1	16
Highly skilled supervision (Levels 9-12)	0	0	0	21
Lower skilled (Levels 1-2)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	37
Skilled (Levels 3-5)	0	0	0	39
TOTAL	**1**	**1**	**1**	**23**

The following table summarise payments made to employees as a result of leave that was not taken.

Table 3.10.5 Leave payouts for the period 1 April 2024 and 31 March 2025

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2024/25 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payouts on termination of service for 2024/25	324.00	3	78 000,00
Current leave payout on termination of service for 2024/25	1 999,00	181	107 161.00
Total	**2 233,00**	**184**	**159 576,00**

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identi-fied to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Employees tested for HIV **Age profile:** **18 – 24** **25 – 34** **35 – 44** **45 – 54** **55 – 64**	HIV/AIDS, TB and STI Management Policy is in place. Employees reached through Peer Education Programme or through advocacy campaigns and education on HIV, TB and STI prevention. HIV and AIDS educational talks, relating to measures on how to alleviate stigma and discrimination among employees. During the HIV Counselling and Testing (HCT) and TB Screening confidentiality of all employees is ensured as the testing takes place in a closed venue to ensure privacy. EHWP Promotes HIV/AIDS awareness through posters and internal communique.

	Posters on HIV/AIDS are placed at strategic points i.e., Lift Lobby. Male and female condoms are distributed in resting rooms. Total Distribution for 2024/2025 Male Scented Condoms: 4500 Female Condoms: 1600 **Total Condom distribution= 6100** Water-based Lubricants: 3400

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

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		Director Internal HR: Ms Merles Motlhabane
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		There are currently three (3) employees within the Employee Health and Wellness Programme Unit. The annual allocated budget is R 772 000,00
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		EHWP provides employees and their dependents with Therapeutic telephone counselling service and life skills service. EHWP provided staff and their immediate family members with Therapeutic Counselling and Debriefing Sessions on a need's basis. A total number of employees of twenty-one (21) Psychosocial Cases were managed during the reporting period of 2024&2025. **Group Debriefing Sessions:** EHWP Arranged Mediation services for seven (7) officials from Forensic Component. Individual sessions with officials took place. Furthermore, EHWP arranged a 90-minute Focus group session held through Life Health Solutions. Health Screening and Lifestyle Management Programme: Health and Wellness Days, Stress awareness and Management Programme. Financial Management and debt control, HIV/AIDS Management, Health and Productivity Management and Wellness Management. The HIV and AIDS Workplace Programme (i.e. Peer Education Training) Spiritual wellness: EHWP facilitated daily morning prayers for this reporting quarter and twenty-five (25) staff members participated. Ergonomics and workstation solutions. The following Physical Wellness Activity took place e.g. the Mandela Remembrance Walk and Run.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		X	The Committee is disbanded as there are too many committees in HR

5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees based on their HIV status? If so, list the employment policies/practices so reviewed.	X		Employee Health and Wellness Programme (EHWP) Monthly, Quarterly and Annual Reports measure the impact of utilisation of the EHWP Programme. The number of EHWP referrals, The number of Disciplinary cases and absenteeism management reports.
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		Employees infected have the same rights and privileges in terms of employment advancement. Employment policies are in place. disciplinary processes and procedures are in place. HIV and AIDS educational talks, relating to measures on how to alleviate stigma and discrimination among employees. During the HIV Counselling and Testing (HCT) and TB Screening confidentiality of all employees is ensured as the testing takes place in a closed venue to ensure privacy.
7. Does the department encourage its employees to undergo Volun-tary Counselling and Testing? If so, list the results that you have you achieved.	X		HIV/AIDS and TB Report for 2024/25 No of employees tested and know their status: Fifty-seven (57). • Clients' pre-test counselled for HIV = 57 • HCT Clients tested for HIV = 57 • Males = 15 • Females = 42 • Clients tested HIV positive = NIL (0) • TB Screening = 57 No of Female = 42 No of Males = 15 No employees were reported to be HIV Positive = Nil (0) No reported cases of HIV, STI's and TB related stigma in the workplace. **TB SCREENING:** • A total of fifty-seven (57) employees were screened for TB. • No employees were reported to be on TB treatment= Nil • No employees were referred for TB Clinical diagnosis= Nil
8. Has the department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		Employees infected have the same rights and privileges in terms of employment advancement. Employment policies are in place. Disciplinary processes and procedures are in place. HIV and AIDS educational talks, relating to measures on how to alleviate stigma and discrimination among employees. During the HIV Counselling and Testing (HCT) and TB Screening confidentiality of all employees is ensured as the testing takes place in a closed venue to ensure privacy.

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2024 and 31 March 2025

Subject matter	Date
RESOLUTION 2 OF 2024	30/05/2024

Total number of Collective agreements	**1**

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2024 and 31 March 2025

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0%
Verbal warning	0	0%
Written warning	0	0%
Final written warning	6	46%
Suspended without pay	5	38%
Fine	0	0%
Demotion	0	0%
Dismissal	1	8%
Not guilty	1	8%
Case withdrawn	0	0%
Total	**13**	**100%**

Total number of Disciplinary hearings finalised	**10**

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2024 and 31 March 2025

Type of misconduct	Number	% of total
Theft	2	25%
Sexual Harassment	1	12.5%
Contravened the SCM policy and procedure	2	25%
Abscondment	0	0%
Absenteeism	1	12.5%
Contravened the transport policy and procedure.	1	12.5%
Misuse of government vehicle	1	12.5%
Fraudulent documents	0	0%
Total	**8**	**100%**

Table 3.12.4 Grievances logged for the period 1 April 2024 and 31 March 2025

Grievances	Number	% of Total
Number of grievances resolved	4	67%
Number of grievances not resolved	2	33%
Total number of grievances lodged	**6**	**100%**

Table 3.12.5 Disputes logged with Councils for the period 1 April 2024 and 31 March 2025

Disputes	Number	% of Total
Number of disputes upheld	6	100%
Number of disputes dismissed	0	0%
Total number of disputes lodged	**6**	**100%**

Table 3.12.6 Strike actions for the period 1 April 2024 and 31 March 2025

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 2024 and 31 March 2025

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	12 Months
Cost of suspension(R'000)	R 937 576,92

3.13 Skills development

This section highlights the efforts of the department regarding skills development.

Table 3.13.1 Training needs identified for the period 1 April 2024 and 31 March 2025

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	30	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Khaedu Training and Deployment • Mentoring and Coaching Programme Women in Leadership • Ethical leadership and Governance • Being a Director Part 1-4 • SASLAW Conference	Bursaries	25
	Male	22	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Coaching for Leadership Development training • Prosci Change Management • SASLAW Conference • Mentoring and Coaching Programme	Bursaries	20

Professionals	Female	84	-	• Mentoring and Coaching Programme • Online CIP LEVEL 6-12 • Career Management • Internal Induction Programme • Introduction to Strategic Planning and Management • Introduction to Policy Formulation and Implementation • Managing Performance in the Public Service • Nyukela Public Service SMS Pre-entry Programme • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • People Management Training	Bursaries	40
	Male	59	-	• Online CIP LEVEL 6-12 • Internal Induction Programme • Introduction to Leading Change • Introduction to Policy Formulation and Implementation • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference	Bursaries	30
Technicians and associate professionals	Female	61	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • EAPA-SA Conference • Emotional Intelligent Workshop • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • SASLAW Conference • Career Management • Internal Induction • People Management Training	Bursaries	
	Male	51	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Emotional Intelligent Workshop • Mentoring and Coaching Programme • Online CIP LEVEL 6-12 • Prosci Change Management • SASLAW Conference • People Management Training	Bursaries	30

Clerks	Female	142	-	• Internal Induction • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Batho Pele Training • EAPA-SA Conference • Emotional Intelligent Workshop • Introduction to Samtrac • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • People Management Training • SASLAW Conference • Career Management • Introduction to Strategic Planning and Management • Writing for Government: Basic Writing Skills	Bursaries	100
	Male	81	-	• Internal Induction • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Batho Pele Training • Emotional Intelligent Workshop • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • SASLAW Conference • Career Management • Writing for Government: Basic Writing Skills	Bursaries	40
Service and sales workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Skilled agriculture and fishery workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Craft and related trades workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Plant and machine operators and assemblers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Elementary occupations	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Sub Total	Female	**317**	**-**			**195**
	Male	**213**	**-**			**12**
Total		**530**	**-**			**315**

Table 3.13.2 Training provided for the period 1 April 2024 and 31 March 2025

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	30	-	• Certified Fraud Examiners (ACFE) Africa Conference • Coaching for Leadership Development training • Project Khaedu Deployment • SASLAW Conference • Mentoring and Coaching Programme	Bursaries	18
	Male	22	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Coaching for Leadership Development training • Prosci Change Management • SASLAW Conference • Mentoring and Coaching Programme	Bursaries	5
Professionals	Female	84	-	• Mentoring and Coaching Programme • Online CIP LEVEL 6-12 • Career Management • Internal Induction Programme • Introduction to Strategic Planning and Management • Introduction to Policy Formulation and Implementation • Managing Performance in the Public Service • Nyukela Public Service SMS Pre-entry Programme • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • People Management Training	Bursaries	9
	Male	59	-	• Online CIP LEVEL 6-12 • Internal Induction Programme • Introduction to Leading Change • Introduction to Policy Formulation and Implementation • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference	Bursaries	11

