

OFFICE OF THE PREMIER
MPUMALANGA PROVINCE
VOTE NO. 1



ANNUAL REPORT
2015/16



office of the premier
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



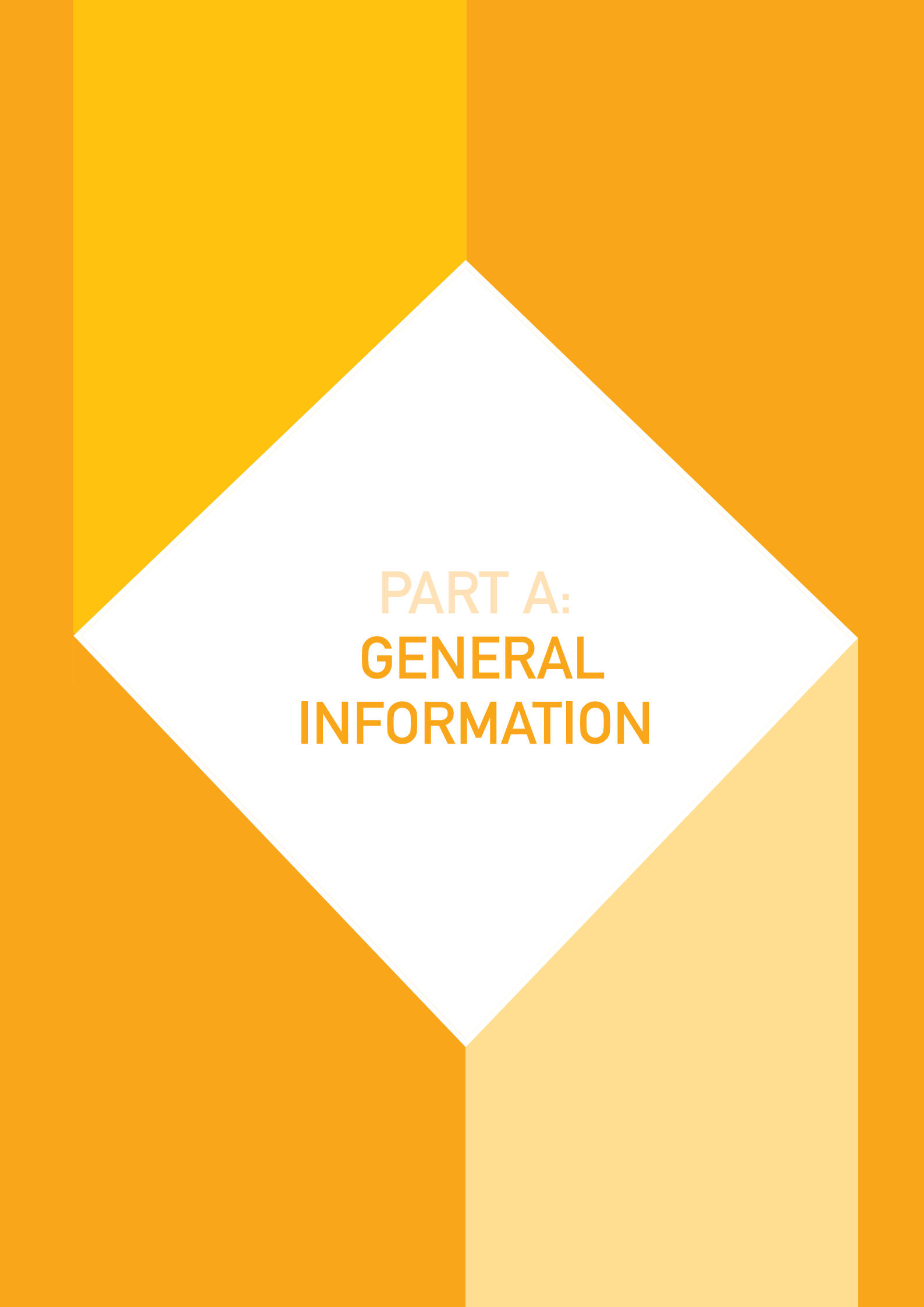




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**PART A:
GENERAL
INFORMATION**



1. DEPARTMENT GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General South Africa
APP	Annual Performance Plan
CDW	Community Development Worker
COBIT	Core Objectives of Information and Related Technologies
COGTA	Co-operative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DA	Delivery Agreement
DARDLEA	Department of Agriculture, Rural Development, Land and Environmental Affairs
DCSR	Department of Culture, Sport and Recreation
DCSSL	Department of Community Safety, Security and Liaison
DG	Director-General
DIRCO	Department of International Relations and Co-operation
DHS	Department of Human Settlements
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWRT	Department of Public Works, Roads and Transport
DSD	Department of Social Development
EEA	Employment Equity Act
EMC	Executive Management Committee
EXCO	Executive Council
FSDM	Frontline Service Delivery Monitoring
GEPF	Government Employees Pension Fund
GPSSBC	General Public Service Sector Bargaining Council
GSDM	Gert Sibande District Municipality
GYO	Gender, Youth and Older Persons
HOD	Head of Department
HRD	Human Resources Development
HRM	Human Resource Management
IDP	Integrated Development Plan
IFMS	Integrated Financial Management System

IMU	Integrity Management Unit
IRPF	International Relations Policy Framework
ISF	Integrated Spatial Framework
M & E	Monitoring and Evaluation
MANCOM	Management Committee
MDCM	Mpumalanga Development Co-ordinating Model
MEC	Member of the Executive Council
MEGDP	Mpumalanga Economic Growth and Development Path
MLO	Media Liaison Officer
MOU	Memorandum of Understanding
MPAC	Mpumalanga Provincial AIDS Council
MPAT	Management Performance Assessment Tool
NACH	National Anti-Corruption Hotline
NDM	Nkangala District Municipality
NDP	National Development Plan
NSDP	National Spatial Development Plan
OPSC	Office of the Public Service Commission
OSW	Office on the Status of Women
OVS	Operation Vuka Sisebente
PCC	President's Co-ordinating Council
PCF	Premier's Co-ordinating Forum
PETWG	Provincial Evaluation Technical Working Group
PFMA	Public Finance Management Act
PGCF	Provincial Government Communication Forum
PGITO	Provincial Government Information & Technology Office
PIACC	Provincial International Affairs Co-ordinating Committee
PMC	Provincial Management Committee
PMDMC	Performance Management and Development Moderating Committee
PMDS	Performance Management and Development System
POA	Programme of Action
PPP	Public Private Partnership
PPOA	Provincial Programme of Action

PSCBC	Public Service Co-ordinating Bargaining Council
PSDF	Provincial Spatial Development Plan
PSETA	Public Sector Education and Training Authority
QPR	Quarterly Performance Report
SALGA	South African Local Government Association
SARS	South African Revenue Services
SCM	Supply Chain Management
SDF	Spatial Development Framework
SITA	State Information and Technology Agency
SMS	Senior Management Services
SONA	State of the Nation Address
SOPA	State of the Province Address
SSA	State Security Agency



Foreword by Premier

Mr David Mabuza
Premier: Mpumalanga Province

The Office of the Premier is pleased to present the 2015/16 Annual Report to the people of Mpumalanga and all our stakeholders. The report provides a detailed account of the work accomplished during the year under review. Through this Annual Report, the Office of the Premier is once more demonstrating its values of being accountable and transparent to the people it serves.

During the execution of our plans we registered considerable levels of success as a result of effective and efficient implementation of government strategic policies that contribute to economic growth and improvement in the social condition of our people. Our accomplishments were, nonetheless realised under very difficult conditions characterised by a global economic slump, increased unemployment, severe drought, persistent and structural inequalities. Despite these challenges significant effort has been made to ensure that the targets we pronounced are attained. During the review period we have put great effort into integrating the planning and budgeting processes of the provincial and local government in our province, so that we all direct our efforts and resources towards realising our developmental vision. The integrated approach has seen us make serious strides in the delivery of infrastructure, which includes investment and installation of bulk infrastructure in different municipalities thereby improving water provisioning.

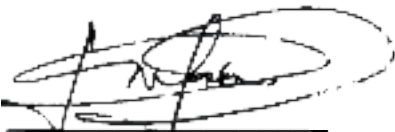
We will continue to ensure that provincial policy and planning frameworks are aligned with national plans and priorities, and that local government's Integrated Development Plans (IDP's) are consistent with provincial growth and development strategies and reflect national priorities. One of the critical areas of focus was the work we began and continue to do to build an activist government which engages with communities on an on-going basis. The launch of Operation Vuka Sisebente in August 2015, demonstrates our commitment to listen and provide on time

responses. Since the launch, the Office of the Premier has provided leadership in the roll-out of Operation Vuka Sisebente throughout all local municipalities. Through Operation Vuka Sisebent, our people will experience a different provincial government, which serves with pride and restores our people's confidence. It will also facilitate efficient delivery of services as well as deepen public participation in government processes at ward level.

In the year under review, we have put more effort into attracting international investment and opening business opportunities for our people. Our international engagements are beginning to yield positive results as we have placed some of our young graduates in countries like Russia and Italy to further their studies. It's our view that through such partnerships our people will accumulate the necessary skills to grow the economy. These international partnerships are also aimed at opening new markets for goods and services coming from Mpumalanga.

Going forward we will aggressively intensify our effort to attract international investors into the province and ensure that we also strengthen our relationship with local investors. The Office of the Premier continues to build strategic partnerships with industry operating in the province to ensure that opportunities for skills development for our young people, and their subsequent absorption into the job market, is realised.

I take this opportunity to thank all the MECs, Mayors, Director-General and his team in the Office of the Premier, the Heads of Department for rolling up their sleeves to ensure that our people's lives are improved through the provisioning of excellent services.



Mr DD Mabuza (MPL)

Premier: Mpumalanga Province



Report of the Accounting Officer

Mr Thulani Mdakane

Director-General: Office of the Premier

Departmental receipts

Departmental receipts	2015/2016			2014/2015		
	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	220	185	64	208	208	-
Transfers received						
Fines, penalties and forfeits						
Interest, dividends and rent on land	336	379	(169)	300	375	(75)
Sale of capital assets	215	333	(118)	222	66	156
Financial transactions in assets and liabilities	15	64	(49)	12	167	(155)
Total	786	961	(175)	742	816	(74)

The Office of the Premier collected total revenue of **R961 000** against projected revenue estimates of **R786 000**. This resulted in over collection of revenue by an amount of **R175 000** in the 2015/16 Financial Year. The over collection was due to the sale of capital assets (Fleet).

Programme Expenditure

Programme Name	2015/2016			2014/2015		
	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	124 284	124 043	241	99 580	98 398	1 182
Institutional Development	86 149	85 659	490	74 688	74 948	(260)
Policy and Governance	57 216	52 691	4 525	42 552	38 240	4 312
Total	267 649	262 393	5 256	216 820	211 586	5 234

The Office of the Premier spent an amount of **R262 393 000** which is 98% of the adjusted budget of **R267 649 000** in the 2015/16 Financial Year. The Office underspent by 2.8% which is 0.8% above the acceptable threshold of 2%. There were a total of 108 planned targets for the year under review and 84 of these planned targets were achieved. The underspending is due to the non-achievement of some of the planned targets such as the hosting of the ICT Indaba, the SMS summit and the slow implementation of the OVS Command Centre.

Virements/roll overs

- A total virement of **R9 144 000** was effected by the Office of the Premier among its three programmes.
- A roll-over of **R5 002 000** for goods and services was requested from the Provincial Treasury.

Reason for the virement

Programme 1: Administration was projecting an over expenditure of **R9 144 000** which is equivalent to 7.9%. Savings were identified under Programme 2: Institutional Development, and Programme 3: Policy and Governance respectively.

Future Plans of the Office of the Premier

- Implement the Operation Vuka Sisebente Service Delivery Model across the Province
- Strengthen the role of the Mpumalanga Provincial Aids Council to address the incidence and prevalence of HIV/Aids in the Province
- Monitor the implementation of the recommendations of the report from the commission on the socio-economic conditions of farm dwellers.

- Facilitate a comprehensive assessment of the Efficiency and Effectiveness of Mpumalanga's regional service delivery model.
- Institutionalize the implementation of the Provincial M&E System;
- Institutionalize the Mpumalanga International Relations Framework as a basis for coordinating strategic partnerships and leveraging resources for development
- Mainstream the socio economic issues of target groups into government programmes and project planning the
- Establish and monitor functionality of the Youth Development War Room.
- Implement the Anti-Corruption Strategy and continue to utilize the computerized tracking and management of cases in an effort to curb corruption in the Public Sector;
- Develop and utilize ICT as a mechanism to improve administration and service delivery
- Implement the Provincial Communication Plan to stimulate public awareness on key government activities across the Province
- Perform internal audit services for five cluster departments and monitor implementation to ensure the realization of a clean audit outcomes

Public Private Partnerships

The Office of the Premier is currently not engaged in Public Private Partnerships.

Discontinued activities/ activities to be discontinued

- During the year under review, the Office of the Premier relinquished the function of the Rapid Implementation Unit. The management of contractors that was performed by this Unit, was transferred back to the mandated Department of Public Works, Roads and Transport, which will now be in a position to address bottlenecks.
- The Office of the Premier discontinued hosting the SMS Summit and ICT Indaba due to the cost curtailment measures currently in place.

New or proposed activities

- The Office of the Premier will facilitate the development of a cost-effective provincial service delivery model, including a comprehensive review of the current regional service delivery models, to further identify and eliminate overlaps, wastage, and duplications.
- The Office of the Premier plans to boost current youth development programmes and mechanisms specifically aimed at dealing with the unsustainable predicament of youth, through the established Youth Development War Room situated in the Office of the

Premier. This will entail multi-stakeholder engagement and mobilization of resources to drive the implementation of the Youth Development Programme of Action. Furthermore, the Youth Development Office will work closely with all youth development agencies, development finance institutions, government departments, municipalities and the private sector to champion youth development initiatives.

Supply Chain Management

No unsolicited bid proposals were received or concluded during the year under review.

- Procurement of goods and services is done in accordance with the threshold values prescribed by the National Treasury.
- Procurement delegations are implemented and monitored regularly.
- The invitation of competitive bids for threshold values above R500 000 is implemented however there were non compliance under procurement which were raised by the Auditor General and are attended to by the Office of the Premier.
- The invitation of competitive bids for threshold values below R500 000 is implemented however there were procurement that were conducted without obtaining the required price quotations which were raised by the Auditor General and are attended to by the Office of the Premier.
- Deviations from normal procurement processes (procurement without inviting competitive bids) are justified and substantiated, approved by the Accounting Officer, recorded and reported to both the Provincial Treasury and the Auditor-General.
- Due diligence is exercised when checking the completeness of the SBD 4 forms, to ensure that service providers declare their interests and verify the ID numbers of the directors on the PERSAL system.
- The VAT registration status of suppliers is verified on the SARS Website to ensure that the status is active before any awards are made.
- Systems to ensure the proper safekeeping and management of contract records are in place and ensure that awards are made in accordance with the requirements of SCM legislation and prescripts.
- Implementation and monitoring of transaction checklists ensure compliance with SCM prescripts.

Challenges experienced in SCM and how they were resolved

NO	CHALLENGES	ACTION TAKEN TO RESOLVE CHALLENGES
1	Deviations from inviting competitive bids were not recorded	A deviation register has been developed
2	Goods and services with a transaction value of more than R500 000 were not procured through competitive bidding processes	A compliance monitoring template was developed
3	The winning bidder was not published in the Government tender bulletin	Tenders awarded are published as such
4	Prospective supplier list not updated	Supplier data base reviewed and updated
5	Limitation on adjustments of assets	The safe keeping of all system reports has been added to the KPA's of two officials within the Asset Management Unit
6	No disposal committee in place to deal with the disposal of moveable assets.	Disposal Committee has been appointed

Gifts and Donations received in kind from non-related parties

The Office of the Premier did not receive any gifts or donations.

Exemptions and deviations received from the National Treasury

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

Events after the reporting date

No events took place after the reporting period.

Other

There are no material facts or circumstances, which may have an effect on the understanding of the financial state of affairs, not addressed elsewhere in this Report.

Acknowledgement/s or Appreciation

The Office of the Premier acknowledges the role of relevant oversight institutions and particularly the respective committees of the Provincial Legislature and the Provincial Treasury, as well as its Audit Committee. The professional work ethic, support and commitment of the staff of the Office of the Premier are highly appreciated.

Conclusion

I would like to take this opportunity to express my word of appreciation to all staff in the Office of the Premier for the work undertaken in the interests of better service delivery for South Africans in general and the citizens of Mpumalanga the Province in particular.



MR T MDAKANE

DIRECTOR-GENERAL: OFFICE OF THE PREMIER OF MPUMALANGA

DATE: 29 JULY 2016

4. 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 E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Office of the Premier for the Financial Year ended 31 March 2016.

Yours faithfully



MR. T MDAKANE

DIRECTOR-GENERAL: OFFICE OF THE PREMIER OF MPUMALANGA

DATE: 29 JULY 2016

5. STRATEGIC OVERVIEW

1.1. Vision

A strategic centre of excellence for effective and efficient governance.

1.2. Mission

Provide strategic direction and support evidence based decision making through research, monitoring and evaluation, integrated planning, coordination of Government programmes and institutional development.

1.3. Values

The Office of the Premier is guided in executing its mandate by the following values:

- Integrity
- Professionalism
- Competence
- Innovation
- Punctuality
- Accountability
- Responsiveness
- Diligence

6. LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the Office of the Premier's legislative mandates.

1.1. Constitutional Mandates

The Office of the Premier derives its constitutional mandates primarily from the provisions of the Constitution, 1996. Section 125(2) of the Constitution, 1996, mandates the Office of the Premier to, among others:

- Implement Provincial legislation in the Province;
- Implement all National legislation within the functional areas of Schedules 4 and 5;
- Administer in the Province, National legislation outside the functional areas of Schedules 4 and 5;
- Develop and implement Provincial policies; and
- Co-ordinate the functions of the Provincial Administration.

1.2. Legislative Mandates

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

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

- **Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);**

This Act gives effect to the Constitutional right of access to any information held by Government and which is required for the exercise or protection of any rights;

- **Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);**

This Act gives effect to the right to administrative action that is lawful, non-discriminatory and procedurally reasonable and fair;

- **Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);**

This Act gives effect to section 9 of the Constitution so as to prevent and prohibit unfair discrimination and harassment and to promote equality and eliminate unfair discrimination;

- **Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005);**

This Act establishes a framework for the National Government, Provincial Government and Local Government to promote and facilitate intergovernmental relations and also provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes;

- **Public Finance Management Act, 1999 (Act No. 1 of 1999);**

This Act regulates financial management in the National Government and Provincial Governments in order to ensure that all Government revenue, expenditure, assets and liabilities are managed efficiently and effectively;

- **Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);**

This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of Government's procurement policy as contemplated in section 217(2) of the Constitution;

- **Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);**

This Act establishes a legislative framework for the promotion of Black Economic Empowerment;

- **Division of Revenue Act (annually);**

To annually provide for the equitable division of revenue raised among the National, Provincial and Local Spheres of Government;

- **Public Service Act, 1994 (Proclamation No. 103 of 1994);**

This Act provides for the organisation and administration of the Public Service of the Republic of South Africa;

- **Labour Relations Act, 1995 (Act No. 66 of 1995);**

This Act gives effect to section 27 of the Constitution and seeks to regulate the organisational rights of trade unions and to promote and facilitate collective bargaining;

- **Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);**

This Act gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution;

- **Employment Equity Act, 1998 (Act No. 55 of 1998);**

This Act provides for equity in all levels and categories of employment;

- **Protected Disclosures Act, 2000 (Act No. 26 of 2000);**

This Act provides for procedures in terms of which employees in both the private and the public sector may disclose information regarding unlawful or irregular conduct to their employers and also provides for the protection of such employees;

- **Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004);**

This Act provides for the strengthening of measures to prevent and combat corruption and corrupt activities;

- **State Information Technology Agency Act, 1998 (Act No. 88 of 1998);**

This Act establishes a company responsible for the provision of information technology services to the Public Administration;

- **Public Administration Management Act, 2014 (Act No. 11 of 2014)(once it is put into operation)**

This Act seeks to promote the basic values and principles governing the public administration referred to in section 195(1) of the Constitution.