Technicians and associate professionals	Female	61	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • EAPA-SA Conference • Emotional Intelligent Workshop • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • SASLAW Conference • Career Management • Internal Induction • People Management Training	Bursaries	15
	Male	51	-	• Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Emotional Intelligent Workshop • Mentoring and Coaching Programme • Online CIP LEVEL 6-12 • Prosci Change Management • SASLAW Conference • People Management Training	Bursaries	17
Clerks	Female	142	-	• Internal Induction • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Batho Pele Training • EAPA-SA Conference • Emotional Intelligent Workshop • Introduction to Samtrac • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • People Management Training • SASLAW Conference • Career Management • Introduction to Strategic Planning and Management • Writing for Government: Basic Writing Skills	Bursaries	17
	Male	81	-	• Internal Induction • Annual Association of Certified Fraud Examiners (ACFE) Africa Conference • Batho Pele Training • Emotional Intelligent Workshop • Occupational Health and Safety (OHS) Conference • Online CIP LEVEL 6-12 • SASLAW Conference • Career Management • Writing for Government: Basic Writing Skills	Bursaries	10
Service and sales workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Skilled agriculture and fishery workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Craft and related trades workers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**

Plant and machine operators and assemblers	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Elementary occupations	Female	**0**	-	-	-	**0**
	Male	**0**	-	-	-	**0**
Sub Total	Female	**317**	-	-	-	**62**
	Male	**213**	-	-	-	**45**
Total		**530**	**-**	**-**	**-**	**107**

3.14 Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2024 and 31 March 2025

Nature of injury on duty	Number	% of total
Required basic medical attention only	2	100.00%
Temporary Total Disablement	0	0.00%
Permanent Disablement	0	0.00%
Fatal	0	0.00%
Total	**2**	**100.00%**

3.15 Utilisation of Consultants

The following tables relates information on the utilisation of consultants in the department. In terms of the Public Service Regulations "consultant' means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

a. The rendering of expert advice;
b. The drafting of proposals for the execution of specific tasks; and
c. The execution of a specific task which is of a technical or intellectual nature but excludes an employee of a department.

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2024 and 31 March 2025

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
Research and Advisory Services	7	89	R2 279
Recruitment Services	4	4	R173
Interpretation, Translation and Editing	3	6	R133
Probity Audit	6	135	R931
Qualification Verification	1	5	R81
Development of Policies and Social Media Monitoring	6	147	R1 005
Board and Committee Members	25	654	R7 340
	52	**1 040**	**R11 942**

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
7	**52**	**1 040**	**R11 942**

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2024 and 31 March 2025

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Research and Advisory Services	97%	100%	7
Recruitment Services	50%	100%	4
Interpretation, Translation and Editing	58%	75%	3
Probity Audit	50%	100%	6
Qualification Verification	0%	50%	1
Development Of Policies and Social Media Monitoring	46%	86%	6
Board and Committee Mem-bers	100%	100%	25
TOTAL	**401%**	**611%**	**52**

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2024 and 31 March 2025

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
N/A	**N/A**	**N/A**	**N/A**

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
N/A	**N/A**	**N/A**	**N/A**

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2024 and 31 March 2025

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
N/A	**N/A**	**N/A**	**N/A**

3.16 Severance Packages

Table 3.16.1 Granting of employee-initiated severance packages for the period 1 April 2024 and 31 March 2025

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**


aidc
Automotive Industry Development Centre
Your partner in becoming globally competitive
GAUTENG AUTOMOTIVE
TRADE TEST
CENTRE
Your skills
implementation
partner
GAUTENG
GGDA
GAUTENG GROWTH AND DEVELOPMENT AGENCY
aidc
Automotive Industry Development Centre
Your partner in becoming globally competitive

PART E: PFMA COMPLIANCE REPORT

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

1.1. Irregular expenditure

a) Reconciliation of irregular expenditure

Description[1]	2024/2025	2023/2024
	R'000	R'000
Opening balance	228	1 894
Adjustment to opening balance	0	0
Opening balance as restated	228	1 894
Add: Irregular expenditure confirmed	228	0
Less: Irregular expenditure condoned	0	(1 666)
Less: Irregular expenditure not condoned and removed	0	0
Less: Irregular expenditure recoverable	0	0
Less: Irregular expenditure not recoverable and written off	0	0
Closing balance	**456**	**228**

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment	0	0
Irregular expenditure that relates to the prior year and identified in the current year	0	0
Irregular expenditure for the current year	0	0
Total	**0**	**0**

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

Description[2]	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	0	0
Irregular expenditure under determination	0	0
Irregular expenditure under investigation	0	0
Total	**0**	**0**

c) Details of irregular expenditure condoned

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	0	1 666
Total	**0**	**(1 666)**

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

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	0	0
Total	**0**	**0**

1 Transfer to receivables
2 Group similar items

e) Details of irregular expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure recoverable	0	0
Total	**0**	**0**

f) Details of irregular expenditure written off (irrecoverable)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure written off	0	0
Total	**0**	**0**

Additional disclosure relating to Inter-Institutional Arrangements

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

Description
Total

h) Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)[3]

Description	2024/2025	2023/2024
	R'000	R'000
	0	0
	0	0
	0	0
	0	0
Total	0	0

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

Disciplinary steps taken

1.2. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	0	0
Adjustment to opening balance	0	0
Opening balance as restated	0	0
Add: Fruitless and wasteful expenditure confirmed	590	0
Less: Fruitless and wasteful expenditure recoverable [4]	(590)	0
Less: Fruitless and wasteful expenditure not recoverable and written off	0	0
Closing balance	0	0

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

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	0	0
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	0	0
Fruitless and wasteful expenditure for the current year	590	0
Total	**590**	**0**

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

Description[5]	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure under assessment	0	0
Fruitless and wasteful expenditure under determination	0	0
Fruitless and wasteful expenditure under investigation	590	0
Total	**590**	**0**

c) Details of fruitless and wasteful expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure recoverable	590	0
Total	**590**	**0**

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

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure written off	0	0
Total	**0**	**0**

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

Description

1.3. Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	0	0
Adjustment to opening balance	0	0
Opening balance as restated	0	0
Add: unauthorised expenditure confirmed	0	0
Less: unauthorised expenditure approved with funding	0	0
Less: unauthorised expenditure approved without funding	0	0
Less: unauthorised expenditure recoverable [6]	0	0
Less: unauthorised not recoverable and written off [7]	0	0

5 Group similar items
6 Transfer to receivables
7 This amount may only be written off against available saving

Closing balance	**0**	**0**

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Unauthorised expenditure that was under assessment	0	0
Unauthorised expenditure that relates to the prior year and identified in the current year	0	0
Unauthorised expenditure for the current year	0	0
Total	**0**	**0**

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

Description[8]	2024/2025	2023/2024
	R'000	R'000
Unauthorised expenditure under assessment	0	0
Unauthorised expenditure under determination	0	0
Unauthorised expenditure under investigation	0	0
Total	**0**	**0**

1.4. Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))[9]

NONE IN TERMS OF POs AND CONTRACTS

a) Details of material losses through criminal conduct

Material losses through criminal conduct	2024/2025	2023/2024
	R'000	R'000
Theft	0	0
Other material losses	0	0
Less: Recoverable	0	0
Less: Not recoverable and written off	0	0
Total	**0**	**0**

b) Details of other material losses

Nature of other material losses	2024/2025	2023/2024
	R'000	R'000
(Group major categories, but list material items)	0	0
	0	0
	0	0
Total	**0**	**0**

c) Other material losses recoverable

Nature of other material losses	2024/2025	2023/2024
	R'000	R'000
(Group major categories, but list material items)	0	0
	0	0
	0	0
Total	**0**	**0**

8 Group similar items
9 Information related to material losses must be disclosed in the annual financial statements.

d) Other material losses not recoverable and written off

Nature of other material losses	2024/2025	2023/2024
	R'000	R'000
(Group major categories, but list material items)	0	0
	0	0
	0	0
Total	**0**	**0**

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	1172	269 091
Invoices paid **within** 30 days or agreed period	1172	269 091
Invoices paid **after** 30 days or agreed period	0	0
Invoices older than 30 days or agreed period ***(unpaid and without dispute)***	0	0
Invoices older than 30 days or agreed period ***(unpaid and in dispute)***	0	0

N/A

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
None	N/A	N/A	N/A	N/A
Total				

3.2. Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
None	N/A	N/A	N/A	N/A	N/A	N/A
Total						


CONCORD CRANES
CA232
CRANES 4
LIFE
CONCORD CRANES
DANGER
DEEP
EXCAVATION

PART F: FINANCIAL INFORMATION

1. REPORT OF THE AUDITOR-GENERAL TO GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.1: GAUTENG OFFICE OF THE PREMIER

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Gauteng Office of the Premier, as set out on pages **206 to 244**, which comprise the appropriation statement, the statement of financial position as at 31 March 2025, the 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 annual financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Gauteng Office of the Premier as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standards (MCS) as prescribed by the National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 24 of 2024 (Dora).

Basis for opinion

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

Other matter

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

Unaudited supplementary schedules

7. The supplementary information, set out in pages **245 to 249** does not form part of the financial statements and is presented as additional information. I have not audited these annexures and, accordingly I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

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

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

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page **204**, forms part of my auditor's report.

Report on the audit of the annual performance report

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
13. I selected the following programmes presented in the annual performance report for the year ended 31 March 2025 for auditing. I selected programmes that measure the department's performance on its primary mandate functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Institutional Development	85 - 92	1. Lead, facilitate, coordinate, and support a skilled, ethical, and performance orientated GCR. 2. Provide ICT-related auxiliary support to the Office of the Premier towards modernising the public service. 3. Support the Premier and Exco with legal advice and support; and 4. Promote and facilitate effective communication between government and the people of Gauteng, and the enhancement of service delivery and responsiveness.
Policy and Governance	93 - 112	1. Leading, facilitating, coordinating and supporting the active advancement of gender equality, women's empowerment, youth development, and the rights of persons with disabilities, older persons and military veterans. 2. Support the Premier and the Executive Council with policy advice and support, international and intergovernmental relations, and integrated cooperative governance. 3. Lead, facilitate, coordinate and support the implementation of the Integrity Management Programme in the GCR. 4. Drive province-wide outcomes-based planning, performance monitoring and evaluation to improve government performance towards enhanced service delivery and GCR development impacts/ outcomes. 5. Lead planning for sustainable development in the GCR.

14. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annal performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
15. I performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievements of its planned objectives

- all indicators relevant for measuring the department's performance against its primary mandated and prioritized functions and planned objectives included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievement reported and for the reasons provided for any over- or underachievement of targets.

16. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion and conclusion.
17. I did not identify any material findings on the reported performance information for the selected programmes.

Other matter

18. I draw attention to the matter below.

Achievement of planned targets

19. The annual performance report includes information on reported achievements against planned targets and provides explanations for over and under achievements.
20. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets taken to improve performance are included in the annual performance report on pages **85 to 112.**

Policy and Governance

Targets achieved: 94%
Budget spent: 100%

Key indicator not achieved	Planned target	Reported achievement
Number of Delivery Agreements between Premier and each MEC	10	0
Number of progress reports on Delivery Agreements	1	0
Number of GPG Departments with no material findings on audit of predetermined objectives	13	11

Report on compliance with legislation

21. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
22. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
23. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
24. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

25. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in the auditor's report.
26. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation, does not cover the other information included in the annual report and I do not express an audit opinion or any reform or assurance conclusion on it.
27. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
28. I did not receive the other information prior to the date of this auditor's report. When I do received and read this information and, if I conclude that there is a material misstatement therein, I am required to communication the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected, this will not be necessary.

Internal control deficiencies

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

AUDITOR GENERAL

Johannesburg

31 July 2025

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with selected requirements in key legislation.

Financial Statements

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

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

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements
The selected legislative requirements are as follows:

Legislation Sections or regulations	Legislation Sections or regulations
Public Finance Management Act 1 of 1999	Section 1; 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(f); 38(1)(h)(iii); 39(1)(a); 39(2) (a); 40(1)(a); 40(1)(b); 40(1)(c)(i); 43(1); 43(4); 44; 45(b)
Treasury Regulations, 2005	Regulations 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1; 6.3.1(a) ; 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b); 7.2.1; 8.1.1; 8.2.1; 8.2.3; 8.4.1; 9.1.1; 9.1.4; 10.1.1(a) 10.1.2; 11.4.1; 11.4.2; 11.5.1; 23.5.1; 15.10.1.2(c); 16A3.2); 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2 (b); 16A6.3(a); 16A6.3(b); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A7.3; ;16A7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 17.1.1; 18.2; 19.8.4
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17;25(7A)
Division of Revenue Act 24 of 2024	Section 11(6)(a);12(5); 16(1); 16(3); 16(3)(a)(i); 16(3)(a)(ii)(bb)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second amendment National Treasury Instruction No.5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 2020/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4 (a); 4.17, 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4 (a); 3.4 (b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4 (a); 3.3
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1 (a); 2.1 (f)
Preferential Procurement Regulation, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulation, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
Public Service Regulations, 2016	Regulation 18 (1); 18 (2); 25 (1)(e)(i); 25 (1)(e)(ii)
State Information Technology Agency Act 99 of 1998	Section 7 (3)

AUDITED ANNUAL FINANCIAL STATEMENTS FOR THE GAUTENG OFFICE OF THE PREMIER

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(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Appropriation per programme

	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. ADMINISTRATION	290 617	-	699	291 316	290 847	469	99,8%	275,421	275,291
2. INSTITUTIONAL DEVELOPMENT	339 449	-	12 545	351 994	351 969	25	100,0%	389,642	385,133
3. POLICY AND GOVERNANCE	177 000	-	(13 244)	163 756	163 742	14	100,0%	162,336	143,383
Subtotal	**807 066**	**-**	**-**	**807 066**	**806 558**	**508**	**99,9%**	**827,399**	**803,807**
Statutory Appropriation									
TOTAL									

	2024/25				2023/24	
	Final Budget	Actual Expenditure			Final Budget	Actual Expenditure
	R'000	R'000			R'000	R'000
TOTAL (brought forward)						
Reconciliation with statement of financial performance						
Departmental receipts	2 058				3 832	
Actual amounts per statement of financial performance (Total revenue)	**809 124**				**831 231**	
Actual amounts per statement of financial performance (Total expenditure)		**806 558**				**803 807**

(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Appropriation per economic classification									
	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	**689 772**	**(1 238)**	**(8 111)**	**680 423**	**680 021**	**402**	**99,9%**	**675,370**	**651,806**
Compensation of employees	397 421	(7 116)	(894)	389 411	389 390	21	100,0%	396,582	389,160
Salaries and wages	351 015	(7 438)	(31)	343 546	343 535	11	100,0%	351,651	345,056
Social contributions	46 406	322	(863)	45 865	45 855	10	100,0%	44,931	44,104
Goods and services	**292 351**	**5 878**	**(7 217)**	**291 012**	**290 631**	**381**	**99,9%**	**278,788**	**262,646**
Administrative fees	404	(115)	(78)	211	211	-	100,0%	565	510
Advertising	73 234	(10 593)	(1 302)	61 339	61 338	1	100,0%	74,870	74,851
Minor assets	1 164	(72)	(156)	936	935	1	99,9%	661	659
Audit costs: External	8 636	51	(3 527)	5 160	5 161	(1)	100,0%	3,815	3,779
Bursaries: Employees	2 268	(222)	-	2 046	2 046	-	100,0%	2,865	2,864
Catering: Departmental activities	10 443	(278)	(397)	9 768	9 764	4	100,0%	4,704	4,467
Communication (G&S)	11 218	(382)	(1)	10 835	10 833	2	100,0%	16,921	16,918
Computer services	16 891	17 034	10 555	44 480	44 479	1	100,0%	18,595	8,188
Consultants: Business and advisory services	44 633	(4 653)	(1 986)	37 994	37 985	9	100,0%	20,747	18,254
Legal services	13 983	882	(7 894)	6 971	6 620	351	95,0%	55,076	54,570
Contractors	42 410	701	(5 468)	37 643	37 641	2	100,0%	17,299	17,294
Agency and support / outsourced services	-	-	-	-	-	-	-	350	349
Fleet services (including government motor transport)	2 841	48	2 005	4 894	4 894	-	100,0%	5 380	5 378
Inventory: Medical Supplies								-	-

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Consumable supplies	2 369	544	(128)	2 785	2 784	1	100,0%	2,730	2,614
Consumable: Stationery, printing and office supplies	4 834	240	283	5 357	5 357	-	100,0%	4,204	4,198
Operating leases	2 116	7 473	4 844	14 433	14 433	-	100,0%	5,830	5,829
Property payments	8 766	(957)	1 263	9 072	9 072	-	100,0%	8,229	8,181
Transport provided: Departmental activity	6 065	(161)	(1)	5 903	5 903	-	100,0%	1,689	1,689
Travel and subsistence	8 904	(892)	(1 038)	6 974	6 969	5	99,9%	8,958	7,691
Training and development	5 441	(419)	(1 612)	3 410	3 410	-	100,0%	1,849	1,462
Operating payments	7 147	(2 206)	(481)	4 460	4 458	2	100,0%	3,504	3,491
Venues and facilities	18 584	(145)	(2 098)	16 341	16 338	3	100,0%	19,947	19,410
Transfers and subsidies	**102 760**	**1 217**	**(5)**	**103 972**	**103 866**	**106**	**99,9%**	**122,572**	**122,547**
Departmental agencies and accounts	9	8	-	17	17	-	100,0%	62	62
Departmental agencies	9	8	-	17	17	-	100,0%	62	62
Higher education institutions	30 601	-	-	30 601	30 601	-	100,0%	32,244	32,244
Non-profit institutions	-	-	-	-	-	-	-	45,000	45,000
Households	72 150	1 209	(5)	73 354	73 248	106	99,9%	45,266	45,241
Social benefits	1 248	1 209	(5)	2 452	2 448	4	99,8%	2,103	2,078
Other transfers to households	70 902	-	-	70 902	70 800	102	99,9%	43,163	43,163
Payments for capital assets	**14 446**	**2**	**8 116**	**22 564**	**22 564**	-	100,0%	**29,234**	**29,232**
Machinery and equipment	14 446	2	8 116	22 564	22 564	-	100,0%	29,234	29,232
Transport equipment	6 573	58	7 205	13 836	13 836	-	100,0%	12,939	12,939
Other machinery and equipment	7 873	(56)	911	8 728	8 728	-	100,0%	16,295	16,293
Payments for financial assets	88	19	-	107	107	-	100%	223	222
Total	**807 066**	**-**	**-**	**807 066**	**806 558**	**508**	**99,9%**	**827,399**	**803,807**