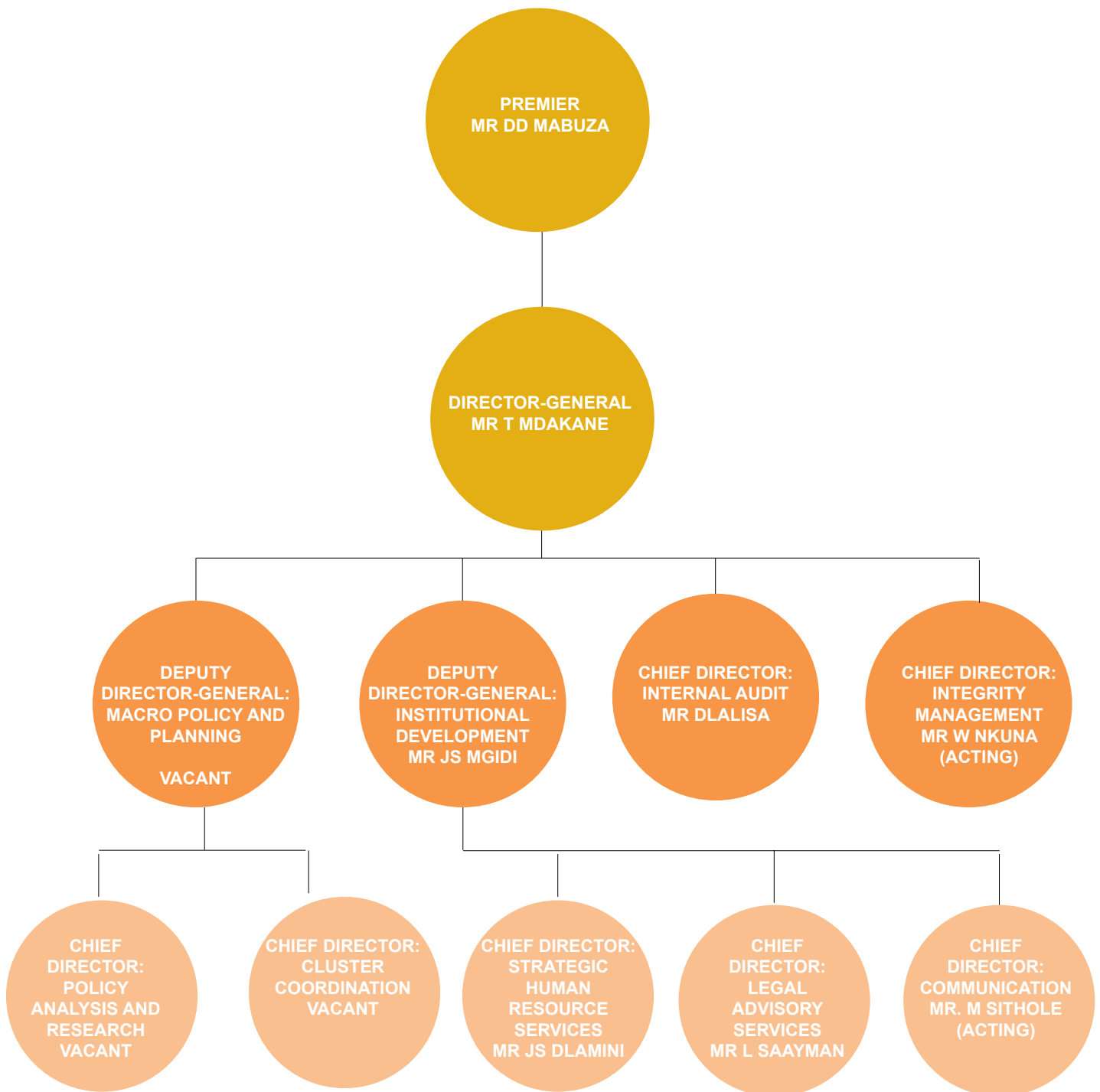
1.3. Policy Mandates

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

- The annual **State of the Nation Address** (SONA) - the Office of the Premier ensures implementation and monitoring of the policy direction stated in the SONA;
- The annual **State of the Province Address** (SOPA) - the Office of the Premier ensures implementation and monitoring of SOPA;
- The annual Premier's **Budget and Policy Speech**;
- The National and the Provincial **Medium Term Strategic Framework** (MTSF) 2014-2019 Priorities – the Office of the Premier ensures implementation and monitoring of MTSF;
- The **National Strategic Framework of the Department for Women, Children and People with Disabilities**;
- Specific National Policy Frameworks on Gender and Women's Empowerment, Disability and Children;
- National Strategic Plan (NSP) for **HIV and AIDS, TB and STIs** 2012–2016;
- The White Paper on the **Transformation of the Public Service** (1995);
- The White Paper on **Public Service Training and Education** (1997);
- The White Paper on a **New Employment Policy for the Public Service** (1997);
- The **National Youth Policy** (2015-2020) of the National Youth Development Agency;
- Policy Frameworks of the **National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service**;

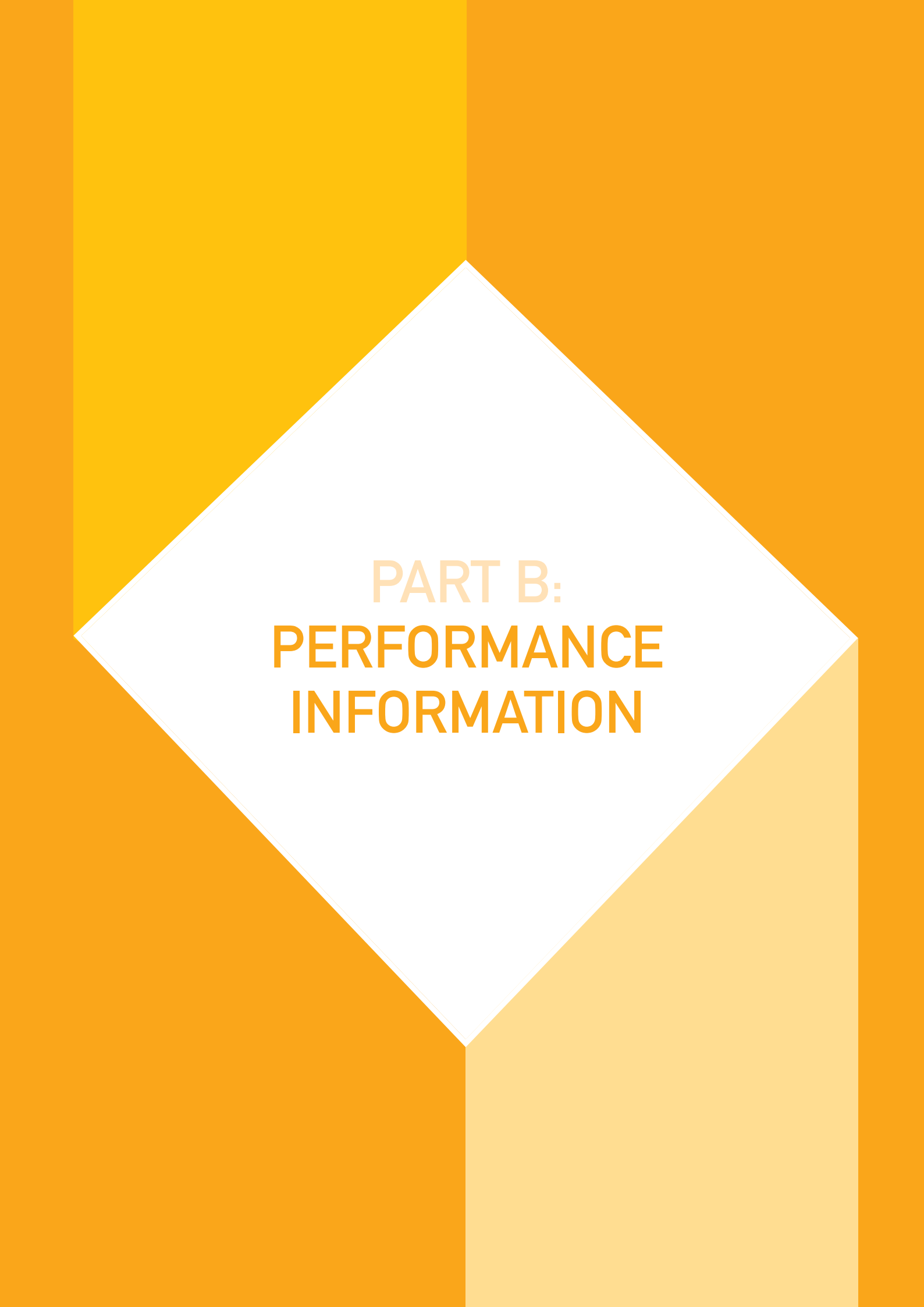
- White Paper on the ***Rights of Persons with Disabilities***, 2016;
- ***National Development Plan*** (2012);
- ***Mpumalanga Vision 2030 Strategic Implementation Framework*** (2013-2030)
- The Policy Framework for ***Government Wide Monitoring and Evaluation*** (2007);
- The Framework for ***Strategic Plans and Annual Performance Plans*** (2010);
- The National Treasury ***Framework for Managing Programme Performance Information*** (2007);
- The Green Paper on ***National Performance Management*** (2009);
- The ***National Evaluation Policy Framework*** (2011).

7. ORGANISATIONAL STRUCTURE



8. ENTITIES REPORTING TO THE HONOURABLE PREMIER

There are no entities reporting to the Office of the Premier.



**PART B:
PERFORMANCE
INFORMATION**



Premier David Mabuza greets women during the Women's Economic Development Summit

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 149 of the Report of the Auditor-General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The Service Delivery Environment of the Office of the Premier is guided by policy frameworks and legislation such as the PFMA, National Strategic Outcomes 11 and 12 and the Mpumalanga Vision 2030 Strategic Implementation Framework, which operationalises the National Development Plan in the Province. In addition, other policy mandates such as the White Paper on Transforming Public Service Delivery 1997 (Batho Pele) the Batho Pele Revitalization Strategy and the Public Service Regulations, 2001 are adhered to.

The core deliverables of the Office of the Premier include executing the following Programmes:

- Integrated planning;
- Monitoring and Evaluation;
- Institutional Transformation; and
- Strengthening the co-ordination of prioritised Provincial Programmes.

2.2 Service Delivery Improvement Plan

The Office has completed a service delivery improvement plan. The tables below highlight the main services and standards enumerated in the SDIP and the achievements to date.

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Effective and efficient implementation of performance management system in the Mpumalanga Provincial Government	Sector Departments and the Office of the Premier Provincial Departmental PMDS Co-ordinators	11 Departments and the Office of the Premier performance management systems statistics consolidated quarterly	Consolidate statistics quarterly on 11 Departments and the Office of the Premier performance management systems	11 Departments and the Office of the Premier performance management systems statistics consolidated quarterly
Co-ordinate the monitoring and evaluation of the performance of Provincial Government structures and its strategic partnerships for public service delivery, social development and economic growth	Sector Departments PMC / EXCO	11 Departments and the Office of the Premier performance reports consolidated quarterly	11 Departments and the Office of the Premier performance reports commented on quarterly	11 Departments and the Office of the Premier performance reports consolidated quarterly

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

Current/actual arrangements	Desired arrangements	Actual achievements
Co-ordinate, workshop and monitor 11 Departments and the Office of the Premier, and 12 Municipalities on Batho Pele Change Management Engagement Programme	Capacitate 11 Departments and the Office of the Premier, and 12 Municipalities on Batho Pele Change Management Engagement Programme	11 Departments and the Office of the Premier, and 12 Municipalities were capacitated on Batho Pele Change Management Engagement Programme
Co-ordinate and review Service Standards in 11 Departments and the Office of the Premier and 12 Municipalities	Credible Service Standards for 11 Departments and the Office of the Premier and 12 Municipalities	Co-ordinated and reviewed service standards in 11 Departments and the Office of the Premier and 12 municipalities
Co-ordinate the submission of quarterly reports on the Implementation of SDIPs (2015-2018) for 11 Departments and OTP	Consolidate 11 Departments and the Office of the Premier quarterly reports on the implementation of SDIPs (2015 – 2018)	11 Departments and the Office of the Premier quarterly reports consolidated on the implementation of SDIPs (2015 – 2018)

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Reports	Reports	Khaedu deployment reports Annual Report and APSD report
Press release	Press release	EXCO Statements

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Complaints Mechanism	Align complaints policy with the National complaints mechanism Policy and establishment of the Departmental Complaints Committee	Consulted with DPSA

2.3 Organisational environment

The core mandate of the Office of the Premier is to co-ordinate Government in the Province, at both Provincial and Municipal level. Thus the starting point in assessing the Office of the Premier's effectiveness is to determine how competent it was to co-ordinate intergovernmental structures. In this regard, it must be mentioned that the Office of the Premier co-ordinated 16 EXCO meetings, 2 EXCO Makgotla, 2 PMC Makgotla, 4 sittings of the PCF as well as 8 Budget and Finance Committee meetings.

Positive results stemming from the functionality of intergovernmental structures resulted in key decisions being taken to improve the lives of communities. For example the State machinery was seen conducting performance monitoring deliberately targeting service delivery sites.

Important recommendations were made for the PMC and PCF technical Committees to advise EXCO and PCF on the most appropriate course of action to be taken so as to improve Government's intervention in bettering the lives of the citizens of the Province.

Being an institution that operates within a political environment, the Office of the Premier cannot avoid scrutiny in as far as its performance with regards to compliance to policy dictates on issues of target groups. The Office of the Premier encountered challenges in meeting the target of achieving 50 percent representation of women in SMS positions and that of completing and finalising the investigation of 100% of alleged fraud and corruption cases within 90 days.

2.4 Key policy developments and legislative changes

There were no policy developments or legislative changes that affected the operations of the Office of the Premier during the period under review.

3. STRATEGIC OUTCOME ORIENTED GOALS

The Office of the Premier is directly responsible for the implementation of Outcomes 11 and 12 namely:

Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better World.

Presented in the table below is the 2015/16 target for this outcome:

SUB-OUTCOMES	KEY ACTIVITIES
A sustainable, developed and economically integrated Africa	International partnerships monitored in line with Provincial priorities

Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Presented in the table below are the 2015/16 targets for this outcome:

SUB-OUTCOMES	KEY ACTIVITIES
A stable political-administrative interface	Finalise all disciplinary processes within 90 days
	Co-ordinate the recruitment process for vacant HOD positions in all Departments
	Mainstream target groups into Government Programmes and Projects
Increased responsiveness of public servants and accountability to citizens	Co-ordinate the development and review of Service Standards in all Departments and Municipalities
	Monitor the implementation of site improvement plans at 12 frontline service delivery sites
	Visit and assess 16 frontline service delivery sites and facilitate the development of improvement plans.
	Roll-out MPAT cycle 1.5 with 11 Provincial Departments and the Office of the Premier and facilitate the development of improvement plans

SUB-OUTCOMES	KEY ACTIVITIES
Improved inter-departmental co-ordination	Provide technical support and advice on macro policies to Cluster Committees
Improved mechanisms to promote ethical behaviour in the public service	100% financial disclosures for HODs and SMS members electronically submitted within the prescribed period
	Anti-Corruption Awareness Campaigns on Anti-Corruption Strategy and National Whistleblowing Policy conducted in 4 Departments and to citizens in 3 District Municipalities
	100 % of all received and reported cases of alleged fraud and corruption concluded
	Vetting of officials in prioritized offices

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 Programme 1: Administration

Purpose of the Programme

The Programme is responsible for performing appropriate and effective co-ordinating and monitoring functions as they relate to administrative and strategic matters, both within the Office of the Premier and across the Provincial Government.

Programme 1 consists of the following Sub-Programmes:

- Premier Support;
- Director-General Support;
- Executive Council Support; and
- Financial Management.

Programme 1 is mainly responsible for the following strategic objectives:

- Provide strategic direction and leadership to 11 Provincial Departments, 21 Municipalities, as well as the Office of the Premier by 2020;
- Create a safe environment for service delivery through a centralized security management system in the 11 Provincial Departments as well as the Office of the Premier by 2020;
- Improve the coordination and implementation of Executive Council decisions within the 11 Provincial Departments and 21 Municipalities as well as the Office of the Premier by 2020;
- Ensure compliance with the planning and reporting framework by the Office of the Premier Programmes by 2020.

Strategic objectives, performance indicators, planned targets and actual achievements

Programme 1: Administration is key to achieving the Office of the Premier's strategic objective of **providing strategic direction and leadership to 11 Provincial Departments, 21 Municipalities, as well as within the Office of the Premier.**

In this regard the Programme was able to co-ordinate intergovernmental structures such as co-ordinating 14 PMC meetings to support 16 EXCO meetings, 2 PMC Makgotla and to support and provide technical backup to the 2 EXCO Makgotla.

By **creating a safe environment for service delivery through a centralized security management system in the 11 Provincial Departments as well as the Office of the Premier,** the Office of the Premier was able to monitor the security Management function in the 11 Provincial Government Departments.

Strategic objectives, performance indicators, planned targets and actual achievements

Programme / Sub-programme: Premier Support						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
EXCO secretariat and protocol services	Number of SOPA Speeches delivered	Delivered the State of the Province Address (SOPA)	Deliver the State of the Province Address	Achieved 1 State of the Province Address (SOPA) delivered as planned	None	None
	Report on the of the Commission	New target	Establish and provide support to the Commission that will look into the conditions of farm dwellers	Achieved The Commission on farm dwellers was established Administrative support was provided in 11 meetings of the Commission and 10 public hearings to farm communities as per schedule reports on the performance of the commission were compiled.	None	None
	Report on the establishment and performance of sector fora	New target	Facilitate the establishment of six sector fora (mining, forestry, agriculture, business sector, tourism and manufacturing and engineering)	Not achieved However, one Mining Sector Forum was established	The sector could not be established due to the EA's diary constraints	The target has been rolled over to 2016/17 Financial year

Programme / Sub-programme: Director-General Support: Office of the Director-General						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
EXCO secretariat and protocol services	Number of meetings held	35 PMC meetings held	Hold 10 PMC meetings	Achieved 18 PMC meetings held	More meetings were convened to attend to pressing Provincial issues	None
	Number of meetings held	3 PMC Makgotla held	Hold 3 PMC Makgotla	Not achieved However, 2 PMC Makgotla were held	Unavailability of key participants due to MINMEC meetings and preparations to appear before respective portfolio committees	None
	Number of meetings held	12 EMC meetings held	Hold 12 EMC meetings	Achieved 12 EMC meetings held as per plan	None	None
	Number of meetings held	6 MANCOM meetings held	Hold 4 MANCOM meetings	Achieved 4 MANCOM meetings held as planned	None	None
	Number of reports developed	Appointed service providers for the maintenance, repairs, rehabilitation and refurbishment of health facilities, and for bulk water supply projects. Held status meetings with service providers	Develop an Intervention Framework and identify and respond to bottlenecks / blockages in the implementation of Government projects	Achieved Six service providers appointed for renovation of schools damaged by storms, two schools (Sinetshudu and Somlingo Primary schools) and Amajuba Hospital identified and monitored	None	None

Programme / Sub-programme: Director-General Support: Planning and Programme Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Planning, Programme Management & Performance Monitoring	Credible Annual Performance Plan developed and submitted to the Provincial Legislature within the prescribed period	Approved Office of the Premier 5 Year Strategic Plan and APP for 2015/16	APP for 2016/17 developed and submitted to the Provincial Legislature	Achieved APP for 2016/17 developed and submitted to the Provincial Legislature as per the plan	None	None
	Number of performance reports developed	Four 2014/15 Quarterly Reports and 2013/14 Annual Performance Report developed	2015/16 Quarterly performance reports and 2014/15 Annual Report developed	Achieved. Fourth Quarter report for 2014/15/ and 3 quarterly reports for 2015/16 developed and the 2014/15 Annual Report was developed and tabled in the Provincial Legislature	None	None

Programme / Sub-programme: Director-General Support: Security Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Co-operative and corporate governance	Number of monitoring reports submitted	4 monitoring reports produced	Monitor Security Management function in 11 Provincial Departments	Achieved 4 Security monitoring reports on 11 Provincial Departments produced	None	None
	Number of officials vetted	Conducted 72 vetting on 100% of files of officials in sensitive or classified areas received from SSA (Supply Chain Management, BID Committee members, MECs, HODs and DDG's support staff)	Conduct vetting on 100% of files of officials in sensitive or classified areas received from SSA (Supply Chain Management, BID Committee members, MECs, HODs and DDG's support staff)	Achieved 72 files were received from SSA. 100% (72) officials vetted as per the plan.	None	None
	Number of security awareness workshops conducted	3 security workshops co-ordinated	Co-ordinate 4 security awareness workshops within the OTP	Achieved 4 security awareness workshops coordinated within the OTP	None	None

Programme / Sub-programme: Director-General Support : Internal Audit						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Cooperative and corporate governance	Number of Internal Audit reports issued	New target	52 Internal Audit assignments completed in the 5 Cluster Departments	Achieved 70 Internal Audit assignments completed in 5 Cluster Departments	Additional assignments undertaken as a result of ad-hoc assignments and requests by management	None
	Number of Audit Committee meetings held	7 Audit Committee meetings co-ordinated	4 Audit Committee meetings co-ordinated	Achieved 4 Audit Committee meetings held	None	None
	% of new cases finalised within 90 days	New target	100% of alleged fraud and corruption cases investigated and completed/finalised in 90 days	Not achieved 87 new cases were received in the financial year, 4 were resolved; i.e. $4/87 \times 100 = 4.59\%$	Resources were deployed to prioritise clearing the backlog of cases	Accelerate the finalisation of the backlog cases to focus on new cases as they are being reported
	% of backlog cases investigated	Out of 454 cases received 127 were investigated and finalised, being 28%	100% reduction of backlog on the investigation of alleged fraud and corruption	Not achieved There were 285 cases at the beginning of the financial year. 130 cases were finalised; i.e. $130/285 \times 100 = 45.6\%$	The complexity of cases results in delays in the finalisation of the cases	Increase human capacity to deal with the backlog of cases

Programme / Sub-programme: Director-General Support: Forensic and Integrity Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Cooperative and corporate governance.	Electronic case management system	New target	Roll out of the Electronic Case Management System.	Achieved The service provider was appointed and the system was procured	None	None
	Report on the roll-out implementation of the forensic coordination of the forensic investigations and litigations services	New target	Roll-out of the co-ordination of centralised forensic investigations and litigation services	Achieved A panel of service providers was appointed to roll-out and monitor progress on forensic investigations and litigation cases	None	None
	Report on litigation coordinated.	New target	Litigation co-ordinated as per request, by and on behalf of clients.	Achieved Litigation co-ordinated as per request, by and on behalf of clients.	None	None
	% of calls from Presidential Hotline resolved	82.55% of complaints were resolved	100% calls from the Presidential Hotline resolved	Not achieved 83.80% of the 3520 calls received in the financial year was resolved	Municipalities failed to submit reports on time and thus the low percentage. Certain Departments such as Health do not have a dedicated PLO to deal with the Presidential Hotline	IMU to take matter up during Technical PCF with all Municipal Managers. Issue will also be addressed during PMC

Programme / Sub-programme: Director-General Support: Forensic and Integrity Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Cooperative and corporate governance.	Reviewed strategy in place	New target	Review Provincial Anti-Corruption Strategy	Not achieved Draft Provincial Anti-Corruption Strategy not yet submitted to EXCO	Reviewed draft Provincial Anti-Corruption Strategy will be presented to EXCO Committees and EXCO in the first Quarter of the next Financial Year	Draft Provincial Anti-Corruption Strategy not yet submitted to the EXCO for approval
	Number of Anti-Corruption and Whistle blowing Awareness Workshops / trainings conducted in Departments and Municipalities	17 Anti-Corruption awareness workshop/ training were conducted	7 Awareness workshops / training in Departments and Municipalities conducted	Achieved 10 awareness workshops/ training conducted in: 2x Nkangala DM 1x Ehlanzeni DM 1x Gert Sibande DM 2x Thaba Chweu LM 1x Mkhondo LM 1x Chief Albert Luthuli LM 1x Mbombela LM	More requests for workshops were received	None

Programme / Sub-programme: Executive Council Support						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
EXCO secretariat and protocol services	Number of Provincial EXCO and Intergovernmental Co-ordination plans developed and implemented	Provincial EXCO and Provincial Intergovernmental Co-ordination Plan EXCO, PMC, PCF, Budget and Finance (Makgotla) developed and implemented as planned	Develop and implement a Provincial Executive Council and Intergovernmental Co-ordination Plan through providing secretarial services to EXCO, PMC, Technical PCF, PCF, Budget and Finance meetings, PMC and EXCO and PMC & EXCO Makgotla	Achieved Provincial EXCO and Provincial Intergovernmental Co-ordination Plan (EXCO, PMC, PCF, Technical PCF, Budget and Finance meetings, PMC and EXCO Makgotla) developed and implemented as planned	None	None

Programme / Sub-programme: Financial Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Financial Management and administrative services	% of invoices paid within 30 days	100% of invoices paid within 30 days	100% of legitimate invoices received and paid within 30 days	Achieved 100% of legitimate invoices received and paid within 30 days as required	None	None
	Number of Annual and interim financial statements submitted	Annual and Interim financial statements submitted	2014/15 Annual and 3 2015/16 Interim Financial Statements submitted to AG and Provincial Treasury	Achieved 2014/15 Annual and 3 2015/16 Interim Financial Statements submitted to AG and Provincial Treasury as per the plan	None	None
	Number of risk management and fraud prevention reports developed	4 Risk Management and Fraud Prevention reports developed	4 Risk Management and Fraud Prevention reports developed	Achieved 4 Risk Management and Fraud Prevention reports developed as planned	None	None
	% of payroll verified to account for all personnel	New target	100% payroll verification to account for all personnel	Achieved Payroll verified as planned	None	None
	Updated and accurate asset register kept	New target	Asset verification conducted, discrepancies updated and accurate register kept	Achieved Asset verification conducted, discrepancies updated and accurate register kept	None	None

Reasons for all deviations

Premiers Support

- Five sector fora (forestry, agriculture, business sector, tourism and manufacturing and engineering) could not be established due to the EA's diary constraints.