(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Programme 1: Administration									
	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final Budget	Final Budget	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Premier's Support	22 282	(5 403)	-	16 879	16 878	1	100,0%	25,572	25,563
2. Executive Council Support	11 414	55	-	11 469	11 466	3	100,0%	9,424	9,408
3. Director General Support	190 525	(1 021)	(15 625)	173 879	173 419	460	99,7%	164,174	164,125
4. Financial management	65 072	6 597	16 324	87 993	87 988	5	100,0%	75,198	75,145
5. Programme Support	1 324	(228)	-	1 096	1 096	-	100,0%	1,053	1,050
Total for sub programmes	**290 617**	**-**	**699**	**291 316**	**290 847**	**469**	**99,8%**	**275,421**	**275,291**
Economic classification									
Current payments	**212 007**	**(598)**	**(7 419)**	**203 990**	**203 623**	**367**	**99,8%**	**215,457**	**215,345**
Compensation of employees	109 089	(7 060)	(4 337)	97 692	97 686	6	100,0%	107,088	107,036
Salaries and wages	97 014	(6 581)	(3 652)	86 781	86 778	3	100,0%	96,494	96,459
Social contributions	12 075	(479)	(685)	10 911	10 908	3	100,0%	10,594	10,577
Goods and services	**102 918**	**6 462**	**(3 082)**	**106 298**	**105 937**	**361**	**99,7%**	**108,369**	**108,309**
Administrative fees	82	(80)	-	2	2	-	100,0%	1	-
Minor assets	735	(8)	24	751	750	1	99,9%	447	445
Audit costs: External	3 391	51	-	3 442	3 442	-	100,0%	3,070	3,069
Catering: Departmental activities	3 522	(260)	-	3 262	3 262	-	100,0%	787	782
Communication (G&S)	5 787	1 041	-	6 828	6 827	1	100,0%	13,897	13,896
Computer services	2 713	(1 947)	-	766	765	1	99,9%	469	469
Consultants: Business and advisory services	33 273	(1 638)	(152)	31 483	31 478	5	100,0%	9 881	9 877
Legal services	11 964	(253)	(7 892)	3 819	3 468	351	90,8%	51,141	51,139
Contractors	17 281	3 033	(3 461)	16 853	16 852	1	100,0%	2,144	2,141

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Fleet services (including government motor transport)	2 841	48	2 005	4 894	4 894	-	100,0%	5,380	5,378
Consumable supplies	859	35	-	894	893	1	99,9%	2,268	2,263
Consumable: Stationery, printing and office supplies	3 815	195	286	4 296	4 296	-	100,0%	3,117	3,112
Operating leases	2 116	7 473	4 844	14 433	14 433	-	100,0%	5,830	5,829
Property payments	5 802	(157)	1 264	6 909	6 909	-	100,0%	6,300	6,297
Transport Transport provided: Departmental activity	2 200	-	-	2 200	2 200	-	100,0%	-	-
Travel and subsistence	4 834	(880)	-	3 954	3 955	(1)	100,0%	2,553	2,532
Operating payments	259	32	-	291	291	-	100,0%	21	21
Venues and facilities	1 444	(223)	-	1 221	1 220	1	99,9%	1,063	1,059
Transfers and subsidies	**71 000**	**614**	**-**	**71 614**	**71 512**	**102**	**99,9%**	**43,485**	**43,470**
Departmental agencies and accounts	9	8	-	17	17	-	100,0%	62	62
Departmental agencies	9	8	-	17	17	-	100,0%	62	62
Households	70 991	606	-	71 597	71 495	102	99,9%	43,423	43,408
Social benefits	89	606	-	695	695	-	100,0%	343	328
Other transfer to households	70 902	-	-	70 902	70 800	102	99,9%	43,080	43,080
Payments for capital assets	**7 522**	**(35)**	**8 118**	**15 605**	**15 605**	**-**	**100,0%**	**16,256**	**16,254**
Machinery and equipment	7 522	(35)	8 118	15 605	15 605	-	100,0%	16,256	16,254
Transport equipment	6 573	58	7 205	13 836	13 836	-	100,0%	12,939	12,939
Other machinery and equipment	949	(93)	913	1 769	1 769	-	100,0%	3,317	3,315
Payments for financial assets	88	19	-	107	107	-	100,0%	223	222
Total	**290 617**	**-**	**699**	**291 316**	**290 847**	**469**	**99,8%**	**275,421**	**275,291**

(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2025

Programme 2: Institutional Development									
	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final Budget	Final Budget	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.Strategic Human Resources	99 862	(5 250)	(68)	94 544	94 539	5	100,0%	97,795	97,279
2.Information Technology	15 946	3 551	(7)	19 490	19 489	1	100,0%	28,739	28,675
3.Legal Services	15 050	528	(18)	15 560	15 557	3	100,0%	16,057	15,873
4.Communication Services	148 951	(14 876)	(3 197)	130 878	130 869	9	100,0%	193,618	189,995
5.Programme Support	2 269	101	(5)	2 365	2 363	2	99,9%	2,219	2,218
6.Service Delivery Intervention	57 371	15 946	15 840	89 157	89 152	5	100,0%	51,214	51,093
Total for sub programmes	**339 449**	**-**	**12 545**	**351 994**	**351 969**	**25**	**100,0%**	**389,642**	**385,133**
Economic classification									
Current payments	**331 597**	**(396)**	**12 552**	**343 753**	**343 730**	**23**	**100,0%**	**330,340**	**325,840**
Compensation of employees	192 349	(56)	4 273	196 566	196 555	11	100,0%	195,082	190,933
Salaries and wages	167 870	(1 166)	4 295	170 999	170 993	6	100,0%	169,838	166,473
Social contributions	24 479	1 110	(22)	25 567	25 562	5	100,0%	25,244	24,460
Goods and services	**139 248**	**(340)**	**8 279**	**147 187**	**147 175**	**12**	**100,0%**	**135,258**	**134,907**
Administrative fees	51	-	-	51	51	-	100,0%	344	344
Advertising	72 731	(10 210)	(1 282)	61 239	61 239	-	100,0%	74,683	74,665
Minor assets	249	(64)	-	185	185	-	100,0%	214	214
Bursaries: Employees	2 268	(222)	-	2 046	2 046	-	100,0%	2 865	2 864
Catering: Departmental activities	5 795	(42)	(11)	5 742	5 740	2	100,0%	3 139	3 133
Communication (G&S)	5 431	(1 423)	(1)	4 007	4 006	1	100,0%	3,024	3,022
Computer services	1 249	18 981	11 503	31 733	31 733	-	100,0%	7,719	7,719
Consultants: Business and advisory services	4 288	(2 114)	(1)	2 173	2 170	3	99,9%	2,748	2,499

(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Legal services	2 019	563	(1)	2 581	2 581	-	100,0%	3,435	3,431
Contractors	14 651	(2 140)	(5)	12 506	12 505	1	100,0%	11,903	11,901
Agency and support / outsourced services	-	-	-	-	-	-	-	350	349
Consumable supplies	215	669	(5)	879	879	-	100,0%	164	162
Consumable: Stationery, printing and office supplies	1 019	45	(3)	1 061	1 061	-	100,0%	1,087	1,086
Property payments	2 964	(800)	(1)	2 163	2 163	-	100,0%	1,929	1,884
Transport provided: Departmental activity	3 795	(179)	-	3 616	3 616	-	100,0%	1,672	1,673
Travel and subsistence	1 493	(355)	(15)	1 123	1 120	3	99,7%	1,103	1,090
Training and development	2 266	(377)	(1)	1 888	1 888	-	100,0%	813	813
Operating payments	6 536	(2 325)	(390)	3 821	3 820	1	100,0%	3,334	3,327
Venues and facilities	12 228	(347)	(1 508)	10 373	10 372	1	100,0%	14,732	14,731
Transfers and subsidies	**928**	**359**	**(5)**	**1 282**	**1 280**	**2**	**99,8%**	**46,324**	**46,315**
Non-profit institutions	-	-	-	-	-	-	-	45,000	45,000
Households	928	359	(5)	1 282	1 280	2	99,8%	1,324	1,315
Social benefits	928	359	(5)	1 282	1 280	2	99,8%	1,241	1,232
Other transfer to households	-	-	-	-	-	-	-	83	83
Payments for capital assets	**6 924**	**37**	**(2)**	**6 959**	**6 959**	**-**	**100,0%**	**12,978**	**12,978**
Machinery and equipment	6 924	37	(2)	6 959	6 959	-	100,0%	12,978	12,978
Other machinery and equipment	6 924	37	(2)	6 959	6 959	-	100,0%	12,978	12,978
Total	**339 449**	**-**	**12 545**	**351 994**	**351 969**	**25**	**100,0%**	**389,642**	**385,133**

(GAUTENG OFFICE OF THE PREMIER)
VOTE 1

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Programme 3: POLICY AND GOVERNANCE									
	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final Budget	Final Budget	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.Inter-Governmental Relations	57 535	(134)	(9 917)	47 484	47 478	6	100,0%	44,098	41,382
2.Provincial Policy Management	116 788	122	(3 191)	113 719	113 712	7	100,0%	114,913	98,687
3.Programme Support	2 677	12	(136)	2 553	2 552	1	100,0%	3,325	3,314
Total for sub programmes	**177 000**	**-**	**(13 244)**	**163 756**	**163 742**	**14**	**100,0%**	**162,336**	**143,383**
Economic classification									
Current payments	146 168	(244)	(13 244)	132 680	132 668	12	100,0%	129,573	110,621
Compensation of employees	95 983	-	(830)	95 153	95 149	4	100,0%	94,412	91,191
Salaries and wages	86 131	309	(674)	85 766	85 764	2	100,0%	85,319	82,124
Social contributions	9 852	(309)	(156)	9 387	9 385	2	100,0%	9,093	9,067
Goods and services	**50 185**	**(244)**	**(12 414)**	**37 527**	**37 519**	**8**	**100,0%**	**35,161**	**19,430**
Administrative fees	271	(35)	(78)	158	158	-	100,0%	220	166
Advertising	503	(383)	(20)	100	99	1	99,0%	187	186
Minor Assets	180	-	(180)	-	-	-	-		
Audit costs: External	5 245	-	(3 527)	1 718	1 719	(1)	100,1%	745	710
Catering: Departmental activities	1 126	24	(386)	764	762	2	99,7%	778	552
Computer services	12 929	-	(948)	11 981	11 981	-	100,0%	10,407	-
Consultants: Business and advisory services	7 072	(901)	(1 833)	4 338	4 337	1	100,0%	8,118	5,878
Legal services	-	572	(1)	571	571	-	100,0%	500	-
Contractors	10 478	(192)	(2 002)	8 284	8 284	-	100,0%	3,252	3,252
Consumable supplies	1 295	(160)	(123)	1 012	1 012	-	100,0%	298	189
Transport provided: Departmental activity	70	18	(1)	87	87	-	100,0%	17	16

APPROPRIATION STATEMENT

for the year ended 31 March 2025

Travel and subsistence	2 577	343	(1 023)	1 897	1 894	3	99,8%	5,302	4,069
Training and development	3 175	(42)	(1 611)	1 522	1 522	-	100,0%	1,036	649
Operating payments	352	87	(91)	348	347	1	99,7%	149	143
Venues and facilities	4 912	425	(590)	4 747	4 746	1	100,0%	4,152	3,620
Transfers and subsidies	**30 832**	**244**	**-**	**31 076**	**31 074**	**2**	**100,0%**	**32,763**	**32,762**
Higher education institutions	30 601	-	-	30 601	30 601	-	100,0%	32,244	32,244
Households	231	244	-	475	473	2	99,6%	519	518
Social benefits	231	244	-	475	473	2	99,6%	519	518
Total	**177 000**	**-**	**(13 244)**	**163 756**	**163 742**	**14**	**100,0%**	**162,336**	**143,383**

NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2025

1. Detail of transfers and subsidies as per Appropriation Act (after Virement)

Detail of these transactions can be viewed in the note on Transfers and Subsidies, and Annexure 1A-H of the Annual Financial Statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement)

Detail of these transactions can be viewed in the note on Annual Appropriation to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions 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

Programme	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Budget %
Administration	291 316	290 847	469	0%
Institutional Development	351 994	351 969	25	0%
Policy & Governance	163 756	163 742	14	0%
Total	**807 066**	**806 558**	**508**	**0%**

4.2 Per economic classification

Economic classification	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Budget %
Current payments				
Compensation of employees	389 411	389 390	21	0%
Goods and services	291 012	290 631	381	0%
Transfers and subsidies				
Departmental agencies and accounts	17	17	-	0%
Higher education institutions	30 601	30 601	-	0%
Households	73 354	73 248	106	0%
Payments for capital assets				
Machinery and equipment	22 564	22 564	-	0%
Payments for financial assets	107	107	-	0%
Total	**807 066**	**806 558**	**508**	**0%**

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
REVENUE			
Annual appropriation	*1*	807 066	827 399
Departmental revenue	*2*	2 058	3 832
TOTAL REVENUE		**809 124**	**831 231**
EXPENDITURE			
Current expenditure			
Compensation of employees	*3*	389 391	389 160
Goods and services	*4*	290 630	262 647
Total current expenditure		**680 021**	**651 807**
Transfers and subsidies			
Transfers and subsidies	*6*	103 866	122 547
Total transfers and subsidies		**103 866**	**122 547**
Expenditure for capital assets			
Tangible assets	*7*	22 564	29 231
Total expenditure for capital assets		**22 564**	**29 231**
Payments for financial assets	*5*	107	222
TOTAL EXPENDITURE		**806 558**	**803 807**
SURPLUS/(DEFICIT) FOR THE YEAR		**2 566**	**27 424**

Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		508	23 592
Annual appropriation		508	23 592
Departmental revenue and NRF receipts	*12*	2 058	3 832
SURPLUS/(DEFICIT) FOR THE YEAR		**2 566**	**27 424**

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
ASSETS			
Current assets		**6 903**	**27 635**
Cash and cash equivalents	*8*	20	22 222
Prepayments and advances	*9*	87	132
Receivables	*10*	6 796	5 281
TOTAL ASSETS		**6 903**	**27 635**
LIABILITIES			
Current liabilities		**6 582**	**27 371**
Voted funds to be surrendered to the Revenue Fund	*11*	508	23 592
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	*12*	960	3 025
Bank overdraft	*13*	4 864	-
Payables	*14*	250	754
TOTAL LIABILITIES		**6 582**	**27 371**
NET ASSETS		**321**	**264**

	Note	2024/25 R'000	2023/24 R'000
Represented by:			
Recoverable revenue		321	264
TOTAL		**321**	**264**

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
Recoverable revenue			
Opening balance		264	403
Transfers:		57	(139)
Debts recovered (included in departmental revenue)		-	(139)
Debts raised		57	-
Closing balance		321	264
TOTAL		**321**	**264**

CASH FLOW STATEMENT

for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		**809 124**	**831 231**
Annual appropriation funds received	*1.1*	807 066	827 399
Departmental revenue received	*2*	2 043	3 825
Interest received	*2.2*	15	7
Net (increase)/decrease in net working capital		(1 974)	(1 591)
Surrendered to Revenue Fund		(27 715)	(63 904)
Current payments		(680 021)	(651 807)
Payments for financial assets	*5*	(107)	(222)
Transfers and subsidies paid		(103 866)	(122 547)
Net cash flow available from operating activities	*15*	**(4 559)**	**(8 840)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	*7*	22 564	29 231
Net cash flow available from investing activities		**(22 564)**	**(29 231)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		57	(139)
Net cash flows from financing activities		**57**	**(139)**
Net increase/(decrease) in cash and cash equivalents		(27 066)	(38 210)
Cash and cash equivalents at beginning of period		22 222	60 432
Cash and cash equivalents at end of period	*16*	**(4 844)**	**22 222**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2025

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

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

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

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

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

7.1	**Appropriated funds** Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. Appropriated funds are measured at the amounts receivable. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.
7.2	**Departmental revenue** Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Departmental revenue is measured at the cash amount received. In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
7.3	**Accrued departmental revenue** Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the 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. The accrued revenue is measured at the fair value of the consideration receivable. 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.
8.	**Expenditure**
8.1	**Compensation of employees**
8.1.1	**Salaries and wages** Salaries and wages are recognised in the statement of financial performance on the date of payment.
8.1.2	**Social contributions** Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.
8.2	**Other expenditure** Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold. Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.
8.3	**Accruals and payables not recognised** Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.
8.4	**Leases**

8.4.1	**Operating leases** Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue. The operating lease commitments are recorded in the notes to the financial statements.
8.4.2	**Finance leases** Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. At commencement of the finance lease term, finance lease assets acquired are recorded and measured at: the fair value of the leased asset; or if lower, the present value of the minimum lease payments. Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.
9.	**Aid assistance**
9.1	**Aid assistance received** Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. CARA Funds are recognised when receivable and measured at the amounts receivable. 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.
9.2	**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.
10.	**Cash and cash equivalents** Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.
11.	**Prepayments and advances** Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost. Prepayments and advances expensed before 1 April 2024 are recorded until the goods and services are received.
12.	**Loans and receivables** Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.
13.	**Investments** Investments are recognised in the statement of financial position at cost.
14.	**Financial assets**

14.1	**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.
14.2	**Impairment of financial assets** Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.
15.	**Payables** Payables recognised in the statement of financial position are recognised at cost.
16.	**Capital assets**
16.1	**Immovable capital assets** Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use. Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.
16.2	**Movable capital assets** Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Biological assets are subsequently carried at fair value. Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.
16.3	**Intangible capital assets** Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition. Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.
16.4	**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.

17.	**Provisions and contingents**
17.1	**Provisions** Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.
17.2	**Contingent liabilities** Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.
17.3	**Contingent assets** Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.
17.4	**Capital commitments** Capital commitments are recorded at cost in the notes to the financial statements.
18.	**Unauthorised expenditure** Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure. Unauthorised expenditure is recognised in the statement of changes in net assets until such time as the expenditure is either: • approved by the Provincial Legislature with funding and the related funds are received; or • approved by the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. Unauthorised expenditure recorded in the notes to the financial statements comprise of • unauthorised expenditure that was under assessment in the previous financial year; • unauthorised expenditure relating to previous financial year and identified in the current year; and • Unauthorised expenditure incurred in the current year.
19.	**Fruitless and wasteful expenditure** Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable. Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of: • fruitless and wasteful expenditure that was under assessment in the previous financial year; • fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and • fruitless and wasteful expenditure incurred in the current year.
20.	**Irregular expenditure** Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable. Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of: • irregular expenditure that was under assessment in the previous financial year; • irregular expenditure relating to previous financial year and identified in the current year; and • irregular expenditure incurred in the current year.