Office of the Director-General

- One PMC Lekgotla could not be held due to the unavailability of key participants due to MINMEC meetings and preparations to appear before the respective Portfolio Committees.

Forensic and Integrity Management

- 100% of alleged fraud and corruption cases investigated and finalised in 90 days: Target could not be reached due to the deployment of the majority of resources to the priority of clearing the backlog of cases.
- 100% reduction of backlog on the investigation of alleged fraud and corruption. Target could not be achieved due to the complexity of cases which resulted in delays in the finalisation of such cases.
- 100% calls from Presidential Hotline could not be resolved due to Municipalities' failure to submit reports on time and thus the low percentage. Certain Departments such as Health do not have a dedicated PLO to deal with the Presidential Hotline.
- Draft Provincial Anti-Corruption Strategy not yet submitted to the Executive Council for approval.

Strategy to overcome areas of under performance

Premiers Support

- The target has been rolled over to the 2016/17 Financial Year

Office of the Director-General

- Manage the calendar of scheduled meetings from various intergovernmental structures to avoid clashes.

Forensic and Integrity Management

- Accelerate the finalisation of the backlog cases to focus on new cases as they are being reported.
- Increase human capacity to deal with the backlog cases.
- IMU to take matter up during Technical PCF with all Municipal Managers. This issue will also be addressed during PMC.
- Draft Provincial Anti-Corruption Strategy will be presented to the EXCO Committees and EXCO in the first Quarter of the next Financial Year.

Sub-programme expenditure

Sub-Programme Name	2015/2016			2014/2015		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Premier Support	17 591	17 553	38	12 822	12 736	86
Executive Council	5 860	5 816	44	5 094	5 052	42
Director General Support	69 875	69 731	144	44 046	43 330	716
Financial Management	30 958	30 943	15	37 618	37 280	338
Total	124 284	124 043	241	99 580	98 398	1 182

The programme spent an amount of **R124 043 000** or 99% of its final appropriation of **R124 284 000** for the 2015/16 Financial Year. The Programme under spent by **R241 000** or 1.0%. There were 30 planned targets for the year under review under this programme and the programme managed to achieve 24 targets, which represents an achievement of 80%.

4.2 Programme 2: Institutional Development

Purpose of the Programme

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

The Programme consists of the following five sub-programmes

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

The Programme is guided by the following strategic objectives:

- Strengthens the organisational performance in terms of business processes;
- Co-ordinates the implementation of human resource programmes in the 11 Provincial Departments as well as the Office of the Premier;
- Co-ordinates the provision of legal advisory services in the 11 Provincial Departments as well as the Office of the Premier;
- Co-ordinates strategic ICT programmes and projects within the 11 Provincial Departments as well as the Office of the Premier;

Strategic objectives, performance indicators, planned targets and actual achievements

The Programme achieved the strategic objective of **strengthening the organisational performance in terms of business processes**, by providing support to Departments in terms of ICT related services and projects.

Twenty Seven (27) organograms were developed and the compilation of seventy (70) job descriptions was facilitated.

In a bid to **co-ordinate the implementation of human resource programmes in Provincial Departments**, the Office of the Premier convened 4 Labour Relations Fora and presided over 16 disciplinary hearings. Through its Transversal HR Unit the Office of the Premier assisted Departments to review 5 Human Resources frameworks.

The strategic objective of **co-ordinating the provision of legal advisory services in the Provincial Departments, as well as the Office of the Premier**, was also achieved. This is informed by among others, the handling of **115** requests for memoranda, reports, letters and other documents with a legal bearing which were timeously drafted for clients. Nine (9) legal opinions were drafted and submitted to clients.

In addition, the Office of the Premier, through its Legal Advisory Services Unit, held **232** formal meetings with, *inter alia*, the Premier, MECs, the DG, DDGs, HODs, Legal Officers, etc. during which meetings, urgent legal advice and assistance was provided.

Strategic Objectives and Performance indicators

Programme / Sub-programme: Internal Human Resources Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Comprehensive strategic HR Frameworks	Approved WSP and number of quarterly reports produced on the implementation thereof	WSP for 2014/15 developed and implemented	Workplace Skills Plan for 2015/16 developed and implemented	Achieved Workplace Skills Plan for 2015/16 developed	None	None
	% of salary level 1-12 signed PUs and assessments conducted	4 quarterly reports prepared and submitted on the implementation of the WSP	4 quarterly reports prepared and submitted on the implementation of the Workplace Skills Plan	Achieved 4 quarterly reports on implementation of the WSP developed	None	None
		Monitored and facilitated 100% units submission of Performance Undertakings and quarterly assessments reports on PMDS for officials on salary levels 3-12 in line with the PMDS	Monitor and facilitate 100% Units' submission of PUs and quarterly assessment reports on PMDS for officials on salary levels 3-12 in line with the Provincial Performance Management and Development Policy	Not achieved 95,4% of PUs and Quarterly assessment reports submitted	Deviation is 4,6% Prolonged sick leave, maternity and non-compliance from both officials and managers in adhering to the PMDS prescripts	Officials to sign Performance assessments when they return from leave. One case of dispute has been referred to labour relations

Programme / Sub-programme: Strategic Human Resource: Organisational Design & Job Evaluation							
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations	
Comprehensive strategic HR Frameworks	Number of organograms developed or reviewed for departments and municipalities	Developed 17 organograms for Provincial Departments within 30 working days after receipt of request	Develop organograms for the 11 Provincial Departments, 18 Local Municipalities as well as the Office of the Premier within 30 working days after receipt of request.	Achieved 27 organograms developed within 30 working days	None	None	
	Number of job descriptions developed	100% (70) job descriptions developed	Facilitate the development of job descriptions within 14 days after the receipt of request	Achieved 100% (60) job descriptions developed within 14 days	None	None	
	Number of posts evaluated for the Provincial Departments	68 posts evaluated within 30 working days after the receipt of request	Evaluate posts for the 11 Provincial Departments and the Office of the Premier within 30 working days after receipt of the request	Achieved 112 posts evaluated within 30 working days after the receipt of request	None	None	
	Report on assessment of Organisational efficiency developed	New target	Roll-out the standardisation of job descriptions for shared secretary services	Not achieved Standardisation of job description for secretary service not rolled-out	The report on standardised Job descriptions for shared secretary services has not been presented to PMC for approval due to other PMC agenda priorities	The report on standardised Job descriptions for shared secretary services will be presented at the next PMC sitting for approval	

Programme / Sub-programme: Strategic Human Resource: Labour Relations						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Comprehensive strategic HR Frameworks	Number of labour relations fora co-ordinated	5 labour relations fora were conducted	Build capacity for Labour Relations Management in the 11 Provincial Departments and the Office of the Premier through co-ordination of quarterly labour relations forum	Achieved Four quarterly labour relations fora conducted	None	None
	% of disputes dealt with	The unit attended and presided over 100% of 16 disciplinary hearings	100% of disputes dealt with within 90 days of receipt in 11 Departments as well as the Office of the Premier	Achieved 100% (15/15) disputes dealt with	None	None
	Number of Departments monitored	Monitored misconduct cases and precautionary suspensions	Monitor progress on all labour related matters in the 11 Provincial Departments and the Office of the Premier	Achieved Progress on all labour related matters monitored and four quarterly reports developed	None	None

Programme / Sub-programme: Strategic Human Resource: Transversal Human Resource Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Comprehensive strategic HR Frameworks	Number of HRM policies, frameworks reviewed / developed	Reviewed and developed HRM Policies/ Frameworks within one month of receipt of request	Review and develop HRM Policies/ Frameworks within one month of receipt of request.	Achieved The following Draft policies were developed -Provincial Policy Framework on PMDS -Leave Management Guide for the Mpumalanga Provincial Government -Policy Framework on Protective Clothing for the Mpumalanga Provincial Government -Policy Framework on Remunerative Work Outside Employment -Implementation Strategy for the Framework on Reasonable Accommodation	None	None
	Number of departments monitored on compliance to HRM prescripts and reports developed	Monitored compliance of SMS/Level 1-12 with HRM prescripts with reference to effective Performance and Management System, Financial Interest Disclosures in 11 Provincial Departments as well as the Office of the Premier	Monitor compliance of SMS/Level 1-12 with HRM prescripts with reference to effective PMDS, Financial Interest Disclosures in 11 Provincial Departments as well as the Office of the Premier	Achieved Compliance of SMS/Level 1-12 with HRM prescripts with reference to effective PMDS, Financial Interest Disclosures in 11 Provincial Departments as well as the Office of the Premier was monitored	None	None

Programme / Sub-programme: Strategic Human Resource: Transversal Human Resource Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Comprehensive Strategic HR Frameworks	Number of Employee Health and Wellness programmes coordinated	Five Employee Health and Wellness campaigns co-ordinated in alignment with World and National Health Awareness	Five EH&WP events co-ordinated in alignment with World and National Health Awareness	Achieved Co-ordinated 8 EH&WP events: Provincial TB and Eye testing day, Breast Cancer Awareness, Annual Workplace World AIDS Day, HIV Counselling, co-ordinate Wellness Week, Provincial Sports Day, Candle Lighting, and Financial Awareness	There was more demand for EH&WP events by departments	None
	Number of policies, strategies and systems monitoring tool developed or reviewed.	New target	Develop, review and ensure implementation of EHW strategies, policies and systems monitoring tools.	Achieved Developed the EH&W Management Systems Monitoring, Readiness Assessment Tool, and EH&W Operational Plan	None	None
	Number of monitoring reports on PILIR implementation	New target	Monitor the implementation of PILIR Provincial 11 Departments and the Office of the Premier	Achieved Monitored the implementation of EHW strategies, policies and systems monitoring tools through the co-ordination of 5 EH&WP monthly and 3 EH&WP quarterly sharing sessions on good practices / stakeholders meetings	None	None

Programme / Sub-programme: Strategic Human Resource: Public Service Transformation and Service Delivery Improvement						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Public service transformation and service delivery improvement	Number of Departments and Municipalities attending workshops on change engagement management programme	Co-ordinated and facilitated change engagement management programme workshops in 11 Departments and 13 Municipalities	Co-ordinate, workshop and monitor 11 Departments and the Office of the Premier, and 12 Municipalities on the Batho Pele Change Engagement Management Programme	Achieved 15 Batho Pele Change Engagement Management Programmes co-ordinated	None	None
	Number of Batho Pele projects co-ordinated	Stakeholders were consulted on the Public Service Excellence Youth Awards Concept Paper and a draft has been developed	1 Premier's Service Excellence Awards Indaba (PSEYA)	Achieved 1 Premier's Service Excellence Awards Indaba (PSEYA) was held as planned	None	None
		Co-ordinated and reviewed Service Standards in 11 Departments, Office of the Premier and 13 Municipalities	Co-ordinate and review Service Standards in 11 Departments, OTP and 12 Municipalities	Achieved Co-ordinated and reviewed 16 Service Standards in Municipalities and departments	None	None
		Co-ordinated development of Service Delivery Improvement Plans in 11 Departments and the Office of the Premier	Co-ordinate development of Service Delivery Improvement Plans in 11 Departments and the OTP	Achieved Co-ordinated the development of 13 Service Delivery Improvement Plans in 11 Department and the Office of the Premier	None	None

Programme / Sub-programme: Strategic Human Resource: Public Service Transformation and Service Delivery Improvement						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Public service transformation and service delivery improvement	Number of Batho Pele projects co-ordinated	2 deployments of Senior Managers to coal face of service delivery co-ordinated	2 x deployments of Senior Managers to coal face of service delivery	Achieved. 2 deployment session for Senior Management to coal face of service delivery co-ordinated 1 in Bushbuckridge and 1 in Steve Tshwete Municipalities	None	None
		Held 1 Africa Public Service Day	Hold 1 Africa Public Service Day	Achieved 1 Africa Public Service Day held as per plan	None	None
	Report on the SMS summit and monitoring report on implementation of SMS summit resolutions	New target	Co-ordinate the Provincial Senior Management Service Summit	Not Achieved Provincial SMS Summit was not co-ordinated	The Provincial Senior Management Service Summit was discontinued due to cost curtailment measures currently in place	The activity has been discontinued

Programme / Sub-programme: Legal Advisory Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Legal Advisory Services	% of formal, written legal opinions drafted	100% (3) formal written legal opinions drafted and submitted to clients	100% of formal written legal opinions as requested, drafted and submitted to clients.	Achieved 9 requests for formal written legal opinions were made by clients and 100% (9) legal opinions were drafted and submitted to clients	None	None
	% of Memoranda, employment contracts, service level agreements, MoUs, reports, letters and other documents with a legal bearing drafted and provided to clients	100% (197) of requested memoranda, reports, letters and other documents with a legal bearing drafted for clients In addition, the Unit held 100% (289) formal meetings with, inter alia, the Premier, MECs, the DG, DDGs, HODs, Legal Officers, etc during which meetings, legal advice and assistance were provided	100% of requested memoranda, employment contracts, service level agreements, MoUs, reports, letters and other documents with a legal bearing drafted for clients.	Achieved 115 requests were made and 100% (115) memoranda, employment contracts, service level agreements reports, letters, MOUs, service level agreements, employment contracts and other documents with legal bearing were drafted on behalf of clients	None	None

Programme / Sub-programme: Legal Advisory Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Legal Advisory Services	% of departments assisted with legal guidance and advice during requested meetings	200 instances pertaining to various aspects of litigation involving the various Provincial Departments were co-ordinated, dealt with and monitored.	100% of requested meetings held	Achieved 232 formal meetings with the Premier, MECs, DG, DDG, HoDs, Departmental Legal Officers and other officials were held were requested and 100% of those meetings were held	None	None
	% of pieces of Provincial legislation formulated, drafted and certified.	Nine Provincial Bills were attended to	Formulated, drafted, assisted with and certified 100% of Provincial Bills as requested by the Office of the Premier and the 11 Provincial Departments	Achieved 8 Provincial Bills were attended to, which constitutes 100% of the requests by the Office of the Premier and the 11 Provincial Departments	None	None

Programme / Sub-programme: Government Communication and Information Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Strategic communication support	Number of monitoring reports on the rebranding and repositioning of the Province produced	Not achieved However, the new brand logo is launched	Co-ordinate and monitor the rebranding and repositioning of the Province	Not Achieved Monitoring of the rebranding and repositioning of the Province was not coordinated as planned	Marketing Strategy as part of the rebranding and repositioning of the Province was not developed due to lack of leadership within the unit	Acting Chief Director was appointed towards the end of the Financial year 2015/16, however, filling of critical vacant funded posts will be prioritised in the next financial year 2016/17.
	Number of publications produced	Not achieved Published 1 Government to public newsletter and 6 Internal Electronic newsletters	4 Government to public and 6 Internal electronic newsletters of the Office of the Premier published	Not achieved 4 Government to public and 4 Internal electronic newsletters of the Office of the Premier published	2 Internal newsletters not published due to human resources capacity constraints	Acting General Manager Communication has been appointed to assist in the unit
	Electronic and print media advertorial	Facilitated media platform for SOPA, Policy and Budget Speech and Premier's Season's Greetings message	Facilitate media platform for SOPA, Policy and Budget Speech and Premier's Season's Greetings message	Achieved Media platform was facilitated for SOPA, Policy and Budget Speech and Premier's Season's Greetings message	None	None

Programme / Sub-programme: Community Services and Research						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Strategic communication support	Number of EXCO Outreach meetings co-ordinated	Co-ordinated 4 EXCO Outreach meetings	Co-ordinate 4 EXCO Outreach meetings	Not achieved Co-ordinated 1 EXCO Outreach meeting	The outreach programme schedule is guided by the programme of the EXCO	None
	Percentage of events supported	Not achieved However, 4 Public Participation events for the Premier were co-ordinated	Provide 100% support to the 11 Provincial Departments, 3 District Municipalities and National Izimbizo as per request	Achieved 100% (11) public participation events co-ordinated	None	None
	Monitoring reports	Reviewed the Provincial Communication Strategy Framework and monitored the implementation in 11 Departments and 3 Municipalities. Currently the approved National Communication Framework is used to monitor implementation	Review and Monitor the implementation of the 5 year Provincial Communication Framework by 11 Departments, 3 District Municipalities as well as the Office of the Premier	Achieved Reviewed and Monitored the implementation of the 5 year Provincial Communication Framework by 11 Departments, 3 District Municipalities as well as the Office of the Premier	None	None
	Number of PGCF meetings coordinated	Co-ordinated and facilitated 4 PGCF meetings	Coordinate and facilitate 4 PGCF meetings	Not Achieved 3 PGCF meetings were held	Stakeholders were not available due to other commitments	Issues that were meant for the fourth forum will be attended to in the next financial year

Programme / Sub-programme: Office of the Provincial Government Information Technology Office						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Relevant and innovative information and communication technologies	Number of Departments supported	Assisted 1 Department (PWRT) and 7 units in the Office of the Premier with the system. 745 technical callouts undertaken	Provide IT technical services, advisory and support to 11 Provincial Departments and the Office of the Premier on systems, and ICT plans reviewed in conjunction with the client departments' management teams to ensure that strategic objectives are met	Achieved 1227 technical callouts were made to 11 Departments and the Office of the Premier	None	None
		Provincial Scoreboard only used by PWT&T. No amendments were undertaken	Provide IT technical and advisory support on major projects	Achieved Provide IT technical and advisory support on major projects	None	None
	Number of projects monitored / co-ordinated	The COBIT rollout is taking place in line with the roll out of Phase Two of ICT Governance Framework Developments at National level regarding licence fee payments are making progress	Co-ordinate and monitor 2 IT projects in the Province. COBIT, and Gert Sibande Pilot Project on Broad Band roll-out	Achieved Co-ordinated and monitored 2 IT projects in the Province. COBIT, and Gert Sibande Pilot Project on Broad Band roll-out	None	None
	Mpumalanga Provincial ICT Strategy developed	New target	Develop the Mpumalanga Provincial ICT Strategy	Achieved Mpumalanga Provincial ICT Strategy developed	None	None

Programme / Sub-programme: Office of the Provincial Government Information Technology Office						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Relevant and innovative information and communication technologies	Centralised co-ordination of Information Communication and Technology services	New target	Roll-out centralised co-ordination of Information Communication and Technology for Mpumalanga Province	Not Achieved The centralised coordination of the ICT roll out plan was not implemented as planned	Coordination of ICT Indaba as part of the roll-out of centralised co-ordination of Information Communication and Technology for Mpumalanga Province was cancelled due to cost curtailment measures currently in place	The ICT roll out plan has been developed and MEGA has been approached to support with the process of ICT centralisation in the next Financial Year (2016/17)
	Reports on development and implementation of the ICT Master Plan	New target	Manage appointment of Transactional Advisor (to support with development of ICT Master Plan) and monitor performance thereof	Achieved Managed appointment of Transactional Advisor (to support with development of ICT Master Plan) and monitor performance thereof	None	None

Reasons for all deviations

Internal Human Resources Management

- Prolonged sick leave, maternity and non-compliance from both officials and managers, to the relevant prescripts.

Organisational Design & Job Evaluation

- The report on standardised Job descriptions for shared secretary services has not been presented to PMC for approval due to other PMC agenda priorities.

Public Service Transformation and Service Delivery Improvement

- The Provincial Senior Management Service Summit was discontinued due to cost curtailment measures currently in place

Chief Directorate Communication

- Marketing Strategy, as part of the rebranding and repositioning of the Province, was not developed due to lack of leadership within the unit

Corporate Communications Services

- 2 Internal newsletters were not published due to human resources capacity constraints.

Community Services and Research

- The outreach programme schedule is guided by the programme of the EXCO.

Office of the Provincial Government Information Technology Office

- Coordination of the ICT Indaba as part of the roll-out of the centralised co-ordination of Information Communication and Technology for Mpumalanga Province was cancelled due to cost curtailment measures currently in place.

Strategy to overcome areas of under performance

Internal Human Resources Management

- Officials to sign Performance Assessments immediately when they return from leave. One case of dispute has been referred to labour relations to address non-compliance.

Organisational Design & Job Evaluation

- The report on standardised Job descriptions for shared secretary services will be presented at the next PMC sitting for approval.

Public Service Transformation and Service Delivery Improvement

- The activity has been discontinued.

Chief Directorate Communication

- Acting Chief Director was appointed towards the end of the Financial year 2015/16, however, filling in of critical vacant funded posts will be prioritised in the next financial year 2016/17.

Corporate Communications services

- Acting Chief Director: Communication has been appointed to assist in the Unit.

Community Services and Research

- Align the outreach programme schedule with the programme of the EXCO.