21.	**Changes in accounting policies, estimates and errors** Changes in accounting policies are applied in accordance with MCS requirements. Changes in accounting estimates are applied prospectively in accordance with MCS requirements. Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.
22.	**Events after the reporting date** Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
23.	**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 [principal / agent] 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 financial statements where appropriate.
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 Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.
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 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 Premier portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The full compensation of key management personnel is recorded in the notes to the financial statements.
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 financial statements.

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1. Annual Appropriation

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

	2024/25			2023/24		
	Final Budget	Actual Funds Received	Funds not requested / not received	Final Budget	Appropriation Received	Funds not requested / not received
Programmes	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programme 1	290 617	290 617	-	265 336	265 336	-
Programme 2	339 449	339 449	-	392 064	392 064	-
Programme 3	177 000	177 000	-	169 999	169 999	-
Total	**807 066**	**807 066**	**-**	**827 399**	**827 399**	**-**

All the funds requested for the 2024/25 financial year were received

2. Departmental revenue

	Note	2024/25 R'000	2023/24 R'000
Tax revenue			
Sales of goods and services other than capital assets	*2.1*	408	379
Interest, dividends and rent on land	*2.2*	15	7
Transactions in financial assets and liabilities	*2.3*	1 635	3 446
Total revenue collected		**2 058**	**3 832**
Total		**2 058**	**3 832**

2.1. Sales of goods and services other than capital assets

	Note	2024/25 R'000	2023/24 R'000
Sales of goods and services produced by the department		408	379
Other sales		408	379
Total	*2*	**408**	**379**

2.2. Interest, dividends and rent on land

	Note	2024/25 R'000	2023/24 R'000
Interest		15	7
Total	*2*	**15**	**7**

2.3. Transactions in financial assets and liabilities

	Note	2024/25 R'000	2023/24 R'000
Other receipts including Recoverable Revenue		1 635	3 446
Total	*2*	**1 635**	**3 446**

3. Compensation of employees

3.1. Analysis of balance

	Note	2024/25 R'000	2023/24 R'000
Basic salary		271 685	275 608
Performance award		19	104
Service based		17 878	17 258
Compensative/circumstantial		11 056	7 802
Periodic payments		151	1
Other non-pensionable allowances		42 746	44 280
Total		**343 535**	**345 053**

3.2. Social contributions

Employer contributions	Note	2024/25 R'000	2023/24 R'000
Pension		31 134	30 393
Medical		14 657	13 649
Bargaining council		65	65
Total		**45 856**	**44 107**
Total compensation of employees		**389 391**	**389 160**
Average number of employees		**571**	**724**

4. **Goods and services**

	Note	2024/25 R'000	2023/24 R'000
Administrative fees		211	509
Advertising		61 339	74 851
Minor assets	*4.1*	934	659
Bursaries (employees)		2 046	2 864
Catering		9 973	4 467
Communication		10 833	16 917
Computer services	*4.2*	44 479	8 189
Consultants: Business and advisory services		37 986	18 253
Legal services		6 620	54 570
Contractors		37 641	17 294
Agency and support / outsourced services		-	349
Audit cost - external	*4.3*	5 161	3 779
Fleet services		4 894	5 378
Consumables	*4.4*	8 142	6 812
Operating leases		14 433	5 829
Property payments	*4.5*	9 072	8 184
Transport provided as part of the departmental activities		5 903	1 689
Travel and subsistence	*4.6*	6 709	7 691
Venues and facilities		16 387	19 410
Training and development		3 409	1 462
Other operating expenditure	*4.7*	4 458	3 491
Total		**290 630**	**262 647**

Administrative fees -The reduction is primarily a result of a decline in employee conference attendance.

Advertising -The decrease is attributed to reduced advertising requirements for the department in the current financial year as well as the reduction of budget allocated for the departmental priorities

Minor Assets - The increase results from buying office furniture for the new building.

Bursaries - The decrease is attributed to a lower number of bursary applications received in the 2024/25 financial year.

Catering -The increase is due to additional funds allocated to elevated priorities under the Brand Repositioning Campaign, with a focus on TISH Elevated Transversal Campaigns.

Communication -The decrease is attributed to the transition from landline to data calls as a cost-reduction strategy.

Computer Services - The increase is due to payments for the GIS license and monitoring data for informal settlements, and the Omni-Channel software programme which intends to reform the government-citizen interaction to improve service delivery across the province, particularly in the disadvantaged and vulnerable regions and service delivery of elevated priorities.

Consultants: Business and advisory services -The increase is attributed to payments made for the Usindiso Commission of Inquiry.

Legal services - The decrease is due to less claims received related to the Life Esidimeni Inquest.

Contractors - The increase is due to the allocation of additional funds toward elevated priorities within the Brand Repositioning Campaign, specifically targeting the TISH Elevated Transversal Campaigns.

Agency and support - Due to change in SCOA classifications the State funerals are now paid through item contractor burial services; therefore, no expenditure has been recorded under this item in the current financial year.

Audit Cost – external - The increase is due to more payments made for forensic investigations in the current year

Fleet services - The decrease in fleet services expenditure is attributed to flactuation of fuel in the current year,

Consumables - The increase in consumables expenditure is due to the procurement of cleaning and IT-related supplies for the new building

Operating Leases - The increase in operating lease costs is attributed to a higher demand for leased vehicles during the current financial year.

Property payments - The increase is due to high increase charge of utility bills for the new building

Transport provided - The increase is attributed to additional funds allocated to the elevated priorities within the Brand Repositioning Campaign, with a focus on the TISH Elevated Transversal Campaigns,More funds were spent for the innauguration

Travel and Subsistence - The decrease is attributed to a reduction in international trips.

Venues and Facilities - The decline is noticeable because meetings are taking place in the auditorium of the new building and public venues were utilised as part of saving costs

Training and Development - The increase is attributed to a higher demand for training and development sessions in the current financial year.

Other operating expenditure - The increase is attributed to the additional printing of pamphlets for events held during the current financial year.

4.1. Minor assets

	Note	2024/25 R'000	2023/24 R'000
Tangible capital assets		934	659
Machinery and equipment		934	659
Total	*4*	**934**	**659**

4.2. Computer services

	Note	2024/25 R'000	2023/24 R'000
SITA computer services		-	68
External computer service providers		44 479	8 121
Total	*4*	**44 479**	**8 189**

The increase is due to payments for the GIS license and monitoring data for informal settlements, and the Omni-Channel software programme which intends to reform the government-citizen interaction to improve service delivery across the province, particularly in the disadvantaged and vulnerable regions and service delivery of elevated priorities.

4.3. Audit cost – external

	Note	2024/25 R'000	2023/24 R'000
Regularity audits		3 442	3 069
Investigations		1 719	710
Total	*4*	**5 161**	**3779**

The increase is due to more payments made for forensic investigations in the current year.

4.4. Consumables

	Note	2024/25 R'000	2023/24 R'000
Consumable supplies		3 405	2 613
Uniform and clothing		323	1 315
Household supplies		1 049	291
IT consumables		286	334
Other consumables		1 747	673
Stationery, printing and office supplies		4 737	4 199
Total	*4*	**8 142**	**6 812**

The increase in consumables expenditure is due to the procurement of cleaning and IT-related supplies for the new building.

4.5. Property payments

	Note	2024/25 R'000	2023/24 R'000
Municipal services		6 807	5 801
Property maintenance and repairs		-	2
Other		2 265	2 381
Total	*4*	**9 072**	**8 184**

The increase is due to high increase charge of utility bills for the new building.

4.6. Travel and subsistence

	Note	2024/25 R'000	2023/24 R'000
Local		4 238	4 091
Foreign		2 471	3 600
Total	*4*	**6 709**	**7 691**

The decrease is attributed to a reduction in international trips.

4.7. Other operating expenditure

	Note	2024/25 R'000	2023/24 R'000
Professional bodies, membership and subscription fees		284	304
Resettlement costs		-	181
Other		4 174	3 006
Total	*4*	**4 458**	**3 491**

The increase is attributed to the additional printing of pamphlets for events held during the current financial year.

4.8. Remuneration of members of a commission or committee of inquiry (*Included in Consultants: Business and advisory services)*

Name of Commission / Committee of Inquiry	Note	2024/25 R'000	2023/24 R'000
Board members		1 698	1 417
Total		**1 698**	**1 417**

5. Payments for financial assets

	Note	2024/25 R'000	2023/24 R'000
Debts written off	*5.1*	107	222
Total		**107**	**222**

5.1. Debts written off

Nature of debts written off	Note	2024/25 R'000	2023/24 R'000
Other debt written off		107	222
Total		**107**	**222**
Total debt written off	*5*	**107**	**222**

6. Transfers and subsidies

	Note	2024/25 R'000	2023/24 R'000
Departmental agencies and accounts	*Annex 1B*	17	62
Higher education institutions	*Annex 1C*	30 601	32 244
Non-profit institutions	*Annex 1F*	-	45 000
Households	*Annex 1G*	73 248	45 241
Total		**103 866**	**122 547**

7. Expenditure for capital assets

	Note	2024/25 R'000	2023/24 R'000
Tangible capital assets		22 564	29 231
Machinery and equipment		22 564	29 231
Total		**22 564**	**29 231**

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

	2024/25		
	Voted funds	Aid assistance	Total
Name of entity	**R'000**	**R'000**	**R'000**
Tangible capital assets	22 564	-	22 564
Machinery and equipment	22 564	-	22 564
Total	22 564	-	22 564

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

	2024/25		
	Voted funds	Aid assistance	Total
Name of entity	R'000	R'000	R'000
Tangible capital assets	29 231	-	29 231
Machinery and equipment	29 231	-	29 231
Total	29 231	-	29 231

7.3. Finance lease expenditure included in Expenditure for capital assets

	Note	2024/25 R'000	2023/24 R'000
Tangible capital assets		**13 836**	**12 939**
Machinery and equipment		13 836	12 939
Total		**13 836**	**12 939**

8. Cash and cash equivalents

	Note	2024/25 R'000	2023/24 R'000
Consolidated Paymaster General Account		-	22 202
Cash on hand		20	20
Total		**20**	**22 222**

9. Prepayments and advances

	Note	2024/25 R'000	2023/24 R'000
Travel and subsistence		87	132
Total		**87**	**132**

Analysis of Total Prepayments and advances

Current Prepayments and advances		87	132
Total		**87**	**132**

10. Receivables

		2024/25			2023/24		
		Current	Non-current	Total	Current	Non-current	Total
	Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	*10.1*	5 499	-	5 499	4 815	-	4 815
Staff debt	*10.2*	452	-	452	395	-	395
Other receivables	*14.5*	845	-	845	71	-	71
Total		**6 796**	**-**	**6 796**	**5 281**	**-**	**5 281**

10.1. Claims recoverable

	Note	2024/25 R'000	2023/24 R'000
Provincial departments		5 499	4 815
Total	*10*	**5 499**	**4 815**

10.2. Staff debt

	Note	2024/25 R'000	2023/24 R'000
Salary overpayments		198	137
Misconduct		94	90
Bursary Debt		112	156
Overtime		-	(14)
Partial salary overpayment		48	26
Total	*10*	**452**	**395**

10.3. Other receivables

	Note	2024/25 R'000	2023/24 R'000
Fruitless and wasteful expenditure		590	-
Salary recoverable (Inter departmental)		141	30
Salary reversal		110	40
Salary – Pension Fund		4	1
Total	*10*	**845**	**71**

11. Voted funds to be surrendered to the Revenue Fund

	Note	2024/25 R'000	2023/24 R'000
Opening balance		23 592	62 617
As restated		23 592	62 617
Transferred from statement of financial performance (as restated)		508	23 592
Paid during the year		(23 592)	(62 617)
Closing balance		**508**	**23 592**

12. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2024/25 R'000	2023/24 R'000
Opening balance		3 025	480
As restated		3 025	480
Transferred from statement of financial performance (as restated)		2 058	3 832
Paid during the year		(4 123)	(1 287)
Closing balance		**960**	**3 025**

13. Bank overdraft

	Note	2024/25 R'000	2023/24 R'000
Overdraft with commercial banks (Local)		4 864	-
Total		**4 864**	**-**

14. Payables - current

	Note	2024/25 R'000	2023/24 R'000
Clearing accounts	*14.1*	32	460
Other payables	*14.2*	218	294
Total		**250**	**754**

14.1. Clearing accounts

Description	Note	2024/25 R'000	2023/24 R'000
Salary: Income tax			
Salary Finance other institution		32	382
		-	78
Total	*14*	**32**	**460**

14.2. Other payables

Description	Note	2024/25 R'000	2023/24 R'000
Salary recalls		-	80
Other payables		218	214
Total	*14*	**218**	**294**

15. Net cash flow available from operating activities

	Note	2024/25 R'000	2023/24 R'000
Net surplus/(deficit) as per Statement of Financial Performance		2 566	27 424
Add back non-cash/cash movements not deemed operating activities		(7 125)	(36 264)
(Increase)/decrease in receivables		(1 515)	(1 437)
(Increase)/decrease in prepayments and advances		45	(35)
Increase/(decrease) in payables - current		(504)	(119)
Expenditure on capital assets		22 564	29 231
Surrenders to Revenue Fund		(27 715)	(63 904)
Net cash flow generated by operating activities		**(4 559)**	**(8 840)**

16. Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2024/25 R'000	2023/24 R'000
Consolidated Paymaster General account		(4 864)	22 202
Cash on hand		20	20
Total		**(4 844)**	**22 222**

17. Contingent liabilities and contingent assets

17.1. Contingent liabilities

Liable to	Nature	Note	2024/25 R'000	2023/24 R'000
Claims against the department		*Annex 3B*	2 344	29 254
Total			**2 344**	**29 254**

18. Capital commitments

	Note	2024/25 R'000	2023/24 R'000
Machinery and equipment		-	2 718
Intangible assets		-	604
Total		**-**	**3 322**

19. Accruals and payables not recognised

19.1. Accruals

		2024/25			2023/24
		30 Days	30+ Days	Total	Total
Listed by economic classification	*Note*	R'000	R'000	R'000	R'000
Goods and services		51 278	-	51 278	42 023
Total		**51 278**	**-**	**51 278**	**42 023**

Listed by programme level	2024/25 R'000	2023/24 R'000
Administration	3 700	534
Institutional Development	47 526	41 338
Policy and Governance	52	151
Total	**51 278**	**42 023**

19.2. Payables not recognised

	2024/25			2023/24
	30 Days	30+ Days	Total	Total
Listed by economic classification	R'000	R'000	R'000	R'000
Goods and services	325	33	358	6 104
Transfers and subsidies	-	2 950	2 950	12 980
Total	**325**	**2 983**	**3 308**	**19 084**

Listed by programme level	2024/25 R'000	2023/24 R'000
Administration	2 980	14 293
Institutional Development	220	3 594
Policy and Governance	108	1 197
Total	**3 308**	**19 084**

Included in the above totals are the following:	*Note*	2024/25 R'000	2023/24 R'000
Confirmed balances with other departments	*Annex 5*	45 591	39 443
Confirmed balances with other government entities	*Annex 5*	1 869	939
Total		**47 460**	**40 382**

20. Employee benefits

	2024/25 R'000	2023/24 R'000
Leave entitlement	22 999	26 702
Service bonus	8 979	8 755
Capped leave	3 533	3 593
Other	2 787	3 585
Total	**38 298**	**42 635**

Included in other item is the R 120 for Long services awards for 20 Years and 30 Years of Unbroken service ,Leave Gratuity of R 2 287, claims that relate to employees of R 380 from Dept of Education. Included under the leave entitlement is a negative leave balance amounting to R 114 and a negative amount under capped leave of R 7.

Included in the above totals are the following:	*Note*	2024/25 R'000	2023/24 R'000
Confirmed balances with other departments	*Annex 5*	380	1 646
Total		**380**	**1 646**

21. Lease commitments

21.1. Operating leases

	2024/25				
	Specialised military equipment	**Land**	**Buildings and other fixed structures**	**Machinery and equipment**	**Total**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**
Not later than 1 year	-	-	938	126	1 064
Later than 1 year and not later than 5 years	-	-	1 799	-	1 799
Later than five years	-	-	-	-	-
Total lease commitments	**-**	**-**	**2 737**	**126**	**2 863**

21.2. Finance leases **

	2024/25				
	Specialised military equipment	**Land**	**Buildings and other fixed structures**	**Machinery and equipment**	**Total**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**
Not later than 1 year	-	-	-	13 705	13 705
Later than 1 year and not later than 5 years	-	-	-	11 433	11 433
Later than five years	-	-	-	-	-
Total lease commitments	**-**	**-**	**-**	**25 138**	**25 138**

	2023/24				
	Specialised military equipment	**Land**	**Buildings and other fixed structures**	**Machinery and equipment**	**Total**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**
Not later than 1 year	-	-	-	12 961	12 961
Later than 1 year and not later than 5 years	-	-	-	15 055	15 055
Later than five years	-	-	-	-	-
Total lease commitments	**-**	**-**	**-**	**28 016**	**28 016**

22. Unauthorised, Irregular and Fruitless and wasteful expenditure

	Note	2024/25 R'000	2023/24 R'000
Fruitless and wasteful expenditure - current year		590	-
Total		**590**	**-**

An over payment made on the 11 of June 2024 to a life Esidimeni beneficiary was made resulting in a fruitless and wasteful expenditure of R590 000. The recovery processes have been initiated, and summonses have been issued to recover the overpaid amount. The investigation by State Legal Advisory Services is ongoing.

23. Related party transactions

	2024/25	2023/24

The OOP and the Gauteng Department of Community Safety are considered related parties as they operate under the same political head within the GPG. Both departments fall under the authority of the Premier of Gauteng, who has oversight responsibilities over their governance and strategic direction.

24. Key management personnel

	2024/25 R'000	2023/24 R'000
Political office bearers (*provide detail below)*	2 559	2 535
Officials:	-	-
Level 16	5 381	5 250
Level 15	13 599	13 060
Level 14	23 615	27 784
Family members of key management personnel		
Total	**45 154**	**48 629**

25. Provisions

	Note	2024/25 R'000	2023/24 R'000
Provision 1 – Life Esidimeni		197 180	253 210
Total		**197 180**	**253 210**

As a result of Life Esidimeni claimants which the department is mandated to settle as per the arbitration award ruling recommendation that was delivered by Justice Dikgang Moseneke. These are some of the uncertainties that affect the payment of claims: Patients whose births were never registered at home affairs and therefore do not have an ID number. (This affects both surviving and deceased claims) Families with outdated contact details who have not come forth to update their details or Families who never provided contact details at all. Families that do not want to nominate a single representative. Patients whose families are not traceable (Both South African and Non-South African patients) High Court and Master of the High Court processes delay the process in that we do not know when the process will be finalised however these are underway, and progress is being made.