Office of the Provincial Government Information Technology Office

- The ICT roll out plan has been developed and MEGA has been approached to support with the process of ICT centralisation in the next Financial Year (2016/17)

Linking performance with budgets

Sub-programme expenditure

Sub-Programme Name	2015/2016			2014/2015		
	Final Appropriation	Actual Expenditure	(Over)/ Under	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Strategic Human Resource	38 716	38 347	369	32 585	32 990	(405)
Information Communication	9 865	9 817	48	2 350	2 301	49
Legal Services	3 392	3 378	14	3 123	3 114	9
Communication Services	31 161	31 108	53	34 797	34 713	84
Programme Support	2 324	2 318	6	1 833	1 830	3
Total	85 458	84 968	490	74 688	74 948	(260)

The Programme spent an amount of **R84 968 000** or 99% of its final appropriation of **R85 458 000 000** for the 2015/16 financial year. The Programme under spent by **R490 000** or 1.0%. There were 38

planned targets for the year under review under this Programme and the Programme achieved 32, which represents an achievement rate of 84.2%.

4.3 Programme 3: Policy and Governance

Purpose of the Programme

The programme is responsible for providing informed macro policy advice, co-ordination and monitoring of the following key focus areas in the Provincial Government:

- Provincial Planning;
- Monitoring of Implementation of Provincial Programmes;
- Mainstreaming of gender, youth and older persons issues;
- Regional and International co-operation;
- Research and information management; and
- Advisory services to the Premier, EXCO committees, EXCO and MPAC.

The Programme consists of the following sub-programmes:

- Special Programmes;
- Intergovernmental Relations;
- Provincial Policy Management; and
- Monitoring and Evaluation.

Key to the mandate of Programme 3 are the following strategic objectives:

- Strengthen integrated planning and policy development in the 11 Provincial Departments, 3 District Municipalities as well as the Office of the Premier.
- Monitor and evaluate the effectiveness and impact of Government Programmes within the 11 Provincial Departments as well as the Office of the Premier.
- Strengthen protocol, regional and international co-operation by 2020.

Strategic objectives, performance indicators, planned targets and actual achievements

This Programme is the custodian of Outcome 11, and as such developed a strategic objective on **Co-ordinating the Province's contribution to creating a better and safer Africa and in a better World.**

To achieve the strategic objective of **Monitoring and Evaluating the effectiveness and impact of Government Programmes**, the Office of the Premier, through its M&E Unit, conducted 16 FSDM visits to service delivery sites around the Province, and supported the development of improvement plans for frontline service.

With regard to its contribution to the improvement of service delivery at a community level the Programme supported the DPME's pilot project on Citizens Based Monitoring in Mbombela Municipality focusing on Kabokweni, wherein a survey was conducted in 11 wards and four sector Departments directly dealing with service delivery to communities.

The Cluster Management Unit in the Office of the Premier monitored the implementation of EXCO resolutions for Makgotla held during the second and fourth quarter of the year under review.

The Special Programmes Unit continued to ensure that the lives of women, youth and older persons are improved. Monitoring of the mainstreaming of Gender, Youth and Older person's issues by all Provincial Departments is one of the activities this Unit undertakes to ensure the improvement of the lives of target groups. This was coupled with the development of the Programme of Action for Women, Youth and Older Persons and the Unit also monitored the implementation thereof.

To Strengthen Integrated planning and policy development by Provincial Departments and District Municipalities as well as the Office of the Premier, the Programme renders support services to the EXCO Outreach programme and strengthens and maintains a central hub of strategic information for credible planning and decision making.

Plans of Departments and IDPs of Municipalities were assessed to determine and ensure that they are in line with the macro policies and socio economic development priorities of the Province.

Through the MPAC secretariat unit, secretariat and technical support was provided to Provincial, District and Local AIDS Councils. It also co-ordinated capacity building programmes for the Councils' members and secretariats. The Programme was also able to monitor the implementation of the Provincial Strategic Plan for HIV and AIDS, STIs and TB (2012-2016).

The roll-out of MDCM/OVS is also one of the defining activities placed under this Unit during the year under review.

Strategic Objectives and Performance indicators

Sub-programme: Special Programmes						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information Management, monitoring and evaluation	Number of reports collated	4 quarterly reports 30 reports on assessment of accessibility for elderly persons at selected service delivery sites	Collate 4 status reports on the empowerment (mainstreaming) of Women, Older Persons and Youth	Achieved Collated 4 status reports on the empowerment (mainstreaming) of Women, Older Persons and Youth	None	None
	Number of Gender and Elderly persons provincial structures established	2 fora established (Gender and older persons)	Establish and capacitate Gender, Youth and Older persons' Provincial Structures	Achieved Three (3) Provincial Structures were established and capacitated (Gender, Youth and Older persons') through workshops	None	None
	Provincial Gender and Youth Policy frameworks approved	New target	Develop Provincial Gender and Youth Policy Frameworks	Not Achieved However Provincial Gender Policy Framework is available and consultations were conducted	Provincial Youth Policy Framework not developed	National Policy was being reviewed and the Province had to participate in the National Consultations.
	Programme of Action for Women, Youth and Older Persons developed	New target	Develop Programme of Action for Women, Youth and Older Persons	Achieved Developed programme of Action for Women, Youth and Older Persons	None	None

Sub-programme: Special Programmes						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information Management, monitoring and evaluation	Number of awareness campaigns conducted	New target	Conduct 4 awareness campaigns for Women, Youth and Older persons	Achieved Conducted 4 awareness campaigns for Women, Youth and Older persons	None	None
	Number of reports on the implementation of Youth Summit Resolution	New target	Monitor progress on the implementation of Youth Summit Resolutions	Achieved Progress on the implementation of Youth Summit Resolutions monitored through collation of quarterly reports	None	None
	Number of empowerment programmes for women, youth and older persons coordinated	New target	Co-ordinate and support empowerment programmes for Women, Youth and Older Persons	Not Achieved However, the Women's Economic Empowerment Summit was co-ordinated. Co-ordinated Youth in mining and supported youth month; Older person's month Concept paper on International Women's day developed 16 Days of Activism campaign was supported through participation at all plenary meetings and through attendance of the main event	International Women's Day not co-ordinated Older person's dialogue with the Premier not co-ordinated	Management cancelled preparations for the event

Sub-programme: Special Programmes						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information Management, monitoring and evaluation	Reports on the implementation of the Premier's Older Persons Dialogue Resolutions	New target	Monitor the implementation of the Premier's Older Persons Dialogue Resolutions	Not Achieved Implementation of the Premier's Older Persons Dialogue Resolutions not monitored	Implementation of the 2014/15 Resolutions on Premier's Dialogue with Older Persons not monitored	The Unit is under staffed and there was no official dedicated to monitor Implementation of Resolutions on Premier's Dialogue with Older Persons due to prolonged sick leave

Sub-programme: International Relations						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
International relations and strategic partnerships	Number of international Partnerships monitored in line with Provincial priorities and the Provincial IR Policy Framework	New target	Institutionalisation of the Mpumalanga International Relations Framework	Not achieved Mpumalanga International Relations Framework not institutionalized according to the plan	Briefing sessions/workshops to institutionalise IR Framework not conducted	There was no personnel to perform the International Relations function, however, this will be a priority to form part of the filling of critical posts in 2016/17 financial
	Monitoring report on the impact of the international partnerships	New target	Facilitate the approval of the Mpumalanga International Relations Framework and capacitate the Office of the Premier, 11 Provincial Departments and Parastatals and 3 District Municipalities on implementation of the framework	Not achieved Facilitation of the approval of the Mpumalanga International Relations Framework and capacitate the Office of the Premier, 11 Provincial Departments and Parastatals and 3 District Municipalities on implementation of the framework not coordinated	Assessments on the impact of the international partnerships not conducted	There was no personnel to perform the International Relations function, however, this will be priorities to form part of the filling of critical posts in 2016/17 financial

Sub-programme: Protocol Services						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
EXCO secretariat and protocol services	Protocol Services provided to 100% EXCO Outreach, EXCO Makgotla, PCF, SOPA, National Provincial events involving the Premier and other Dignitaries when requested	New target	Render 100% of requested Protocol Services to the EXCO and other clients	Achieved Provided 100% protocol services (84 events) requested as per the plan	None	None

Sub-programme: Macro Planning						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Integrated Planning and Policy Development	Number of analysis reports on alignment of 12 2016/17 Departmental plans with macro policies (2014-19 MTSF, DAs and 2016/17 SOPA)	3 Analysis reports	3 Analysis reports on alignment of 12 2016/17 Departmental plans with macro policies (2014-19 MTSF, DAs and 2016/17 SOPA)	Achieved 3 Analysis reports on alignment of 12 2016/17 Departmental plans with macro policies (2014-19 MTSF, DAs and 2016/17 SOPA)	None	None
	Number of analysis reports on alignment of Departmental plans with Treasury Framework for SPs and APPs (2010)	-	3 Analysis reports on alignment of 12 2016/17 Departmental plans with Treasury Framework for SPs and APPs (2010)	Achieved 3 Analysis reports on alignment of 12 2016/17 Departmental plans with Treasury Framework for SPs and APPs (2010)	None	None
	Number of Provincial Planners and Monitoring and Evaluation Practitioner's Forum held	4	4 Provincial Planners and Monitoring and Evaluation Practitioner's Forum meetings held	Achieved 4 Provincial Planners and Monitoring and Evaluation Practitioner's Forum meetings held	None	None
	Number of Districts 2015/16 IDP analysis reports on alignment of approved 2015/16 APPs with approved 2015/16 IDPs	3	3 Districts 2015/16 IDP analysis reports and 1 analysis report on alignment of approved 12 2015/16 APPs with approved 21 2015/16 IDPs	Achieved 3 District 2015/16 IDP analysis reports and 1 analysis report on alignment of approved 12 2015/16 APPs with approved 21 2015/16 IDPs	None	None

Sub-programme: Macro Planning						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Integrated Planning and Policy Development	5 year MTSF (2014- 2019) reviewed	5 year MTSF (2014-2019) developed	Provincial 2014-19 MTSF reviewed	Achieved Provincial 2014-19 MTSF reviewed	None	None
	Number of assessment reports on alignment of district municipalities' SDFs with PSDF	3	3 Assessment reports on alignment of District Municipalities' SDFs with PSDF	Achieved 3 Assessment reports on alignment of District Municipalities' SDFs with PSDF	None	None

Sub-programme: Monitoring and Evaluation							
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations	
Information Management, monitoring and evaluation	Number of capacity development events supporting Departments to align their M&E Systems and reports with the Mpumalanga M&E System	4	4 capacity development events support Departments to align their M&E Systems and reports with the Mpumalanga M&E System	Achieved 4 capacity development events support Departments to align their M&E Systems and reports with the Mpumalanga M&E System	None	None	
		New target	M&E IT System tender for service providers published	Not Achieved M&E IT System tender for service providers not published	M&E IT System tender was not achieved due to prioritisation of the OVS Command centre and its planned IT system	The M&E IT system specifications and guidelines will be incorporated into the OVS command centre in 2016/17 financial year	
	Functional Provincial quarterly performance reporting system	New target	48 performance reports analysed	Achieved 48 performance information reports analysed as planned	None	None	
		New target	4 Quarterly consolidated QPR Reports submitted to DPME	Achieved 4 Quarterly consolidated QPR Reports submitted to DPME	None	None	
	Provincial Evaluation Plan Developed & Implemented	Provincial Evaluation Plan was developed and approved by PMC.	2 diagnostic evaluations completed	Technical support provided to sector Departments undertaking Provincial priority programme evaluations (2).	Not Achieved However an Annual evaluation session was conducted with Provincial Departments	Provincial Evaluation Technical Work Group meetings not held as planned	Deviation is due to delays in appointment of a service provider to conduct evaluations
		MPAT cycle 1.4 rolled-out in 11 Provincial Departments and improvement plans developed	12 FSDM public facilities visited and assessed and improvement plans developed	Roll-out of MPAT cycle 1.5 to all Provincial Departments	Achieved Roll-out of MPAT cycle 1.5 to all Provincial Departments	None	None
	Number of departments completing MPAT self-assessment within the prescribed period	Number of FSDM sites visited and monitored	12 FSDM public facilities visited and assessed and improvement plans developed	Improvement plans at 16 visited sites monitored	Achieved Improvement plans at 16 visited sites monitored	None	None
		-	-	DPME Citizen Based Monitoring Pilot supported	Achieved DPME Citizen Based Monitoring Pilot supported through facilitation of 2 CBM pilot inception meetings and development of the project closure report	None	None

Sub-programme: Research and Strategic Information Management Systems						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information management, monitoring and evaluation	Provincial Research Agenda adopted and implementation monitored	-	Monitor implementation of Provincial Research Agenda	Achieved Implementation of provincial research agenda monitored through quarterly research forum meeting	None	None
	Provincial Research Policy Framework adopted and implemented	Developed the Provincial Research Policy Framework	Monitor implementation of the Provincial Research Policy Framework	Not Achieved However the Provincial Research Policy Framework was adopted and approved	Implementation of the Provincial Research Policy Framework was not monitored	The Provincial Research Policy Framework was adopted and approved at the end of the 2015/16 Financial Year thus no monitoring of implementation thereof could be conducted
	Number of EXCO Outreach reports developed	-	Produce 12 EXCO Outreach reports	Achieved Produced 12 EXCO Outreach reports	None	None
	Updated central hub of information	Strengthened and maintained a central hub of strategic information for credible planning and decision making	Update and maintain a central hub of strategic information	Achieved Electronic data warehouse and resource centre updated quarterly	None	None
	Number of research articles produced	New target	Produce 4 research articles	Achieved Produced 4 research articles	None	None

Sub-programme: Cluster Management						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information management, monitoring and evaluation	Approved Provincial Programme of Action (PPOA)	2015/16 PPOA developed and approved by EXCO	Approved Provincial Programme of Action (PPOA)	Not Achieved PPOA developed	PPOA not approved by EXCO	Approval of PPOA had to be facilitated after the approval of APPs of Provincial Departments
	Technical support and advice on macro policies	Technical support and advice on macro policies provided to Cluster Committees	Provide technical support and advice on macro policies to Cluster Committees	Achieved Reports on Macro Policies presented in 3 Cluster meetings	None	None
	Number of EXCO Makgotla resolutions monitoring reports developed	EXCO resolutions monitored and 100 Days Projects monitoring reports developed for PMC and EXCO	Four EXCO Makgotla resolutions monitoring reports developed	Not Achieved Monitoring conducted for Makgotla that were held during the second and fourth quarters	The target is dependent on convening of EXCO Makgotla, whilst only two EXCO Makgotla were convened	None
	Number of PPOA assessment reports developed	3 Quarterly PPOA assessment reports produced	Three 2015/16 PPOA Assessment reports for Makgotla & other provincial strategic fora	Achieved Three 2015/16 PPOA Assessment reports for Makgotla & other provincial strategic fora	None	None
	Number of co-operatives supported	-	Support development of co-operatives	Achieved Provincial Database of co-operatives developed	None	None

Sub-programme: Mpumalanga Provincial AIDS Council Secretariat						
Strategic Objectives	Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from planned target to Actual Achievement for 2015/2016	Comment on deviations
Information management, monitoring and evaluation	Number of MPAC sittings held	New target	4 MPAC meetings to be held	Not Achieved However 3 MPAC meetings held	Meeting scheduled for the third quarter was postponed due to unavailability of key stakeholders	The fourth quarter meeting also addressed issues that could have been dealt with during the third quarter
	Number of quarterly reports on the implementation of the Provincial Strategic Plan for HIV and Aids, STI and TB	New target	4 Quarterly reports developed	Achieved 4 Quarterly reports on the implementation of the Provincial Strategic Plan for HIV and Aids, STI and TB developed	None	None
	Number of capacity building workshops	Training provided for MPAC members and secretariats	16 Capacity Building Workshops held	Achieved 16 Capacity Building Workshops held	None	None
	Number of HIV and AIDS, STIs and TB awareness campaigns conducted	New target	2 Awareness Campaigns Conducted	Achieved 2 Awareness Campaigns Conducted	None	None
	Number of ZAZI workshops / campaigns conducted	New target	4 ZAZI workshops/campaigns conducted	Not achieved All four (4) planned ZAZI workshop/campaign not conducted	All four (4) planned ZAZI workshop/campaigns were not conducted due to non-availability of a suitable bidder among the applicant bidders	Tender processes for the service provider will be prioritised in the 2016/17 financial year
	Reports on the roll out and implementation of the Mpumalanga Development Coordinating Model (MDCM)	New target	Roll-out and monitor the implementation of the Mpumalanga Development Coordination Model (MDCM)	Achieved <ul style="list-style-type: none"> Coordinated provincial launch Oriented and capacitated stakeholders Conduct audit of all community workers Procured and secured radio slots and bill boards to create public awareness 	None	None

Reasons for all deviations

Special Programmes

- The Provincial Youth Policy Framework was not developed due to the fact that the National Policy was being reviewed and the Province had to participate in the National Consultations.
- International Women's Day was not coordinated due to Management's decision to cancel the event.
- Older person's dialogue with the Premier was not co-ordinated due to the tight schedule of the Premier.
- Implementation of Resolutions on Premier's Dialogue with Older Persons not monitored.

International Relations

- Facilitation of the approval of the IR Framework for the Financial Year 2015/16 and briefing sessions/workshops to institutionalise IR Framework were not conducted since there were no personnel in the Unit.
- Non-approval of the Provincial International Relations Framework for 2015/16 Financial Year has resulted in non-achievement of the target on assessments of the impact of the international partnerships.

Monitoring and Evaluation

- M&E IT System tender was not achieved due to prioritisation of the establishment of the OVS Command Centre and its planned IT system.
- Provincial Evaluation Technical Working Group meetings were not held due to delays in appointment of service provider to conduct evaluations. This resulted in the PETWG not being convened to provide technical guidance to the Office of the Premier.

Research and Strategic Information Management System

- Monitoring of the implementation of the Provincial Research Policy Framework could not be conducted due to delays in the approval of the Provincial Research Policy Framework.

Cluster Management

- PPOA was not approved by EXCO due to delays in the approval of APPs of Provincial Departments.

- Three reports on monitoring of EXCO Makgotla resolutions were not produced as planned. The target is dependent on the convening of EXCO Makgotla, whilst only two were convened.

Mpumalanga Provincial AIDS Council Secretariat

- MPAC meetings were not held as planned. The meeting scheduled for the third quarter was postponed due to unavailability of key stakeholders.
- All four (4) planned ZAZI workshop/campaign not conducted due to non-suitable bidder among the applicants bidders.

Strategies to overcome areas of under performance

Special Programmes

- The Provincial Youth Policy Framework will be developed after development of the National Youth Policy Framework has been finalised.
- International Women's Day event will be co-ordinated in the 2016/17 Financial Year.
- The Unit is under staffed and there was no official dedicated to monitor Implementation of Resolutions on Premier's Dialogue with Older Persons due to prolonged sick leave.

International Relations

- There was no personnel to perform the International Relations function, however, this will be priorities to form part of the filling of critical posts in 2016/17 financial

Monitoring and Evaluation

- The M&E IT system specifications and guidelines will be incorporated into the OVS command centre in 2016/17 financial year
- The implementation of the Provincial Evaluation Plan will be prioritised in the 2016/17 Financial Year.

Research and Strategic Information Management System

- The Provincial Research Policy Framework was approved at the end of the 2015/16 Financial Year and will therefore be implemented in the 2016/17 Financial Year.

Cluster Management

- PPOA was approved by the EXCO in the Second Quarter of 2015/16 Financial Year. Approval of PPOA will be prioritised in the First Quarter of 2016/17 Financial Year.
- Four quarterly reports on 2016/17 PPOA will be produced in the 2016/17 Financial Year.

Mpumalanga Provincial AIDS Council Secretariat

- The mobilisation of stakeholders for quarterly MPAC meetings will be done in advance.
- Tender processes for the service provider will be prioritised in the 2016/17 financial year.

Linking performance with budgets

Sub-programme expenditure

Sub- Programme Name	2015/2016			2014/2015		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Special Programmes	8 972	8 894	78	8 542	4 733	3 809
Intergovernmental Relation	6 017	5 995	22	4 716	4 680	36
Provincial Policy and Management	39 673	35 415	4 258	27 079	26 916	163
Programme Support	2 554	2 387	167	2 215	1 911	304
Total	57 216	52 691	4 525	42 552	38 240	4 312

The Programme spent an amount of **R52 691 000** which is 92% of its final appropriation of **R57 216 000** for the 2015/16 Financial Year. The Programme under spent by **R4 525 000** which is 8.0% of its total budget. There were 40 planned targets for the year under review under this Programme and the Programme achieved 28, which represents an achievement rate of 70%.

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities

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

5.2. Transfer payments to all organisations other than public entities

The Office of the Premier did not make any transfer payments to organisations other than public entities.

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds paid

The Office of the Premier did not pay conditional grants during the year under review.

6.2. Conditional grants and earmarked funds received

An additional amount of R10 million was allocated to cover costs related to the roll out of Operation Vuka Sisebente programme.

7. DONOR FUNDS

Donor Funds Received

The Office of the Premier received donations to an amount of R691 000, to be utilized under the Premier's discretionary bursary fund.

8. CAPITAL INVESTMENT

Capital investment, maintenance and asset management plan

Progress made on implementing the capital, investment and asset management plan

The asset management plan was fully implemented by the Office of the Premier.

The Office of the Premier does not have any infrastructure projects that are currently in progress.

Plans to close down or down-grade any current facilities

There are no plans to close down or down grade any current facilities by the Office of the Premier.

Progress made on the maintenance of infrastructure

The Office of the Premier does not have any infrastructure to maintain.

Developments relating to the above that are expected to impact on the Department's current expenditure

None.

Measures taken to ensure that the Department's asset register remained up-to-date during the period under review

The Office of the Premier ensures that monthly reconciliation is done quarterly through BAS and Logis as well as asset verification.

The current state of the Department's capital assets, for example what percentage is in good, fair or bad condition.

Some assets in the Office of the Premier were in a good (100%) condition.

Major maintenance projects that have been undertaken during the period under review

No major maintenance projects were undertaken for the period under review.

Progress made in addressing the maintenance backlog during the period under review, for example, has the backlog grown or become smaller? Is the rate of progress according to plan? If not why not, and what measures were taken to keep on track

No major maintenance projects were undertaken for the period under review in the Office of the Premier.

Infrastructure projects	2015/2016			2014/2015		
	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
New and replacement assets	12 401	12 372	29	1 610	802	808
Existing infrastructure assets						
- Upgrades and additions						
- Rehabilitation, renovations and refurbishments						
- Maintenance and repairs						
Infrastructure transfer						
- Current						
- Capital						
Total	12 401	12 372	29	1 610	802	802



**PART C:
GOVERNANCE**



Premier David Mabuza assessing the progress made through Operation Vuka Sisebente.

1. INTRODUCTION

The Office of the Premier acknowledges and is committed to good governance, thus the Premier and senior management actively participate and ensure that they co-operate with all governance structures to enhance good governance.

The Office also provides support where needed in the fight against fraud and corruption, by means of prescribed exercises like the review of risk management initiatives and tools.

2. RISK MANAGEMENT

The Office of the Premier has a Risk Management Unit established in terms of Section 38(1)(a)(i) of the PFMA. The function is under the custodianship of the Office of the Chief Financial Officer. A Risk Management Policy and Strategy has been developed and approved to ensure an enabling environment for managing risks.

Risk Assessments, both Strategic and Operational, are conducted regularly in accordance with Treasury Regulations 3.2.1. This helps the Office of the Premier to prioritise the most important risks and manage them according to its capacity.

The Accounting Officer has appointed a Risk Management Committee to assist the Office of the Premier to discharge its responsibilities for risk management. The Risk Management Committee is chaired by an external member contracted for a period of 3 years.

The Audit Committee provides oversight of the risk management function in the Office of the Premier and as such, Risk Management is a standing item on the quarterly meetings of the Audit Committee. The Audit Committee provides an independent and objective view of the Office's risks and effectiveness of the risk management processes.

In addition to the Risk Management Committee, risk owners and risk champions are appointed to ensure that risks identified are managed and reported on a quarterly basis. Risk owners and champions also ensure that risk management initiatives are taken serious by all officials in the Office of the Premier. Risk Management has been incorporated in the performance agreements of all Senior Managers and it will be further devolved to Managers and Assistant Managers in 2016/17 to ensure that risk management becomes everyone's responsibility.

3. FRAUD AND CORRUPTION

The Office of the Premier has, in terms of Treasury Regulations 3.2.1, an approved Fraud Prevention Plan to implement the Fraud Prevention Policy.

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

Management recognises that it cannot totally eliminate the risk of fraud and corruption, and it therefore realises the need to focus on fraud prevention initiatives to limit its overall exposure.

The objectives of the Fraud Prevention Plan are first and foremost, to guide employees and the employer on the behaviour and activities that are acceptable and expected by the Office of the Premier in achieving its Vision and Mission. It ensures that Management is aware of its responsibilities for establishing controls and procedures to prevent and detect fraud and corruption. Secondly, it provides assurance that all suspected fraudulent activity will be fully investigated. It also provides some guidance on the steps and initiatives Management needs to take to prevent and combat fraud and corruption.

There are various mechanisms that employees and the public can utilise to make confidential disclosures of suspected fraud and corruption. They can call the NACH, the Presidential Hotline, write an anonymous note to the Integrity Management Unit or request a private, confidential meeting with officials from the Integrity Management Unit where their identity will be kept secret. Cases are reported through the NACH, the Presidential Hotline, from whistle-blowers, cases instituted from Departments and walk-ins. All allegations are investigated by officials in the Forensic Audit Unit. Due to capacity challenges in the Unit, the Office of the Premier has a huge backlog of cases to be investigated. To address this backlog, service providers have been contracted to investigate those cases which have been reported, but could not yet be investigated.

4. MINIMISING CONFLICT OF INTEREST

SMS members disclosed their financial interests in line with Chapter G of the Public Service Regulations 2001, as well as the Financial Disclosure Framework and Chapter 4 of the SMS Handbook.

Officials who did not disclose their financial interests accordingly were dealt with in line with the

provisions of the Disciplinary Code and Procedure. The Public Service Commission was advised accordingly.

5. CODE OF CONDUCT

The Code of Conduct acts as a guide to employees as to what is expected of them from an ethical point of view, in their individual conduct, relationship with others and the State as the employer. Compliance with the Code of Conduct enhances professionalism and ensures confidence in the Public Service and the promotion of exemplary conduct. Notwithstanding this, employees shall be guilty of misconduct and may be dealt with in accordance with PSCBC Resolution 1 of 2003 (applicable to employees that are on salary levels 1 to 12) and the SMS Handbook (applicable to employees on salary levels 13 to 16) if they contravene any provisions of the Code.

6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The implementation of the Health, Safety and Environmental function is incorporated in the Safety Health Environment Risk and Quality Management Pillar, of which one of the requirements is the appointment of an official to implement all Health, Safety and Environmental issues in the Office of the Premier.

This post was vacant during the course of the Financial Year 2015/2016 and shall be filled during the 2016/2017 Financial Year. There is however an official at Manager's Level, who is responsible for the co-ordination of the implementation of transversal Employee Health and Wellness function across the Provincial Administration. The official has been assisting the Office of the Premier in implementing its internal Employee Health and Wellness programmes.

7. PORTFOLIO COMMITTEES

Dates	Subject/ Agenda	Matters raised by the Committee	Implementation by the Office of the Premier
14 April 2015	Briefing on the 2015/16 Budget Vote	The Office of the Premier must ensure that it spends its budget for the 2015/16 Financial Year strictly in terms of its APP for 2015/16.	The Office of the Premier has ensured that the budget for the 2015/16 financial year is spent in line with the APP and the Operational Plan as approved.
		The Office of the Premier must report on a quarterly basis on the progress made on the review of its organisational structure.	The Office of the Premier noted the resolution and continuously briefed the Portfolio Committee on progress with regards to its organizational structure.
		The Office of the Premier must report on a quarterly basis on the progress made on the implementation of the Electronic Case Management System.	The target on Electronic Case Management System was incorporated in the APP. Thus the Office of the Premier has been reporting its performance on Case Management on quarterly basis to the Legislature.
		The Office of the Premier must report on a quarterly basis on the progress made relative to the establishment of the Commission that will look into the condition of farm dwellers in the Province.	The Commission on the Condition of Farm dwellers has been established and is scheduled to complete its work by May 2016.

Dates	Subject/ Agenda	Matters raised by the Committee	Implementation by the Office of the Premier
26 Nov 2015	Briefing on Quarter 1 performance	<p>The Office of the Premier must provide a list to indicate the expenditure per Department incurred relative to the outbound missions undertaken to Italy and China by the Executive Authority.</p> <p>Furthermore a progress report must be submitted on the interdepartmental transfers from Departments to the Office of the Premier relative to the expenditure</p>	<p>The list of expenditure incurred as well as Department's transfers to the Office of the Premier on both trips to Italy and China is attached herewith.</p>
		<p>The Office of the Premier must submit progress reports on the progress relative to the backlog of cases from the NACH, including the PSC and Presidential Anti-Corruption Hotline on a quarterly basis.</p>	<p>From 1 April 2015, a total number of 329 cases were received. 98 cases have been closed to date. The total number remaining is 231 PSC cases.</p> <p>Presidential Hotline cases-From 1 April 2015: A total number of 854 complaints were received. During the course of the Financial Year, 139 new complaints were received and currently, 958 cases have been recorded.</p>
		<p>The relevant Portfolio Committee must play a supportive role in assisting the Mpumalanga Commission of Inquiry into the Socio-Economic Conditions of Farm Dwellers in Mpumalanga to ensure that its objectives can be achieved.</p>	<p>On the fourth of December 2015 the Office of the Premier made a presentation to the Portfolio Committee on the work of the Commission on the Socio-Economic Conditions of Farm Dwellers. The Portfolio Committee committed itself to play a supportive role in the work of the Commission.</p> <p>It must be indicated that the Commission is right on schedule and is expected to complete its work by May 2016.</p>

Dates	Subject/ Agenda	Matters raised by the Committee	Implementation by the Office of the Premier
1 Dec 2015	Briefing on 2014/15 Annual Report	The Office of the Premier must continue to lead the Province by example and strengthen its monitoring function towards Government institutions to ensure that their best practices can be transferred and implemented by other Government institutions.	The Monitoring and Evaluation Unit in the Office of the Premier continues to work closely with the DPME to ensure that the Provincial M&E systems, processes and tools are aligned with the National policy frameworks. This includes participation in the National M&E Data harmonisation pilot project, as well as ongoing support from the GIZ Governance Support Programme to ensure that best practices are introduced and institutionalised across all Departments.
		The Office of the Premier must ensure proper adherence to relevant key pieces of legislation to improve on the findings made by the Auditor-General in this regard.	The Office of the Premier has developed an Audit Action Plan to address all the issues raised by the Auditor-General, and progress on the Action Plan is submitted to the Provincial Treasury on a monthly basis.
		The Office of the Premier must submit the detailed report on the performance of Departments and the Province in general on the Millennium Development Goals once it is finalized.	The Office of the Premier will, in consultation with all sector Departments, prepare a more detailed MDG report by the end of the 2015/16 Financial Year.
		The Office of the Premier must submit progress reports on the progress relative to the backlog of cases from NACH, including the PSC. the Presidential Anti-Corruption Hotline on a quarterly basis.	To date, a total of 81 of 238 backlog cases received from the NACH have been finalised. Of the 5567 calls received from the Presidential hotline, 4655 have been resolved and 912 remain open.
		The Office of the Premier must establish a platform where the unintended impact that the moratorium on the filling of vacant posts has on the depletion of the human resources of Government can be discussed and possible solutions be found.	The Provincial Management Committee (PMC) is a platform where all matters related to the moratorium are formally discussed. This also includes among others, matters such as the unintended impact of the moratorium, as well as possible solutions thereof, which are then processed for EXCO's consideration.

Dates	Subject/ Agenda	Matters raised by the Committee	Implementation by the Office of the Premier
24 Feb 2016	Briefing on Quarter 2 performance	The Office of the Premier must improve on the quality of documentation provided to the Committee and ensure that proper clarity is given on issues raised.	Members of top management quality check information destined for the Legislature to improve quality thereof before it is signed off by the Accounting Officer and the Executive Authority, in line with its internal policy on Management of Performance Information.
		The Office of the Premier must lead by example and endeavour to attain 100% implementation of its planned targets.	<p>The Office of the Premier endeavours to achieve 100% of its planned targets, but the reality is that there are significant instances of key personnel exit in the system during implementation of plans, thus some targets could not be achieved.</p> <p>It must be noted that there are targets that are developed on the basis of them being the core mandate of the Office, like the one on investigation of cases and litigations. The Office of the Premier was aware that there are personnel capacity challenges thus the appointment of the panel of experts was piloted to mitigate the challenge. In such instances, the necessary assessment and possible adjustments will be made at the end of the Financial Year.</p>
		The Office of the Premier must improve its planning capacity to ensure adequate planning and proper implementation of all the planned targets to be achieved per annum.	The Office of the Premier through its Programme Managers and the Planning and Programme Management Unit make follow ups on remedial initiatives to achieve quarterly targets with a view to ensure that where resources allow, targets rolled over from one quarter to another are achieved before the end of the Financial Year.
		The Office of the Premier must implement the Mpumalanga Development Co-ordination Model appropriately in order to attain necessary cooperation from Departments and Municipalities and thereby ensuring that planned targets that need the cooperation of Departments and Municipalities are achieved timeously.	<p>The Office of the Premier is successfully facilitating the appropriate implementation of the Operation Vuka Sisebente governance model.</p> <p>All Government Departments, Municipalities, Traditional Leaders and Civil Society were engaged and are co-operating on the implementation of the model. Stakeholders understand their roles. Therefore Municipalities have already identified facilities to be used as War Rooms (<i>See status report attached</i>) which is one of the critical milestones after the Provincial and municipality launch of the mode, both of which took place towards the end of 2015. Planned targets that need the co-operation of Departments and Municipalities were achieved.</p>

Dates	Subject/ Agenda	Matters raised by the Committee	Implementation by the Office of the Premier
15 March 2016	Briefing on Quarter 3 performance	The Office of the Premier must improve on its performance of its Forensic and Integrity Management Unit; especially against the background of the pronouncement by the Premier in the State of the Province Address to instil professionalism and eradicate corrupt and fraudulent activities in the administration	In an attempt to promote a high standard of professional ethics, prevent and combat corruption and corrupt activities the Integrity Management and Forensic Audit Chief Directorate has embarked on massive Anti-Corruption Awareness Workshops for officials within the Provincial Administration since the beginning of Financial Year 2016/2017. These workshops targeted officials working in high risk areas such as SMS Members, HR and CFO's Officials. From April to date 9 Departments have been workshopped namely: Health, DARDLAE, DCSSL, DPWR&T, COGTA, Provincial Treasury, DCSR, and the Office of the Premier.
		The Office of the Premier must identify its weaknesses in its budget process for capital assets and ensure realistic budgeting in this regard in the 2016/17 Financial Year. Furthermore, it must ensure that office equipment is transferred from one official to another to prevent continuous procurement of office equipment.	The Office of the Premier has made some effort to have a realistic budget under capital assets for the 2016/17 Financial Year. The Asset Management Unit is conducting asset verification process to identify officials who owns more than one computer/laptop to ensure that equipment are transferred from one official to another in order to prevent continuous procurement of computer s/laptops
		The Office of the Premier must, as per their undertaking to the committee, elevate the filling of the critical post of Senior Manager: International Relations to the Executive Authority and report on progress on the filling of the post on a regular basis.	The post has been filled and the Senior Manager assumed duties on the 1 st June 2016.

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/ No)
3.1.	Irregular expenditure	Contravention of Supply Chain Management Legislation	The matter is still under investigation	Pending

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/ No)
3.2.	Contingent liabilities	The Committee noted on page 189 of the Annual Report that the Office of the Premier has reported on contingent liabilities amounting to R18 360 000.00 .	The amount was as a result of claims against the Office of the Premier that are still under investigation	Pending
4.1.	Expenditure management and Internal Audit	On page 139, the AG reported that the internal audit function did not assess operational procedures and monitoring mechanisms relating to all transfers made and received, including transfers in terms of the annual DoRA, as required by Treasury Regulation 3.2.8.	The Internal Audit unit has conducted an audit on the Transfers and Subsidies for the current audit period.	Resolved
4.2.	Procurement and contract management	On page 139, the AG reported that goods and services with a transaction value above R500 000.00 were procured without inviting competitive bids, as per the requirements of Treasury Regulation 16A6.1. Deviations were approved by the Accounting Officer even though it was not impractical to invite competitive bids, in contravention of Treasury Regulation 16A6.4.	The SCM Unit has since been strengthened by the appointment of the manager: SCM and the CFO. Furthermore, the supply chain management policy and procedure manual are reviewed periodically.	Resolved

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

During the previous Financial Year, the Office of the Premier received an unqualified audit opinion with three matters of significant non-compliance with legislation being reported in the AG's Audit Report, namely: Procurement and Contract Management; Expenditure Management and Internal Audit. The Office of the Premier embarked on a robust integrated approach to address all matters

of emphasis raised in previous report of the AG.

To rectify the situation, the Office developed an action plan to clear all the issues, which included among other things, convening a management meeting with the intention to inform all relevant Senior Managers and clearly communicate the expectations on dealing with audit findings. Furthermore, the Senior Managers were expected to identify root causes for the qualification matters within their areas of operations and devise appropriate strategies to prevent re-occurrence. In addition, the DG requested a review and update of all the policies and standard operating procedures for the Office of the Premier. An audit action plan was developed and the implementation thereof was monitored at regular intervals through presentations at Management Committee meetings and monthly reporting to the Provincial Treasury.

The Internal Audit Unit developed an audit plan, aimed at evaluating the implementation of the plans with regard to the issues of non-compliance. Significant progress has been made to resolve the issues.

10. INTERNAL CONTROL UNIT

The Office of the Premier has not established a separate Internal Control unit. However, Management uses the work of the Internal Audit function and where discrepancies are identified; they are brought to the attention of Senior Management with recommendations to enhance the internal control environment. The Internal Audit function reports regularly at Management Committee meetings to ensure that identified internal control deficiencies get addressed on an on-going basis.

An Auditor-General's action plan to address the 2014/15 audit findings was developed, updated and monitored at regular intervals. The plan is presented to various stakeholders, such as the Audit Committee, Provincial Treasury, Management meetings and the Internal Audit function for review, monitoring and recommendations. Progress against the action plan was verified by the Internal Audit function.

Also, Management has embarked on a process to review and update internal policies and procedure manuals for all operations and activities within the Office of the Premier.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

11.1 Internal Audit

In terms of section 38(1)(a)(ii) of the PFMA, the Office of the Premier has established an Internal Audit function under the control and direction of an Audit Committee. The Internal Audit function remains a shared service and the Unit is therefore responsible for providing internal auditing services to the following five departments:

- a) The Office of the Premier;
- b) Department of Community Safety, Security and Liaison;
- c) Department of Co-operative Governance and Traditional Affairs;
- d) Department of Culture, Sport and Recreation; and
- e) Department of Human Settlements.

The shared Internal Audit function obtains its mandate from the PFMA and its Treasury Regulations.

In line with the definition of internal auditing as per the Institute of Internal Auditors, the primary objective of the shared Internal Audit function is to provide an independent, objective assurance and consulting activity designed to add-value and improve the operations of the Department.

In keeping with its primary mandate, the Internal Audit Unit supports the Accounting Officer through evaluating and contributing to improving the effectiveness of risk management, control and governance processes. In addition, it also facilitates the functioning of the shared Audit Committee, which is also located within the Office of the Premier.

In terms of the Treasury Regulations, it is required that the conducting of internal audits must function in accordance with the International Standards for the Professional Practice of Internal Auditing (“*Standards*”) set by the Institute of Internal Auditors. Effective from 1 January 2002, the *Standards* require that Internal Audit activities should have an external quality assurance review conducted at least once every five years by a qualified, independent reviewer or review team from outside the organisation.

The previous external assessment report on the shared Internal Audit function review was conducted during October 2009. The subsequent external assessment was conducted during 2015/16 financial year. Therefore, there was a period of more than five years between the previous and the current external assessment, which means that there was a period where the shared Internal Audit function was non-compliant with the Standards and the provisions of the PFMA and the Treasury Regulations.

The shared Internal Audit function operated within an approved Internal Audit Charter and, except for the matters reported above, in accordance with the requirements of the PFMA, the Treasury Regulations and the Standards set by the Institute of Internal Auditors.

During the year under review, the shared Internal Audit function developed a rolling three-year Strategic Internal Audit Plan and Annual Internal Audit Coverage/Operational Plan based on the results of the strategic risk assessment exercise. In compiling the plans, the shared Internal Audit function sourced the input of Management. Following the recommendation by the Accounting Officer, the plans were considered and approved by the Audit Committee on 19 May 2015.

The Annual Internal Audit Coverage/Operational Plan identified different audit assignments and these were performed by the Internal Audit Unit as such. Respective reports were issued to Management communicating identified control weaknesses, recommendations for improvement(s), and also incorporated agreed Management action plans for implementation of corrective action.

In addition, as required in terms of the PFMA and the Internal Audit Charter, the identified control weaknesses were also communicated and tabled at the meetings of the Audit Committee to allow for monitoring and oversight.

The following is the summary of the audit work done by the Internal Audit function during the year under review as per the approved plans:

- Monitoring and tracking of audit findings as previously reported by both AGSA and the Internal Audit function in order to evaluate progress made by Management in implementing agreed audit action plans. Follow-up reviews were performed to evaluate the effectiveness and improvements to internal control environment;
- Review of the adequacy of Policies and Procedures for the Office;
- Review of Departmental Performance Information;
- Review of Interim and Annual Financial Statements;
- Information and Communication Technology Audits;

- Risk Management processes;
- Financial Management and Accounting related audits: Supply Chain Management; and Transfer Payments;
- Human Resources Management related audits: Training and Development;
- Operational audits: Review of Monitoring and Evaluation processes;
- Consulting work included the review of the Management self-scoring and adequacy of evidence provided in support of such scoring as per the MPAT as well as verification of the adequacy of evidence related to the Internal Control and Compliance Matrix.

12 Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2016.

Audit Committee Members and Attendance

The Audit Committee consists of the members listed hereunder and should meet at least twice a year as per section 77(b) of the PFMA. During the current year, four meetings were held by the Audit Committee.

Current Audit Committee

Name	Qualifications	Role	Scheduled Meetings	
			Held	Attended
Ms P Mzizi CA(SA)	BBusSci Finance (UCT)	Chairperson	0	0
	BCompt Hons CTA (UNISA)	External Member		
	BCom Hons in Transport Economics (UNISA)	Appointed - 01 Feb 2016		
Adv G Khoza	BProc (UWC)	External Member	0	0
	LLB (UWC)	Appointed - 01 Feb 2016		
	HDip in Tax Law (RAU)			
Mr XP Khumalo CA(SA)	BCom (UN)	External Member	0	0
	BCom Hons(Accounting) (UN)	Appointed - 01 Feb 2016		

Mr MS Mthembu FAP(IAC) SA, GIA(IIA) SA, LIB (IOB)SA	Diploma in Accounting and Business Studies (UNISWA) BCom Accounting (UNISWA) MBL (UNISA)	External Member Appointed - 01 Feb 2016	0	0
Mr T Zororo CIA, CISA, CISM, CRMA, CRISC, CGEIT, COBIT 5 Certified Assessor	BSc Hons Information Systems (MSU - Zim) Higher Diploma in Computer Auditing (Wits)	External Member Appointed - 01 Feb 2016	0	0

Outgoing Audit Committee

Name	Qualifications	Role	Scheduled Meetings	
			Held	Attended
Ms G Deiner Professional Accountant (SA)	BA Degree HDip in Education BCompt	Chairperson External Member Appointed from 01 Jun 2009 - 30 Sept 2015	4	4
Adv G Khoza	BProc (UWC) LLB (UWC) HDip in Tax Law (RAU)	External Member Appointed from 01 Mar 2014 - 30 Sept 2015	4	4
Mr XP Khumalo CA(SA)	BCom (UN) BCom Hons(Accounting) (UN)	External Member Appointed from 01 Oct 2012 - 30 Sept 2015	4	2
Ms T Njozela	BCom BCompt Hons MBA	External Member Appointed from 01 Oct 2012 - 30 Sept 2015	4	3

Audit Committee Responsibility

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

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

The effectiveness of internal controls

In line with the PFMA, Internal Audit provides the Audit Committee and Management with assurance

that the internal controls are appropriate and effective. This is achieved by evaluating internal controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the department revealed certain weaknesses, which were then raised with the department.