25.1. Reconciliation of movement in provisions - Current year

	2024/25			
	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	253 210	-	-	253 210
Increase in provision	267 980	-	-	267 980
Settlement of provision	(70 800)	-	-	(70 800)
Unused amount reversed	(253 210)	-	-	(253 210)
Closing balance	**197 180**	**-**	**-**	**197 180**

Reconciliation of movement in provisions - Prior year

	2023/24			
	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	234 330	-	-	234 330
Increase in provision	296 290	-	-	296 290
Settlement of provision	(43 080)	-	-	(43 080)
Unused amount reversed	(234 330)	-	-	(234 330)
Closing balance	**253 210**	**-**	**-**	**253 210**

26. Non-adjusting events after reporting date

Nature of the event	*Note*	2024/25 R'000
Gauteng Aids Council		142 820
Gauteng City Region Academy		783 468
Total		**926 288**

The Office of the Premier will assume responsibility for the following programmes, effective 1 April 2025:

- *AIDS Council, previously managed by the Department of Health; and*
- *GRCA, previously under the Department of Education.*

The transfer is the result of an executive decision aimed at consolidating strategic coordination and oversight functions within the Office of the Premier. These transfers are considered non-adjusting post-balance sheet events, as they were approved after the reporting date and do not affect the financial position of the Office of the Premier as at 31 March 2025.

27. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25				
	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	73 099	-	8 710	(474)	81 335
Computer equipment	49 269	-	6 166	-	55 435
Furniture and office equipment	13 432	-	630	(474)	13 588
Other machinery and equipment	10 398	-	1 914	-	12 312
FINANCE LEASE ASSETS	25 315	-	4 177	-	29 492
Finance lease assets	25 315	-	4 177	-	29 492
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**98 414**	**-**	**12 887**	**(474)**	**110 827**

Movable Tangible Capital Assets under investigation

	Note	Number	Value R'000
Machinery and equipment		27	1 218
Total			

Included in the above total of the movable tangible capital assets as per the asset register, are assets that are under investigation because of theft and losses. Investigations are on-going.

27.1. MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	60 301	-	16 509	3 711	73 099
Computer equipment	39 144	-	13 002	2 877	49 269
Furniture and office equipment	12 014	-	1 937	519	13 432
Other machinery and equipment	9 143	-	1 570	315	10 398
FINANCE LEASE ASSETS	25 315	-	-	-	25 315
Finance lease assets	25 315	-	-	-	25 315
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**85 616**	**-**	**16 509**	**3 711**	**98 414**

27.2. Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25						
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	-	-	11 085	-	-	11 085
Additions	-	-	-	1 565	-	-	1 565
Disposals	-	-	-	(326)	-	-	(326)
Total Minor assets	**-**	**-**	**-**	**12 324**	**-**	**-**	**12 324**

Minor capital assets under investigation

	Note	Number	Value R'000
Machinery and equipment		5	18

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2024/25						
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	-	-	10 799	-	-	10 799
Additions	-	-	-	1 198	-	-	1 198
Disposals	-	-	-	(912)	-	-	(912)
Total Minor assets	**-**	**-**	**-**	**11 085**	**-**	**-**	**11 085**

28. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	360	-	-	360
TOTAL INTANGIBLE CAPITAL ASSETS	**360**	**-**	**-**	**360**

28. **Intangible Capital Assets**

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	360	-	-	360
TOTAL INTANGIBLE CAPITAL ASSETS	**360**	**-**	**-**	**360**

29. **Changes in accounting estimates and Changes in accounting policies**

29.1. **Changes in accounting policies**

		2023/24				
		Opening balance before the change (1 Apr 2023)	Adjust-ment of opening balance	Restated opening balance after the change (1 Apr 2023)	Adjust-ment for 2023/24	Restated closing balance (31 Mar 2024)
Nature of change in accounting policy	*Note*	R'000	R'000	R'000	R'000	R'000
Finance lease assets						
Movable Tangible Capital Assets	*38*	-	8 458	8 458	16 857	25 315

Included in the opening balances for 2023/24 and 2024/25 is a change in accounting policy made in terms of the MCS requirements whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively.

30. **Prior period errors**

30.1. **Correction of prior period errors**

		2023/24		
		Amount bef error correction	Prior period error	Restated
	Note	R'000	R'000	R'000
Revenue:				
Total Revenue Collected		3 842	(10)	3 832
Net effect		**3 842**	**(10)**	**3 832**
Liabilities:				
Transfer and subsidies		12 890	90	12 980
Net effect		**12 890**	**90**	**12 980**

The prior period error relates to the casting error that was done in the departmental revenue and payables not recognised in 2023/24 annual report.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 1B
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

	2024/25						2023/24	
	TRANSFER ALLOCATION				TRANSFER			
Departmental Agency or Account	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfer to Departmental Agencies and Accounts	-	-	-	-	17	0,0 %	-	62
TOTAL	**-**	**-**	**-**	**-**	**17**	**0,0%**	**-**	**62**

ANNEXURE 1C
STATEMENT OF TRANSFERS TO HIGHER EDUCATION INSTITUTIONS

	2024/25							2023/24	
	TRANSFER ALLOCATION				TRANSFER				
Higher Education Institution	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	Amount not transferred	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
University/Technikon(WITS) Higher Education	30 601	-	-	30 601	30 601	-	100%	32 244	32 244
TOTAL	**30 601**	**-**	**-**	**30 601**	**30 601**	**-**	**100%**	**32 244**	**32 244**

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 1F

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

	2024/25						2023/24	
	TRANSFER ALLOCATION				EXPENDITURE			
Non-profit institutions	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
School support	-	-	-	-	-	%	-	45 000
TOTAL	**-**	**-**	**-**	**-**	**-**	**%**	**-**	**45 000**

ANNEXURE 1G
STATEMENT OF TRANSFERS TO HOUSEHOLDS

	2024/25						2023/24	
	TRANSFER ALLOCATION				EXPENDITURE			
Household	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers to the Households	72 150	-	-	72 150	73 248	101,5%	40 202	45 241
	72 150	**-**	**-**	**72 150**	**73 248**	**101,5%**	**40 202**	**45 241**
TOTAL	**72 150**	**-**	**-**	**72 150**	**73 248**	**101,5%**	**40 202**	**45 241**

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 3B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2025

Nature of liability	Opening balance 1 April 2024	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing balance 31 March 2025
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Labour Matters claim (Thelma Ngcobo JS256/15)	744	-	-	-	744
Alexandra Molokwane // Premier Gauteng Province	20 000	-	20 000	-	-
Ntokozo Mdluli//OOP	5 000	-	4 900	-	100
Van Der Walt/Premier of Gauteng	1 500	-	-	-	1 500
Mabasa//Minister&5 others	2 000	-	2 000	-	-
Eleanor Rubridge//OOP	10	-	10	-	-
Subtotal	**29 254**	**-**	**26 910**	**-**	**2 344**
TOTAL	**29 254**	**-**	**26 910**	**-**	**2 344**

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 4

CLAIMS RECOVERABLE

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2024/25	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
Gauteng Department of Health	1 197	1 078	679	1 694	1 876	2 772	-	-
Gauteng Department of Economic Development	16	16		-	16	16	-	-
Gauteng Department of Sports	-	-	1 338	1 338	1 338	1 338	-	-
Gauteng Department of Agriculture	-	-	8	8	8	8	-	-
Gauteng Department of Roads and Transport		-	-	92	-	92		-
Gauteng Department of Infrastructure Development	5 540	3 016	-	-	5 540	3 016	-	-
Subtotal	**6 753**	**4 110**	**2 025**	**3 132**	**8 778**	**7 242**	**-**	**-**
Other Government Entities								
TOTAL	**6 753**	**4 110**	**2 025**	**3 132**	**8 778**	**7 242**	**-**	**-**

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 5
INTERGOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2024/25	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024	Payment date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
Gauteng Department of Safety	-	496	-	-	-	496	-	-
National Department of Justice	45 591	39 443	-	-	45 591	39 443	-	-
Gauteng Department of Education	380	1 013	-	-	380	1 013	-	-
Gauteng Department of Health	-	137	-	-	-	137	-	-
Subtotal	**45 971**	**41 089**	**-**	**-**	**45 971**	**41 089**	**-**	-
Total Departments	**45 971**	**41 089**	**-**	**-**	**45 971**	**41 089**	**-**	**-**
OTHER GOVERNMENT ENTITIES								
Current	1 869	939	-	-	1 869	939	-	-
G -Fleet	1 869	939	-	-	1 869	939	-	-
Subtotal	**1 869**	**939**	**-**	**-**	**1 869**	**939**	-	-
Total Other Government Entities	**1 869**	**939**	**-**	**-**	**1 869**	**939**	**-**	**-**
TOTAL INTERGOVERNMENT PAYABLES	**47 840**	**42 028**	-	-	**47 840**	**42 028**	**-**	**-**

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