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

- Monitoring and tracking of audit findings as previously reported by both AGSA and the Internal Audit function in order to evaluate progress made by Management in implementing agreed audit action plans. Follow-up reviews were performed to evaluate the effectiveness and improvements to internal control environment;
- Review of the adequacy of Policies and Procedures for the Office;
- Review of Departmental Performance Information;
- Review of Interim and Annual Financial Statements;
- Information and Communication Technology Audits;
- Risk Management processes;
- Financial Management and Accounting related audits: Supply Chain Management; and Transfer Payments;
- Human Resources Management related audits: Training and Development;
- Operational audits: Review of Monitoring and Evaluation processes;
- Consulting work included the review of the Management self-scoring and adequacy of evidence provided in support of such scoring as per the MPAT as well as verification of the adequacy of evidence related to the Internal Control and Compliance Matrix.

From the above reports of the Internal Auditors and reports of the AGSA it was noted that matters were reported indicating deficiencies in the system of internal controls in areas pertaining to financial reporting; reporting on pre-determined objectives and compliance with laws and regulations. Through our analysis of the audit reports and engagement with the Office we can report that the system on internal controls for the period under review was not entirely adequate and effective.

In-Year Management and Quarterly Reporting

The Office has reported to the Provincial Treasury as required by the PFMA.

Evaluation of Financial Statements

The Audit Committee reviewed the draft annual financial statements prepared by the Office and has advised the Accounting Officer to ensure that all the review notes and comments of the Internal Audit and Audit Committee are fully addressed prior to submission of the annual financial statements to the Auditor-General South Africa.

The Audit Committee has:

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

Evaluation of reporting on pre-determined objectives

The Audit Committee reviewed the draft annual report prepared by the department and has advised the accounting officer to ensure that all the review notes and comments of the Internal Audit and Audit Committee are fully addressed prior to submission of the annual report to the Auditor-General South Africa.

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

Risk Management

The Audit Committee is responsible for the oversight of risk management. The Risk Management Committee reports to the Audit Committee on a quarterly basis on the governance and management of risk. The Audit Committee has reviewed reports from the Risk Management Committee on implementation plan of risk management strategies and processes and is reasonably satisfied with the reports received.

Also, the Audit Committee has reviewed the Department's fraud prevention plan.

Based on the quarterly reviews performed, the departmental processes and system relating to fraud prevention and risk management is not entirely adequate and effective

Internal Audit

The Audit Committee is satisfied that the Internal Audit function operated effectively during the year under review. The Audit Committee also notes that the deficiencies in the risk management system mentioned above impact on the implementation of the risk based audit approach.

Auditor-General South Africa

We have reviewed the department's implementation plan for audit issues raised in the previous year and concluded that it is adequate but partially effective as some of the matters have not been adequately resolved.

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

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

General

The Audit Committee strongly recommends that the Department must prioritise the adequate and effective implementation and frequent monitoring of the audit action plans for both internal and external audit in order to achieve the required effectiveness in governance, accountability and the clean administration.

Conclusion

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

Signed on behalf of the Audit Committee by:



Ms P Mzizi CA (SA)
Chairperson of the Audit Committee
Date: 31 July 2016



**PART D:
HUMAN RESOURCE
MANAGEMENT**

1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the Public Service.

2. OVERVIEW OF HUMAN RESOURCES

The status of human resources in the Office of the Premier

The Office of the Premier recognises the significance of the fast growing environmental changes in the Human Resource fraternity. Therefore, it positions itself accordingly and continues to emphasise the importance of keeping up with the latest human resource trends, aimed at improving effectiveness and efficiency within its ranks. The Human Resource Management and Development Unit, under the auspices of the General Manager: Strategic Human Resource Services is strategically positioned in a way that facilitates the functioning of the Office of the Premier's line units. It plays a pivotal role in providing support to all the line units with the purpose of facilitating the achievement of the goals and objectives of the Office of the Premier as outlined at beginning of the Financial Year.

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

The Office of the Premier has made very few appointments during the course of the Financial Year 2015/16. The main reason for making few appointments is attributed to the moratorium that was issued in February 2015. The moratorium stipulated that no vacant and funded posts shall be filled as at the 4th of February 2015. It further stated that Departments may, if needs be, seek approval of the Executive Council for special exemption in respect of posts to be filled. However, in a few instances approval for special exemption was obtained from the Executive Council. In those few cases where approval regarding special exemption was obtained, the Office has improved tremendously in terms of reducing time taken to fill vacant positions. The improvement was achieved, owing to the continued implementation of the provisions of the recruitment strategy, i.e. Manual on reducing time taken to fill vacant positions, as well as the support that the Accounting Officer and the Programme Managers have been providing to the Internal Human Resource Management and Development Unit. .

Capacitate employees by implementing Workplace Skills Plan

Most of the planned training programmes were implemented with the exception of a few that could not be implemented, owing to financial constraints. The three training programmes that could not be conducted during this course of the Financial Year have been rolled over and incorporated into

the Workplace Skills Plan 2016/2017. Measures were put in place to ensure that, all participants of the various courses and programmes submitted their portfolios of evidence and or assignments on or before the stipulated deadlines. All officials who underwent training during the course of this Financial Year, have displayed improvement in carrying out their duties within their respective units.

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

The Office of the Premier has an approved Human Resource Plan that had to be adjusted slightly to incorporate the provisions and requirements of the moratorium. The Human Resource Plan was reviewed and submitted to the DPSA as per the requirement. It outlines clearly the need and strategies to attract and recruit a skilled workforce. It also outlines the need to reduce the period taken to fill vacant posts to at least six months and reduce the vacancy rate to below the National norm of 10%. It further emphasises the need to meet all employment equity targets as reflected in the approved Employment Equity Plan of the Office of the Premier.

Implementation of Performance Management and Development System (PMDS)

The Office of the Premier has shown stability in relation to the implementation of the PMDS in terms of the approved PMDP, for officials on salary levels 3-12. The signing of Performance Agreements by SMS members on or before the deadline as per Chapter 4 of the SMS Handbook has also been excellent (100% compliance). There has also been a slight improvement regarding the assessment of SMS members in this regard. The various workshops on PMDS, as conducted annually, are gradually yielding the desired results.

Implementation of Employee Health and Wellness Programme

The Office of the Premier has a transversal unit (Transversal Human Resource Management Services), which is entrusted with the responsibility of implementing the employee health and wellness programme within the Office of the Premier and further co-ordinates EH&W programmes across the Mpumalanga Provincial Government.

Finalisation of disciplinary cases within ninety days

Only two disciplinary cases were received in the Office of the Premier during this Financial Year. The cases were finalised within the prescribed timeframe.

Implementation of Policy and Procedure on Incapacity and Ill-health Retirement (PILIR)

The number of applications for incapacity leave has increased during the course of this Financial Year when compared with the previous one. The reason for the increase in applications for

incapacity leave could be attributed to the fact that the sick leave cycle ended on 31 December 2015. It has been noted however, that all employees understand the provisions of the PILIR. Thus, the abuse of sick leave has decreased significantly. The extension of the contract of the Health Risk Manager by the DPSA has ensured continuity in terms of handling PILIR cases within the predetermined and prescribed timeframes.

Achievements and challenges faced by the Office of the Premier, as well as future human resource plans/goals

Achievements

- Availability of an approved organogram.
- Availability of an approved comprehensive human resource plan, which was submitted to the DPSA before the deadline.
- Availability of an approved comprehensive human resource planning implementation report, which was submitted to the DPSA before the deadline.
- Availability of an approved Employment Equity Plan and report, which were submitted to the DPSA and the Department of Labour, respectively before the deadline.
- Representation of people with disabilities, i.e. 3.3% (8 of 246) employees.
- Availability of an approved strategy to reduce the time period taken to fill vacant posts leading to a decrease in the vacancy rate, i.e. The Office of the Premier had 246 filled posts and 7 vacant funded posts by the 31st of March 2016. Thus, the occupancy rate stood at 95.7% while the vacancy rate was 4.3%. The figures above are based on the fact that after a thorough PERSAL clean-up which was triggered by the moratorium, the Office of the Premier had a total of 257 approved and funded posts on the establishment.
- Appointments were effected only after security screening and the verification of qualifications were finalized.
- Successful implementation of competency assessment before filling of posts on salary levels 11-16.
- Finalization of disciplinary cases received within the prescribed timeframe.
- Improved turnaround times for evaluation of posts.

- Availability of several approved human resource policies.

Challenges

- Non-achievement of 50% target of women representation at SMS level – No or very limited posts that can be used to absorb women.
- Non-completion of certain planned Workplace Skills Plan (WSP) programmes.
- No implementation of some human resource practices and or policies, owing to the EXCO and PMC resolutions, e.g.: No payment of acting allowances; and No retention of staff.
- Limited Departmental activities on Employee Health and Wellness.
- The imposed moratorium not to fill vacant funded posts and/or abolishing of vacant funded posts on the establishment.
- No alignment between the approved organogram and the PERSAL establishment.

Future human resource plans /goals

- Target women to fill vacant SMS posts (critical), subject to obtaining approval from EXCO.
- Adherence to the Workplace Skills Plan to enable implementation of all planned programmes.
- Appoint an Internal Employee Health and Wellness Programme Co-ordinator.
- Adherence to Employee Health and Wellness Plans to ensure that all EHW programmes are implemented.
- Identify and motivate for the filling of critical positions.
- Review the organogram of the Office of the Premier and obtain approval thereof.

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. In particular, it provides an indication of the following:

- Amount spent on personnel
- Amount spent on salaries, overtime, homeowners allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2015 to 31 March 2016

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	124 043	48 831	0	0	39.4	195
Institutional Development	85 658	43 999	0	0	51.4	176
Policy and Governance	52 691	29 850	0	0	56.7	119
Total	262 393	122 680	0	0	46.8	490

Table 3.1.2 Personnel costs by salary band for the period 1 April 2015 to 31 March 2016

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (Levels 3-5)	11 896	9.7	57	202
Highly skilled production (Levels 6-8)	17 548	14.3	54	319
Highly skilled supervision (Levels 9-12)	47 511	38.7	86	584
Senior management (Levels 13-16)	34 494	28.1	28	1 232
Contract (Levels 1-2)	93	0.1	1	93
Contract (Levels 3-5)	1 076	0.9	6	179
Contract (Levels 6-8)	264	0.2	1	264
Contract (Levels 9-12)	2 883	2.4	8	360
Contract (Levels 13-16)	6 915	5.6	5	1 383
TOTAL	122 680	100	246	4 986

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2015 to 31 March 2016

Programme	Salaries		Overtime		Home owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Pr1: Administration	37 089	70.1	736	1.4	985	1.9	1513	2.9
Pr2: Institutional Development	33 625	73.4	77	0.2	1 004	2.2	1574	3.4
Pr3: Policy and Governance	22 981	65.8	167	0.5	538	1.5	896	2.6
Total	93 695	70.1	980	0.7	2 527	1.9	3983	3

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2015 to 31 March 2016

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (Levels 3-5)	7 906	66	227	1.9	730	6.1	845	7
Highly skilled production (Levels 6-8)	12 561	70.1	348	1.9	662	3.7	931	5.2
Highly skilled supervision (Levels 9-12)	37 909	69.2	379	0.7	627	1.1	1 617	3
Senior management (Levels 13-16)	26 305	71.4	0	0	178	0.5	500	1.4
Contract (Levels 1-2)	93	100	0	0	0	0	0	0
Contract (Levels 3-5)	821	75.9	0	0	56	5.2	23	2.1

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Contract (Levels 6-8)	196	72.6	0	0	12	4.4	0	0
Contract (Levels 9-12)	2 327	77.6	25	0.8	22	0.7	51	1.7
Contract (Levels 13-16)	5 577	72.7	0	0	240	3.1	14	0.2
TOTAL	93 695	70.1	980	0.7	2 527	1.9	3 983	3

3.2. *Employment and Vacancies*

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts in 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).

The various programmes in the Office of the Premier have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post in 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 2016

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Programme 1: Administration, Permanent	98	92	6.1	0
Programme 2: Institutional Development, Permanent	101	101	0	0
Programme 3: Policy and planning, Permanent	58	53	8.6	0
TOTAL	257	246	4.3	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2016

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (Levels 1-2), Permanent	1	1	0	0
Skilled (Levels 3-5), Permanent	59	59	0	0
Highly skilled production (Levels 6-8), Permanent	56	55	1.8	0
Highly skilled supervision (Levels 9-12), Permanent	89	87	2.2	0
Senior management (Levels 13-16), Permanent	31	27	12.9	0
Contract (Levels 1-2), Permanent	1	1	0	0
Contract (Levels 3-5), Permanent	6	6	0	0
Contract (Levels 6-8), Permanent	1	1	0	0
Contract (Levels 9-12), Permanent	8	8	0	0
Contract (Levels 13-16), Permanent	5	5	0	0
TOTAL	257	246	4.3	0

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2016

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative related, Permanent	58	52	10.3	0
Cleaners in offices workshops hospitals etc., Permanent	11	11	0	0
Client inform clerks(Switchboard; Receptionist; Inform Clerk), Permanent	3	3	0	0
Communication and information related, Permanent	22	22	0	0
Finance and economics related, Permanent	14	14	0	0
Financial and related professionals, Permanent	1	1	0	0
Financial clerks and credit controllers, Permanent	22	22	0	0
Head of department/chief executive officer, Permanent	1	0	100	0
Household food and laundry services related, Permanent	1	1	0	0
Human resources & organisational development & related professional, Permanent	3	3	0	0
Human resources clerks, Permanent	7	7	0	0
Human resources related, Permanent	17	17	0	0
Legal related, Permanent	1	1	0	0
Library mail and related clerks, Permanent	6	6	0	0
Messengers porters and deliverers, Permanent	1	1	0	0
Motor vehicle drivers, Permanent	3	3	0	0
Other administrative & related clerks and organisers, Permanent	27	27	0	0
Other administrative policy and related officers, Permanent	2	2	0	0
Other occupations, Permanent	5	5	0	0
Risk management and security services, Permanent	1	1	0	0
Secretaries & other keyboard operating clerks, Permanent	27	25	7.4	0
Senior managers, Permanent	24	22	8.3	0
TOTAL	257	246	4.3	0

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 of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2016

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	4	3	75	1	25
Salary Level 14	8	5	62.5	3	37.5
Salary Level 13	21	21	100	0	0
Total	34	30	88.2	4	11.8

Table 3.3.2 SMS post information as on 30 September 2015

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	4	4	100	0	0
Salary Level 14	8	6	75	2	25
Salary Level 13	21	21	100	0	0
Total	34	32	94.1	2	5.9

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2015 to 31 March 2016

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

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS posts - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2015 to 31 March 2016**Reasons for vacancies not advertised within six months**

No approval for the advertisement of the applicable posts could be obtained from the Executive Council within the applicable period

Reasons for vacancies not filled within twelve months

No approval for the filling of the applicable posts could be obtained from the Executive Council within the applicable period

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 2015 to 31 March 2016**Reasons for vacancies not advertised within six months**

Not applicable

Reasons for vacancies not filled within six months

Not applicable

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 2015 to 31 March 2016

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	1	0	0	0	0	0	0
Contract (Levels 1-2)	1	0	0	0	0	0	0
Contract (Levels 3-5)	6	0	0	0	0	0	0
Contract (Levels 6-8)	1	0	0	0	0	0	0
Contract (Levels 9-12)	8	2	25	0	0	0	0
Contract (Band A)	2	0	0	0	0	0	0
Contract (Band B)	1	0	0	0	0	0	0
Contract (Band C)	2	0	0	0	0	0	0
Skilled (Levels 3-5)	59	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	56	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	89	0	0	0	0	0	0
Senior Management Service Band A	22	0	0	0	0	0	0
Senior Management Service Band B	4	0	0	0	0	0	0
Senior Management Service Band C	3	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
TOTAL	257	0	0	0	0	0	0

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. 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 2015 to 31 March 2016

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

Employees with a disability	0
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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 2015 to 31 March 2016

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				0
Percentage of total employed				0

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 2015 to 31 March 2016

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

Employees with a disability	0	0	0	0	0
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Total number of Employees whose salaries exceeded the grades determined by job evaluation	0
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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 Office of the Premier. 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 2015 to 31 March 2016

Salary band	Number of employees at beginning of period-1 April 2015	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Skilled (Levels 3-5), Permanent	60	1	1	1.7
Highly skilled production (Levels 6-8), Permanent	56	0	1	1.8
Highly skilled supervision (Levels 9-12), Permanent	93	0	7	7.5
Senior Management Service Band A, Permanent	22	0	1	4.5
Senior Management Service Band B, Permanent	6	0	2	33.3
Senior Management Service Band C, Permanent	2	0	0	0
Senior Management Service Band D, Permanent	1	0	0	0
Contract (Levels 1-2), Permanent	3	0	3	100
Contract (Levels 3-5), Permanent	6	1	1	16.7
Contract (Levels 6-8), Permanent	1	0	0	0
Contract (Levels 9-12), Permanent	3	5	0	0
Contract (Band A), Permanent	2	0	0	0
Contract (Band B), Permanent	1	0	0	0
Contract (Band C), Permanent	2	0	0	0
Contract (Band D), Permanent	1	0	1	100
TOTAL	259	7	17	6.6

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2015 to 31 March 2016

Critical occupation	Number of employees at beginning of period- 1 April 2015	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Administrative related, Permanent	58	4	5	8.6
Cleaners in offices workshops hospitals etc., Permanent	11	0	0	0
Client inform clerks(Switchboard; Receptionist; Inform Clerk), Permanent	3	0	0	0
Communication and information related, Permanent	20	0	0	0
Economists, Permanent	1	0	0	0
Finance and economics related, Permanent	14	0	1	7.1
Financial and related professionals, Permanent	1	0	0	0
Financial clerks and credit controllers, Permanent	22	0	0	0
Head of department/chief executive officer, Permanent	1	0	1	100
Household food and laundry services related, Permanent	1	0	0	0
Human resources & organisational development & related professional, Permanent	4	0	1	25
Human resources clerks, Permanent	10	0	3	30
Human resources related, Permanent	17	0	0	0
Information technology related, Permanent	1	0	0	0
Legal related, Permanent	1	0	0	0
Library mail and related clerks, Permanent	6	1	1	16.7
Messengers porters and deliverers, Permanent	1	0	0	0
Motor vehicle drivers, Permanent	3	0	0	0
Other administrative & related clerks and organisers, Permanent	26	0	0	0
Other administrative policy and related officers, Permanent	2	0	0	0
Other occupations, Permanent	4	0	0	0

Critical occupation	Number of employees at beginning of period- 1 April 2015	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Risk management and security services, Permanent	1	0	0	0
Secretaries & other keyboard operating clerks, Permanent	28	2	2	7.1
Senior managers, Permanent	23	0	3	13
TOTAL	259	7	17	6.6

The table below identifies the major reasons why staff left the Office of the Premier.

Table 3.5.3 Reasons why staff left the Office of the Premier for the period 1 April 2015 to 31 March 2016

Termination Type	Number	% of Total Resignations
Death	0	0
Resignation	9	52.9
Expiry of contract	3	17.6
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	5	29.4
Transfer to other Public Service Departments	9	9
Other	0	0
Total	17	100
Total number of employees who left as a % of total employment	17	6.6

Table 3.5.4 Promotions by critical occupation for the period 1 April 2015 to 31 March 2016

Occupation	Employees 1 April 2015	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	58	0	0	27	46.6
Cleaners in offices workshops hospitals etc.	11	0	0	5	45.5

Occupation	Employees 1 April 2015	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
Client inform clerks(Switchboard; Receptionist; Inform Clerk)	3	0	0	1	33.3
Communication and information related	20	0	0	8	40
Economists	1	0	0	0	0
Finance and economics related	14	0	0	10	71.4
Financial and related professionals	1	0	0	0	0
Financial clerks and credit controllers	22	0	0	14	63.6
Head of department/chief executive officer	1	0	0	0	0
Household food and laundry services related	1	0	0	0	0
Human resources & organisational development & related professional	4	0	0	2	50
Human resources clerks	10	0	0	5	50
Human resources related	17	0	0	13	76.5
Information technology related	1	0	0	1	100
Legal related	1	0	0	1	100
Library mail and related clerks	6	0	0	4	66.7
Messengers porters and deliverers	1	0	0	0	0
Motor vehicle drivers	3	0	0	2	66.7
Other administrative & related clerks and organisers	26	0	0	19	73.1
Other administrative policy and related officers	2	0	0	2	100
Other occupations	4	0	0	2	50
Risk management and security services	1	0	0	1	100
Secretaries & other keyboard operating clerks	28	0	0	16	57.1
Senior managers	23	0	0	7	30.4

Occupation	Employees 1 April 2015	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
TOTAL	259	0	0	140	54.1

Table 3.5.5 Promotions by salary band for the period 1 April 2015 to 31 March 2016

Salary Band	Employees 1 April 2015	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Skilled (Levels 3-5), Permanent	60	0	0	42	70
Highly skilled production (Levels 6-8), Permanent	56	0	0	32	57.1
Highly skilled supervision (Levels 9-12), Permanent	93	0	0	53	57
Senior management (Levels 13-16), Permanent	31	0	0	13	41.9
Contract (Levels 1-2), Permanent	3	0	0	0	0
Contract (Levels 3-5), Permanent	6	0	0	0	0
Contract (Levels 6-8), Permanent	1	0	0	0	0
Contract (Levels 9-12), Permanent	3	0	0	0	0
Contract (Levels 13-16), Permanent	6	0	0	0	0
TOTAL	259	0	0	140	54.1

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 2015

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers, Permanent	12	0	0	3	5	0	1	3	24
Professionals, Permanent	33	2	1	1	23	0	0	1	61
Technicians and associate professionals, Permanent	25	0	0	1	29	1	0	1	57
Clerks, Permanent	21	0	0	0	61	2	1	0	85
Service and sales workers, Permanent	0	0	0	0	2	0	0	0	2
Plant and machine operators and assemblers, Permanent	3	0	0	0	0	0	0	0	3
Elementary occupations, Permanent	3	0	0	0	11	0	0	0	14
TOTAL	97	2	1	5	131	3	2	5	246
Employees with disabilities	5	1	0	1	1	0	0	0	8

3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2016

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management, Permanent	3	0	0	0	0	0	0	0	3
Senior Management, Permanent	11	1	0	3	8	0	0	1	24
Professionally qualified and experienced specialists and mid-management, Permanent	41	1	1	2	35	1	0	2	83
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	17	0	0	0	36	1	0	1	55

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making, Permanent	11	0	0	0	46	1	1	0	59
Unskilled and defined decision making, Permanent	1	0	0	0	0	0	0	0	1
Contract (Top Management), Permanent	2	0	0	0	0	0	0	0	2
Contract (Senior Management), Permanent	2	0	0	0	0	0	1	0	3
Contract (Professionally qualified), Permanent	4	0	0	0	4	0	0	0	8
Contract (Skilled technical), Permanent	1	0	0	0	0	0	0	0	1
Contract (Semi-skilled), Permanent	2	0	0	0	4	0	0	0	6
Contract (Unskilled), Permanent	1	0	0	0	0	0	0	0	1
TOTAL	96	2	1	5	133	3	2	4	246

Table 3.6.3 Recruitment for the period 1 April 2015 to 31 March 2016

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	4	0	0	0	2	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Total	5	0	0	0	2	0	0	0	7
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2015 to 31 March 2016

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	6	1	0	2	4	0	0	0	13
Professionally qualified and experienced specialists and mid-management, Permanent	29	0	1	1	19	1	0	2	53
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	7	0	0	0	23	1	0	1	32
Semi-skilled and discretionary decision making, Permanent	7	0	0	0	35	0	0	0	42
TOTAL	49	1	1	3	81	2	0	3	140
Employees with disabilities	3	1	0	0	0	0	0	0	4

Table 3.6.5 Terminations for the period 1 April 2015 to 31 March 2016

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	3	0	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management, Permanent	2	0	0	0	4	0	0	1	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	1	0	0	0	1
Contract (Top Management), Permanent	0	0	0	0	1	0	0	0	1
Contract (Semi-skilled), Permanent	0	0	0	0	1	0	0	0	1

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Unskilled), Permanent	2	0	0	0	1	0	0	0	3
TOTAL	7	0	0	0	9	0	0	1	17
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 Disciplinary action for the period 1 April 2015 to 31 March 2016

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Written warning	0	0	0	0	1	0	0	0	1
Suspension	1	0	0	0	0	0	0	0	1
TOTAL	1	0	0	0	1	0	0	0	2

Table 3.6.7 Skills development for the period 1 April 2015 to 31 March 2016

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	13	0	0	3	6	0	1	1	24
Professionals	39	2	1	1	20	0	0	0	63
Technicians and associate professionals	26	0	0	1	32	1	0	2	62
Clerks	22	0	0	0	64	1	1	2	90
Service and sales workers	0	0	0	0	2	0	0	0	2
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	3	0	0	0	0	0	0	0	3
Elementary occupations	4	0	0	0	11	0	0	0	15
Total	107	2	1	5	135	2	2	5	259
Employees with disabilities	5	1	0	1	1	0	0	0	8

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 2015

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	0	0	0	0
Salary Level 15	4	4	4	100
Salary Level 14	8	6	6	100
Salary Level 13	21	21	21	100
Total	34	32	32	100

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2015

Reasons
Not applicable

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2015

Reasons
Not applicable

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 2015 to 31 March 2016

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	18	93	19.4	1 383	76 833
Female	38	136	27.9	645	16 974

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
Asian					
Male	1	1	100	48	48 000
Female	0	2	0	0	0
Coloured					
Male	0	1	0	0	0
Female	0	3	0	0	0
White					
Male	2	4	50	136	68 000
Female	3	4	75	65	21 667
Employees with a disability	3	8	37.5	138	45 958
Total	62	246	25.2	2 277	36 726

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2015 to 31 March 2016

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	
Skilled (Levels 3-5)	26	59	44.1	274	10 538	0.2
Highly skilled production (Levels 6-8)	10	55	18.2	179	17 900	0.1
Highly skilled supervision (Levels 9-12)	21	87	24.1	775	36 905	0.6
Contract (Levels 1-2)	0	1	0	0	0	0
Contract (Levels 3-5)	0	6	0	0	0	0
Contract (Levels 6-8)	0	1	0	0	0	0
Contract (Levels 9-12)	0	8	0	0	0	0
TOTAL	57	217	26.3	1 228	21 544	1

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2015 to 31 March 2016

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative related	12	51	23.5	500	41 667
Cleaners in offices workshops hospitals etc.	6	11	54.5	52	8 667
Client inform clerks (Switchboard; Receptionist; Inform Clerk)	1	3	33.3	9	9 000
Communication and information related	1	22	4.5	21	21 000
Finance and economics related	2	14	14.3	91	45 500
Financial and related professionals	0	1	0	0	0
Financial clerks and credit controllers	10	22	45.5	207	20 700
Head of department/chief executive officer	1	0	0	377	377 000
Household food and laundry services related	0	1	0	0	0
Human resources & organisational development & related professional	0	3	0	0	0
Human resources clerks	1	7	14.3	12	12 000
Human resources related	2	17	11.8	82	41 000
Legal related	1	1	100	66	66 000
Library mail and related clerks	4	6	66.7	43	10 750
Messengers porters and deliverers	0	1	0	0	0
Motor vehicle drivers	2	3	66.7	19	9 500
Other administrative & related clerks and organisers	10	27	37	134	13 400
Other administrative policy and related officers	0	2	0	0	0
Other occupations	2	5	40	18	9 000
Rank: Unknown	0	1	0	0	0
Risk management and security services	0	1	0	0	0
Secretaries & other keyboard operating clerks	5	26	19.2	80	16 000

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Senior managers	2	21	9.5	566	283 000
TOTAL	62	246	25.2	2 277	36 726

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2015 to 31 March 2016

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	2	23	8.7	124	62 000	0.5
Band B	1	5	20	86	86 000	0.9
Band C	1	4	25	481	481 000	6.7
Band D	1	1	100	377	377 000	9.9
Total	5	33	15.2	1 068	213 600	2.4

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 2015 and 31 March 2016

Salary band	01 April 2015		31 March 2016		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 2015 and 31 March 2016

Major occupation	01 April 2015		31 March 2016		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

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 2015 to 31 December 2015

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)
Skilled (Levels 3-5)	380	89.2	43	26.1	9	256
Highly skilled production (Levels 6-8)	299	87.3	38	23	8	347
Highly skilled supervision (Levels 9-12)	418	83	62	37.6	7	811
Senior management (Levels 13-16)	114	87.7	16	9.7	7	389
Contract (Levels 1-2)	2	0	1	0.6	2	0
Contract (Levels 3-5)	7	100	1	0.6	7	3
Contract (Levels 6-8)	4	100	1	0.6	4	4
Contract (Levels 9-12)	4	100	1	0.6	4	9
Contract (Levels 13-16)	21	90.5	2	1.2	11	87
TOTAL	1 249	86.5	165	100	8	1 906

Table 3.10.2 Disability leaves (temporary and permanent) for the period 1 January 2015 to 31 December 2015

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Total	0	0	0	0	0	0

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 2015 to 31 December 2015

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled (Levels 3-5)	1 361	61	22
Highly skilled production (Levels 6-8)	1 237	55	22
Highly skilled supervision (Levels 9-12)	2 203	98	22
Senior management (Levels 13-16)	729	31	24
Contract (Levels 1-2)	20	2	10
Contract (Levels 3-5)	58	5	12
Contract (Levels 9-12)	29	3	10
Contract (Levels 13-16)	70	6	12
TOTAL	5 707	261	22

Table 3.10.4 Capped leave for the period 1 January 2015 to 31 December 2015

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 2016
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

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

Table 3.10.5 Leave pay-outs for the period 1 April 2015 to 31 March 2015

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay-out for 2015/16 due to non-utilisation of leave for the previous cycle	1 808	4	452
Capped leave pay-outs on termination of service for 2015/16	6 723	12	560
Current leave pay-out on termination of service for 2015/16	299	6	50
TOTAL	8 830	22	401

3.11. HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

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

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.	YES		Mr. MG Matjele - Senior Manager: Transversal Human Resource Management. It must be noted that the designated official has left the Office of the Premier with effect from 1 April 2016.
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.	YES		The Division: Transversal Human Resource Management Services has been entrusted with the responsibility of implementing the programme within the Office of the Premier and Co-ordinating the Programme implementation including HCT campaigns across the Mpumalanga Provincial Government. The team has five staff members who facilitate the implementation of the Employee Health and Wellness (EH&W) Strategic Plan and Occupational Health and Safety Plan to ensure the employee wellness, safety in the workplace and co-ordination of the services of Employee Health and Wellness across Departments within the Provincial Government in accordance with the relevant prescripts. There is however no budget specifically allocated for EH&W.
3. Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	YES		Financial Management, Stress management, Home Visits, Health Screening, Physical Activities, Pre-Counselling HIV Counselling and Testing. The Key elements of the Programme are: HIV&AIDS and TB management and mitigation; Prevention; Treatment; Care and Support; Wellness management; Safety Health Environment Risk and Quality Management; and Health Productivity Management in compliance with the National Policy Framework on Employee Health and Wellness.
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.	YES		The Office of the Premier co-ordinates the functioning of the Inter-Departmental Committee on EHW. There are measures in place to protect the infected and affected from discrimination which include the following: - Mainstreaming of HIV&AIDS in all HRM functions and practices within the workplace; - Awareness campaigns and peer education on rights of the affected and the infected; - Adherence to Chapter 2 of the Constitution, 1996 - Monitoring by all key stakeholders to ensure compliance with all prescripts and the Constitution, 1996; - Commemorations and information sharing sessions on the prevalence and the causes thereof; - HIV & AIDS and TB policies; - Identification of environmental risk factors; and - Employee Assistant Programme and support.

Question	Yes	No	Details, if yes
5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	YES		The Office of the Premier has reviewed its HIV/AIDS and TB Management Policy Framework, Wellness Management Policy and Bereavement policies. They are all awaiting approval by the Accounting Officer.
6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	YES		The Office of the Premier ensures that during its quarterly employee health and wellness programmes, it provides training on condom usage and condom distribution. In addition, there are policies in place that can be used as educational tools on important issues relating to HIV/AIDS.
7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	YES		Only 25% of employees got tested in the previous Financial Year, i.e. employees on salary levels 3-12. During every Health and Wellness promotion event, employees are provided the opportunity to undergo voluntarily counselling and testing including General and Physical Health assessment. To date 74 Officials in the Office of the Premier have undergone VCT.
8. Has the Department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	YES		There are several Policies in place to guide the implementation of EH&W and the conduct of employees. Quarterly Sick leave utilization profile; Reduction in absenteeism; behaviour and lifestyle modification; the levels of compliance to treatment and healthy lifestyles; and the improved level of attendance to EH&W programmes and HCT campaigns. The Annual Performance Plans that talks to the four (4) Pillars, Implementation and Operation of the EH&W Management system and EH&W evaluation, corrective and preventative action makes provision for the effective monitoring and evaluation of the EH&W Programme.

3.12. Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2015 and 31 March 2016

Total number of Collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the Office of the Premier for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2015 to 31 March 2016

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	1	100
Final written warning	0	0
Suspended without pay	1	100
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
Total	2	100

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2015 to 31 March 2016

Type of misconduct	Number	% of total
Procurement without following the correct procedures	1	100
Participating in remunerative work outside without permission	1	100
Total	2	100

Table 3.12.4 Grievances lodged for the period 1 April 2015 to 31 March 2016

Grievances	Number	% of Total
Number of grievances resolved	5	100
Number of grievances not resolved	0	0
Total number of grievances lodged	5	100

Table 3.12.5 Disputes lodged with Councils for the period 1 April 2015 to 31 March 2016

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

Table 3.12.6 Strike actions for the period 1 April 2015 to 31 March 2016

Total number of 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 2015 to 31 March 2016

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

3.13. Skills development

This section highlights the efforts of the department with regard to skills development.

Table 3.13.1 Training needs identified for the period 1 April 2015 to 31 March 2016

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of the reporting period			
			Learnerships / Internships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	8	0	Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	
	Male	16	0	Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	24

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of the reporting period			
			Learnerships / Internships	Skills Programmes & other short courses	Other forms of training	Total
Professionals	Female	20	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme Supply chain management; Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 -12; and Fire Marshal Course	-	
	Male	43	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 -12; and Fire Marshal Course	-	63

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of the reporting period			
			Learnerships / Internships	Skills Programmes & other short courses	Other forms of training	Total
Technicians and associate professionals	Female	35	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme; Supply chain management; Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	
	Male	27	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	62

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of the reporting period			
			Learnerships / Internships	Skills Programmes & other short courses	Other forms of training	Total
Clerks	Female	68	6	Women Empowerment Conference; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; CIP Level 1 - 12; and Induction Programme for Executive Support Staff	-	102
	Male	22	6	Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; CIP Level 1 - 12; and Induction Programme for Executive Support Staff	-	
Service and sales workers	Female	2	0	Women Empowerment Conference; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; and CIP Level 1 - 12	-	2
	Male	0	0	-	-	
Skilled agriculture and fishery workers	Female	0	0	-	-	0
	Male	0	0	-	-	
Craft and related trades workers	Female	0	0	-	-	0
	Male	0	0	-	-	
Plant and machine operators and assemblers	Female	0	0	-	-	3
	Male	3	0	Supply chain management; Code of Conduct; PMDS; Excel programme; Code of Conduct; and CIP Level 1 - 12	-	
Elementary occupations	Female	11	0	Code of Conduct; and PMDS;	-	15
	Male	4	0	Code of Conduct; and PMDS	-	

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of the reporting period			
			Learnerships / Internships	Skills Programmes & other short courses	Other forms of training	Total
Sub Total	Female	144	6	-	-	150
	Male	115	6	-	-	121
Total		259	12	-	-	271

Table 3.13.2 Training provided for the period 1 April 2015 to 31 March 2016

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	8	0	Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	24
	Male	16	0	Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme; for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Professionals	Female	20	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme Supply chain management; Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 -12; and Fire Marshal Course	-	63
	Male	43	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Technicians and associate professionals	Female	35	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme; Supply chain management; Women Empowerment Conference; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	62
	Male	27	0	Auditing Governance, Strategy, Ethics and Risk Management; Research Development Programme; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; Diversity management; Induction Programme for Executive Support Staff; CIP Level 1 - 12; and Fire Marshal Course	-	
Clerks	Female	68	6	Women Empowerment Conference; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; CIP Level 1 - 12; and Induction Programme for Executive Support Staff	-	102
	Male	22	6	Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; CIP Level 1 - 12; and Induction Programme for Executive Support Staff	-	

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Service and sales workers	Female	2	0	Women Empowerment Conference; Supply chain management; Diversity Management; Code of Conduct; PMDS; Excel programme; Code of Conduct; and CIP Level 1 - 12	-	2
	Male	0	0	-	-	-
Skilled agriculture and fishery workers	Female	0	0	-	-	0
	Male	0	0	-	-	-
Craft and related trades workers	Female	0	0	-	-	0
	Male	0	0	-	-	-
Plant and machine operators and assemblers	Female	0	0	-	-	3
	Male	3	0	Supply chain management; Code of Conduct; PMDS; Excel programme; Code of Conduct; and CIP Level 1 -12	-	-
Elementary occupations	Female	11	0	Code of Conduct; and PMDS;	-	15
	Male	4	0	Code of Conduct; and PMDS	-	-
Sub Total	Female	144	6	-	-	150
	Male	115	6	-	-	121
Total		259	12	-	-	271

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 2015 to 31 March 2016

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

3.15. Utilization of Consultants (confirm if it applies to HR only or the Office)**Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2015 to 31 March 2016**

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
0	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
0	0	0	0

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2015 to 31 March 2016

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
0	0	0	0

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2015 to 31 March 2016

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
0	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
0	0	0	0

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2015 to 31 March 2016

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
0	0	0	0

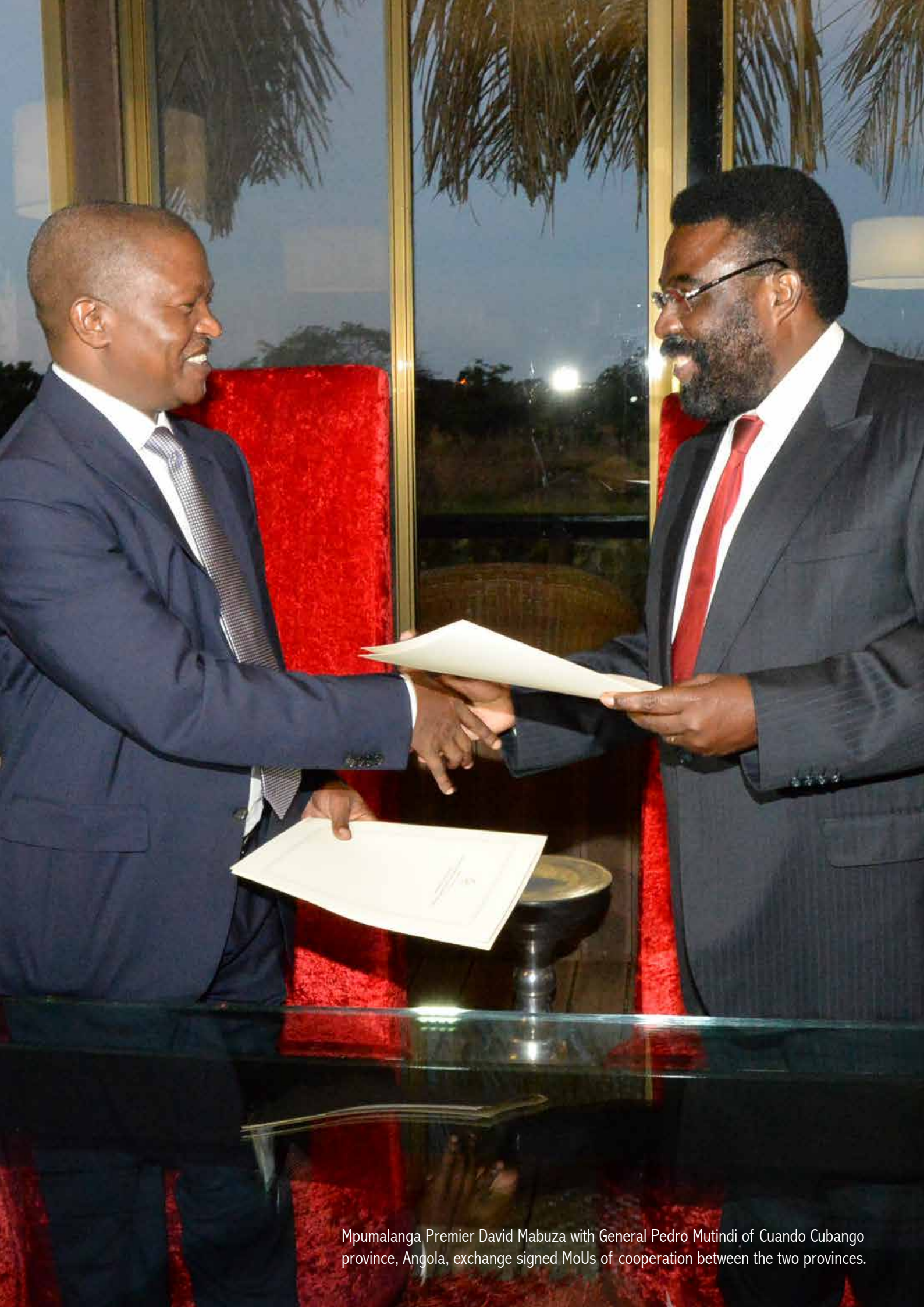
3.16. Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2015 to 31 March 2016

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



**PART E:
FINANCIAL
INFORMATION**



Mpumalanga Premier David Mabuza with General Pedro Mutindi of Cuando Cubango province, Angola, exchange signed MoUs of cooperation between the two provinces.

PART E: FINANCIAL INFORMATION

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**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL
LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER
FOR THE YEAR ENDED 31 MARCH 2016**

Report on the financial statements

Introduction

1. I have audited the financial statements of the Office of the Premier set out on pages 153 to 232, which comprise the appropriation statement, the statement of financial position as at 31 March 2016, the statement of financial performance and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for financial statements

2. The accounting officer is responsible for the preparation of these financial statements in accordance with the Modified Cash Standard (MCS) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and the Division of Revenue Act of South Africa, 2015 (Act No. 1 of 2015) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of financial statements.
5. I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Basis and the requirements of the PFMA and DoRA.

Emphasis of matter

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

**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL
LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER
FOR THE YEAR ENDED 31 MARCH 2016**

Restatement of corresponding figures

8. As disclosed in note 29 to the financial statements, the corresponding figures for 31 March 2015 have been restated as a result of an error discovered during the year ended 31 March 2016 in the financial statements of the Office of the Premier at, and for the year ended, 31 March 2015.

Additional matter

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

Unaudited supplementary information

10. The supplementary information set out on pages 226 to 232 does not form part of the financial statements and is presented as additional information. I have not audited this schedule and, accordingly, I do not express an opinion thereon.

Report on other legal and regulatory requirements

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

Predetermined objectives

12. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2016:
- Programme 1: administration on pages 35 to 47
 - Programme 2: institutional development on pages 48 to 65
 - Programme 3: policy and governance, on pages 66 to 81
13. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information (FMPPI).
14. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
15. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:

**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL
LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER
FOR THE YEAR ENDED 31 MARCH 2016**

- Programme 1: administration
- Programme 2: institutional development
- Programme 3: policy and governance

Additional matter

16. I draw attention to the following matter : Although I raised no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter :

Achievement of planned targets

17. Refer to the annual performance report on pages 30 to 82 for information on the achievement of the planned targets for the year.

Compliance with legislation

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

Annual financial statements, performance report and annual report

19. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records as required by section 40(1) (a) and (b) of the Public Finance Management Act. Material misstatements of non-current assets and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Procurement and contract management

20. Goods and services of a transaction value above R500 000 were procured without inviting competitive bids, as required by Treasury Regulations 16A6.1. Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of Treasury Regulation 16A6.4.
21. Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation 16A6.1.

**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL
LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER
FOR THE YEAR ENDED 31 MARCH 2016**

Expenditure management

22. Effective steps were not taken to prevent irregular expenditure, amounting to R54 690 000 as disclosed in note 23 of the AFS, as required by section 38(1)(c)(ii) of the Public Finance Management Act and Treasury Regulation 9.1.1.
23. Effective steps were not taken to prevent fruitless and wasteful expenditure, amounting to R5 083 000 as disclosed in note 24 of the AFS, as required by section 38(1)(c)(ii) of the Public Finance Management Act and Treasury Regulation 9.1.1.
24. Effective internal controls were not in place for payment approval and processing, as required by Treasury Regulation 8.1.1. Payments were approved without adequate supporting documents for the expenditure amount.

Internal control

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

Leadership

26. There was insufficient oversight and monitoring on the implementation of internal controls during the year resulting in material misstatements identified in the financial statements being corrected as well as instances of irregular, fruitless and wasteful expenditure.
27. The leadership did not ensure that vacant senior management positions were filled within 12 months.

Financial and performance management

28. Management did not ensure that the financial statements are adequately supported with documentation to validate recorded transactions.
29. Supporting schedules submitted with the financial statements for auditing were not adequately reviewed for accuracy and completeness as there were errors noted during the audit.
30. There were inadequate controls identified with regards to daily and monthly processing regarding expenditure and asset management.

**REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL
LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER
FOR THE YEAR ENDED 31 MARCH 2016**

Governance

31. As the audit committee was not in place for five months of the financial year, the audit committee did not review some processes of the internal audit function.

Other reports

32. I draw attention to the following engagements that could potentially have an impact on the Office of the Premier's financial, performance and compliance-related matters. My opinion is not modified in respect of these engagements that are in progress or have been completed.

Investigations

33. The public protector is performing an investigation into some of the irregular expenditure incurred during the 2013-14 financial years. At the date of this report, the outcome of investigation was not yet known.

Auditor-General

Mbombela

29 July 2016



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNUAL FINANCIAL STATEMENTS

(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016

Appropriation per programme									
Programme	Adjusted Appropriation	Shifting of Funds	2015/16			Variance	Expenditure as % of final appropriation	2014/15	
			Adjusted Appropriation	Shifting of Funds	Virement			Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Administration	115 140	-	9 144	124 284	124 043	241	99.8%	97 497	96 316
2. Institutional Development	90 451	-	(4 993)	85 458	84 968	490	99.4%	74 688	74 948
3. Policy and Governance	61 367	-	(4 151)	57 216	52 691	4 525	92.1%	42 552	38 240
Subtotal	266 958	-	-	266 958	261 702	5 256	98.0%	214 737	209 504
Statutory Appropriation	-	-	-	-	-	-	-	2 083	2 082
Statutory Appropriation	-	-	-	-	-	-	-	2 083	2 082
TOTAL	266 958	-	-	266 958	261 702	5 256	98.0%	216 820	211 586

	2015/16		2014/15	
	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	175	-	841	-
NRF Receipts	-	-	-	-
Donations	691	-	-	-
Actual amounts per statement of financial performance (total revenue)	267 824	-	217 661	-
Donations		691		
Actual amounts per statement of financial performance (total expenditure)		262 393		211 586

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

Appropriation per economic classification	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	255 165	-	(11 331)	243 834	238 627	5 207	97.9%	207 335	202 268
Compensation of employees	123 788	-	(993)	122 795	122 680	115	99.9%	118 627	118 236
Salaries and wages	105 298	488	2 604	108 390	106 945	1 445	98.7%	103 942	103 606
Social contributions	18 490	(488)	(3 597)	14 405	15 735	(1 330)	109.2%	14 685	14 630
Goods and services	131 377	-	(10 388)	121 039	115 947	5 092	95.8%	88 708	84 032
Administrative fees	2 110	590	(166)	2 534	2 412	122	95.2%	1 923	1 787
Advertising	1 931	3 326	-	5 257	5 257	-	100.0%	1 876	1 876
Minor assets	170	125	16	311	111	200	35.7%	133	139
Audit costs: External	4 977	(1 061)	-	3 916	3 916	-	100.0%	3 781	3 781
Catering: Departmental activities	4 140	(1 571)	(465)	2 104	2 085	19	99.1%	7 310	7 160
Communication	3 945	(229)	(346)	3 370	3 349	21	99.4%	3 698	3 687
Computer services	300	959	-	1 259	1 259	-	100.0%	971	972
Consultants: Business and advisory services	53 049	10 204	(1 467)	61 786	58 095	3 691	94.0%	28 436	28 436
Scientific and technological services	12 750	(9 607)	(3 100)	43	-	43	-	-	-
Legal services	2 087	(1 729)	-	358	344	14	96.1%	3 104	2 893
Contractors	6 387	(3 373)	(2 853)	161	161	-	100.0%	437	437
Fleet services	2 059	421	-	2 480	2 480	-	100.0%	2 169	2 169
Consumable supplies	816	(209)	-	607	601	6	99.0%	939	939

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

Appropriation per economic classification	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable: Stationery, printing and office supplies	1 327	1 514	(979)	1 862	1 862	-	100.0%	1 730	1 671
Operating leases	500	-	104	604	604	-	100.0%	276	90
Property payments	3 308	-	1 966	5 274	5 274	-	100.0%	3 769	3 767
Transport provided: Departmental activity	2 926	(53)	(821)	2 052	1 924	128	93.8%	2 575	2 575
Travel and subsistence	19 133	(726)	(257)	18 150	17 599	551	97.0%	13 980	13 573
Training and development	600	224	31	855	706	149	82.6%	754	754
Operating payments	2 179	9	(1 316)	872	842	30	96.6%	3 172	3 172
Venues and facilities	6 183	1 565	(685)	7 063	6 945	118	98.3%	7 403	3 940
Rental and hiring	500	(379)	-	121	121	-	100.0%	272	214
Transfers and subsidies	10 117	-	594	10 711	10 691	20	99.8%	7 875	8 516
Provinces and municipalities	20	-	(7)	13	13	-	100.0%	10	10
Provinces	20	-	(7)	13	13	-	100.0%	-	-
Provincial agencies and funds	20	-	(7)	13	13	-	100.0%	-	-
Municipalities	-	-	-	-	-	-	-	10	10
Municipal agencies and funds	-	-	-	-	-	-	-	10	10
Higher education institutions	-	-	-	-	-	-	-	378	378
Households	10 097	-	601	10 698	10 678	20	99.8%	7 487	8 128

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

Appropriation per economic classification	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Social benefits	2 947	(72)	651	3 526	3 506	20	99.4%	-	-
Other transfers to households	7 150	72	(50)	7 172	7 172	-	100.0%	7 487	8 128
Payments for capital assets	1 676	-	10 725	12 401	12 372	29	99.8%	1 610	802
Buildings and other fixed structures	-	-	-	-	-	-	-	30	-
Other fixed structures	-	-	-	-	-	-	-	30	-
Machinery and equipment	1 676	-	5 464	7 140	7 111	29	99.6%	1 550	802
Transport equipment	-	-	-	-	-	-	-	127	119
Other machinery and equipment	1 676	-	5 464	7 140	7 111	29	99.6%	1 423	683
Software and other intangible assets	-	-	5 261	5 261	5 261	-	100.0%	30	-
Payments for financial assets	-	-	12	12	12	-	100.0%	-	-
TOTAL	266 958	-	-	266 958	261 702	5 256	98.0%	216 820	211 586

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. PREMIER SUPPORT	22 152	-	(4 561)	17 591	17 553	38	99.8%	10 739	10 654
2. EXECUTIVE COUNCIL	5 697	-	163	5 860	5 816	44	99.2%	5 094	5 052
3 DIRECTOR GENERAL	60 723	(3 468)	9 152	69 875	69 731	144	99.8%	44 046	43 330
4. FINANCIAL MANAGEMENT	26 568	-	4 390	30 958	30 943	15	100.0%	37 618	37 280
Total for sub programmes	115 140	-	9 144	124 284	124 043	241	99.8%	97 497	96 316
Economic classification									
Current payments	113 051	-	(734)	112 317	112 103	214	99.8%	95 807	95 159
Compensation of employees	49 882	-	(968)	48 914	48 831	83	99.8%	50 125	49 823
Salaries and wages	39 637	963	2 052	42 652	42 637	15	100.0%	43 541	43 627
Social contributions	10 245	(963)	(3 020)	6 262	6 194	68	98.9%	6 584	6 196
Goods and services	63 169	-	234	63 403	63 272	131	99.8%	45 682	45 336
Administrative fees	882	109	-	991	975	16	98.4%	961	961
Advertising	692	(692)	-	-	-	-	-	190	190
Minor assets	-	268	16	284	84	200	29.6%	104	110

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

	Programme 1: [ADMINISTRATION]									
	2015/16					2014/15				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure	R'000
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Audit costs: External	4 977	(1 061)	-	3 916	3 916	-	100.0%	3 781	3 781	3 781
Catering: Departmental activities	150	541	-	691	691	-	100.0%	6 470	6 470	6 357
Computer services	2 888	(43)	(128)	2 717	2 696	21	99.2%	3 014	3 014	3 014
Consultants: Business and advisory services	200	548	-	748	748	-	100.0%	806	806	806
Scientific and technological services	29 700	3 862	(1 467)	32 095	32 208	(113)	100.4%	6 979	6 979	6 979
Legal services	2 750	(2 750)	-	-	-	-	-	-	-	-
Contractors	1 000	(1 000)	-	-	-	-	-	2 388	2 388	2 388
Fleet services	390	(354)	-	36	36	-	100.0%	407	407	407
Consumable supplies	2 059	421	-	2 480	2 480	-	100.0%	2 169	2 169	2 169
Consumable: Stationery, printing and office supplies	750	(563)	-	187	181	6	96.8%	882	882	882
Operating leases	50	1 477	-	1 527	1 527	-	100.0%	1 474	1 474	1 474
Property payments	500	-	104	604	604	-	100.0%	276	276	90
	3 308	-	1 966	5 274	5 274	-	100.0%	3 769	3 769	3 767

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

	Programme 1: [ADMINISTRATION]									
	2015/16					2014/15				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure	
R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	
Transport provided: Departmental activity	100	344	-	444	445	(1)	100.2%	2 006	2 006	
Travel and subsistence	9 968	(1 074)	30	8 924	8 924	-	100.0%	7 759	7 759	
Training and development	-	96	31	127	127	-	100.0%	16	16	
Operating payments	200	49	64	313	313	-	100.0%	458	458	
Venues and facilities	2 605	(220)	(382)	2 003	2 001	2	99.9%	1 556	1 523	
Rental and hiring	-	42	-	42	42	-	100.0%	217	199	
Transfers and subsidies	870	-	(57)	813	797	16	98.0%	531	528	
Provinces and municipalities	20	-	(7)	13	13	-	100.0%	10	10	
Provinces	20	-	(7)	13	13	-	100.0%	-	-	
Provincial agencies and funds	20	-	(7)	13	13	-	100.0%	-	-	
Municipalities	-	-	-	-	-	-	-	10	10	
Municipal agency and fund	-	-	-	-	-	-	-	10	10	
Households	850	-	(50)	800	784	16	98.0%	521	518	
Social benefits	800	-	-	800	784	16	98.0%	-	-	
Other transfers to households	50	-	(50)	-	-	-	-	521	518	

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Payments for capital assets	1 219	-	9 935	11 154	11 143	11	99.9%	1 159	629
Machinery and equipment	1 219	-	4 674	5 893	5 882	11	99.8%	1 159	629
Transport equipment	-	-	-	-	-	-	-	127	119
Other machinery and equipment	1 219	-	4 674	5 883	5 882	11	99.8%	1 032	510
Software and other intangible assets	-	-	5 261	5 261	5 261	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
TOTAL	115 140	-	9 144	124 284	124 043	241	99.8%	97 497	96 316

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.1 [PREMIER SUPPORT]	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments of	22 002	-	(4,591)	17 411	17 373	38	99.8%	10,630	10 562
Compensation employees	9 886	-	(851)	9 035	9 003	32	99.6%	6 194	6 179
Salaries and Wages	8 428	15	(442)	8 001	7 995	6	99.9%	5 574	5 570
Social Contributions	1 458	(15)	(409)	1 034	1 008	26	97.5%	620	609
Goods and services	12 116	-	(3 740)	8 376	8 370	6	99.9%	4 436	4 383
Administrative fees	350	177	-	527	527	-	100.0%	399	399
Minor Assets	-	34	-	34	34	-	100.0%	12	12
Catering : Departmental activities	50	290	-	340	340	-	100.0%	112	112
Communication (G&S)	100	81	-	181	181	-	100.0%	183	183
Computer Services	200	188	-	388	388	-	100.0%	287	287
Consultants: Business and advisory services	6 000	(1 420)	(3 740)	840	834	6	99.3%	-	-
Contractors	-	18	-	18	18	-	100.0%	12	12
Fleet Services	-	-	-	-	-	-	-	9	9
Consumable Supplies	-	14	-	14	14	-	100.0%	23	23
Consumable : Stationery, printing and office supplies	-	115	-	115	115	-	100.0%	2	2
Property payments	-	-	-	-	-	-	-	110	108
Travel and Subsistence	5 172	371	-	5 543	5 543	-	100.0%	3 195	3 195
Operating payments	-	38	-	38	38	-	100.0%	-	-
Venues and facilities	244	52	-	296	296	-	100.0%	74	41
Rental and Hiring	-	42	-	42	42	-	100.0%	18	-
Transfers and subsidies	-	-	-	-	-	-	-	9	8
Households	-	-	-	-	-	-	-	9	8
Social benefits	-	-	-	-	-	-	-	-	-
Other transfers and subsidies	-	-	-	-	-	-	-	9	8

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.1 [PREMIER SUPPORT]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Payments for capital assets	150	-	30	180	180	-	100.0%	100	84
Machinery and equipment	150	-	30	180	180	-	100.0%	100	84
Other machinery and equipment	150	-	30	180	180	-	100.0%	100	84
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	22 152	-	(4 561)	17 591	17 553	38	99.8%	10 739	10 654

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.2 [EXECUTIVE COUNCIL SUPPORT]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5 677	-	101	5 778	5 734	44	99.2%	4 831	4 798
Compensation of employees	3 977	-	656	4 633	4 591	42	99.1%	3 357	3 318
Salaries and Wages	3 311	74	656	4 041	4 041	-	100.0%	2 909	2 881
Social Contributions	666	(74)	-	592	550	42	92.9%	448	437
Goods and services	1 700	-	(555)	1 145	1 143	2	99.8%	1 474	1 480
Administrative fees	112	(48)	-	64	64	-	100.0%	120	120
Minor Assets	-	22	-	22	22	-	100.0%	2	8
Catering : Departmental activities	100	39	-	139	139	-	100.0%	248	248
Communication (G&S)	222	(28)	(128)	66	64	2	97.0%	56	56
Consumable Supplies	-	11	-	11	11	-	100.0%	-	-
Consumable : Stationery, printing and office supplies	-	4	-	4	4	-	100.0%	25	25
Travel and Subistence	365	-	(45)	320	320	-	100.0%	233	233
Venues and facilities	901	-	(382)	519	519	-	100.0%	790	790
Rental and Hiring	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	136	135

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.2 [EXECUTIVE COUNCIL SUPPORT]		2015/16						2014/15	
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Households	-	-	-	-	-	-	-	136	135
Other transfers and subsidies	-	-	-	-	-	-	-	136	135
Payments for capital assets	20	-	62	82	82	-	100.0%	127	119
Machinery and equipment	20	-	62	82	82	-	100.0%	127	119
Transport Equipment	-	-	-	-	-	-	-	127	119
Other machinery and equipment	20	-	62	82	82	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	5 697	-	163	5 860	5 816	44	99.2%	5 094	5 052

**(MP: OFFICE OF THE PREMIER)VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.3 [DIRECTOR GENERAL SUPPORT]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	59 123	-	(601)	58 522	58 394	128	99.8%	43 321	42 960
Compensation of employees	24 373	-	(2 874)	21 499	21 490	9	100.0%	23 088	22 840
Salaries and Wages	19 024	-	(263)	18 761	18 752	9	100.0%	19 991	20 109
Social Contributions	5 349	-	(2 611)	2 738	2 738	-	100.0%	3 097	2 731
Goods and services	34 750	-	2 273	37 023	36 904	119	99.7%	20 233	20 120
Administrative fees	350	8	-	358	342	16	95.5%	275	275
Advertising	500	(500)	-	-	-	-	-	-	-
Minor Assets	-	212	-	212	17	195	8.0%	54	54
Catering : Departmental activities	-	185	-	185	185	-	100.0%	6 078	5 965
Communication (G&S)	766	(437)	-	329	310	19	94.2%	279	279
Computer Services	-	256	-	256	256	-	100.0%	379	379
Consultants: Business and advisory services	23 700	5 246	2 273	31 219	31 338	(119)	100.4%	6 666	6 666
Scientific and Technological services	2 750	(2 750)	-	-	-	-	-	-	-
Contractors	360	(358)	-	2	2	-	100.0%	372	372
Legal services	1 000	(1 000)	-	-	-	-	-	-	-
Consumable Supplies	-	6	-	6	6	-	-	239	239
Consumable Stationery, printing and office supplies	-	130	-	130	130	-	100.0%	-	-

**(MP: OFFICE OF THE PREMIER)
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APPROPRIATION STATEMENT
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1.3 [DIRECTOR GENERAL SUPPORT]		2015/16						2014/15		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transport provided: Departmental activity	-	445	-	445	445	-	100.0%	2 006	2 006	2 006
Travel and Subsistence	3 931	(1 445)	-	2 486	2 486	-	100.0%	2 959	2 959	2 959
Training and Development	-	96	-	96	96	-	100.0%	4	4	4
Operating payments	100	11	-	111	111	-	100.0%	277	277	277
Venues and facilities	1 293	(105)	-	1 188	1 186	2	99.8%	645	645	645
Transfers and subsidies	800	-	-	800	784	16	98.0%	114	114	113
Households	800	-	-	800	784	16	98.0%	114	114	113
Social benefits	800	-	-	800	784	16	98.0%	-	-	-
Other transfers and subsidies	-	-	-	-	-	-	-	114	114	113
Payments for capital assets	800	-	9 753	10 553	10 553	-	100.0%	611	611	257
Machinery and equipment	800	-	4 492	5 292	5 292	-	100.0%	611	611	257
Other machinery and equipment	800	-	4 492	5 292	5 292	-	100.0%	611	611	257
Software and other intangible assets	-	-	5 261	5 261	5 261	-	100.0%	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total	60 723	-	9 152	69 875	69 731	144	99.8%	44 046	44 046	43 330

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.4 [FINANCIAL SUPPORT]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	26 249	-	4 357	30 606	30 602	4	100.0%	37 025	36 839
Compensation of employees	11 646	-	2 101	13 747	13 747	-	100.0%	17 486	17 486
Salaries and Wages	8 874	874	2 101	11 849	11 849	-	100.0%	15 067	15 067
Social Contributions	2 772	(874)	-	1 898	1 898	-	100.0%	2 419	2 419
Goods and services	14 603	-	2 256	16 859	16 855	4	100.0%	19 539	19 353
Administrative fees	70	(28)	-	42	42	-	100.0%	167	167
Advertising	192	(192)	-	-	-	-	-	190	190
Minor Assets	-	-	16	16	11	5	68.8%	36	36
Audit costs: External	4 977	(1 061)	-	3 916	3 916	-	100.0%	3 781	3 781
Catering : Departmental activities	-	27	-	27	27	-	100.0%	32	32
Communication (G&S)	1 800	341	-	2 141	2 141	-	100.0%	2 496	2 496
Computer Services	-	104	-	104	104	-	100.0%	140	140
Consultants: Business and advisory services	-	36	-	36	36	-	100.0%	313	313
Scientific and Technological services	-	-	-	-	-	-	-	-	-
Contractors	30	(14)	-	16	16	-	100.0%	23	23
Legal services	-	-	-	-	-	-	-	2 388	2 388
Fleet services (including government motor transport)	2 059	421	-	2 480	2 480	-	100.0%	2 160	2 160

**(MP: OFFICE OF THE PREMIER)
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APPROPRIATION STATEMENT
for the year ended 31 March 2016**

1.4 [FINANCIAL SUPPORT]									
Economic classification	2015/16					2014/15			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual expenditure R'000
Consumable Supplies	750	(594)	-	156	156	-	100.0%	620	620
Consumable : Stationery, printing and office supplies	50	1 228	-	1 278	1 278	-	100.0%	1 447	1 447
Operating leases	500	-	104	604	604	-	100.0%	276	90
Property payments	3 308	-	1 966	5 274	5 274	-	100.0%	3 659	3 659
Transport provided: Departmental activity	100	(101)	-	(1)	-	(1)	-	-	-
Travel and Subsistence	500	-	75	575	575	-	100.0%	1 372	1 372
Training and Development	-	-	31	31	31	-	100.0%	12	12
Operating payments	100	-	64	164	164	-	100.0%	181	181
Venues and facilities	167	(167)	-	-	-	-	-	47	47
Rental and Hiring	-	-	-	-	-	-	-	199	199
Transfers and subsidies	70	-	(57)	13	13	-	100.0%	272	272
Provinces and municipalities	20	-	(7)	13	13	-	100.0%	10	10
Provinces	20	-	(7)	13	13	-	100.0%	-	-
Provincial Agency Funds	20	-	(7)	13	13	-	100.0%	-	-
Municipalities	-	-	-	-	-	-	-	10	10
Municipal Agency Funds	-	-	-	-	-	-	-	10	10
Households	50	-	-	-	-	-	-	262	262

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APPROPRIATION STATEMENT
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1.4 [FINANCIAL SUPPORT]		2015/16						2014/15	
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Other transfers and subsidies	50	(50)	-	-	-	-	-	262	262
Payments for capital assets	249	-	90	339	328	11	96.8%	321	169
Machinery and equipment	249	-	90	339	328	11	96.8%	321	169
Other machinery and equipment	249	-	90	339	328	11	96.8%	321	169
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	26 568	-	4 390	30 958	30 943	15	100.0%	37 618	37 280

**(MP: OFFICE OF THE PREMIER)
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APPROPRIATION STATEMENT
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	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme 2: [INSTITUTIONAL DEVELOPMENT]									
Sub programme									
1. STRATEGIC HUMAN RESOURCE	39 821	-	(1 105)	38 716	38 347	369	99.0%	32 585	32 990
2. INFORMATION COMMUNICATION TECHNOLOGY	12 576	-	(2 711)	9 865	9 817	48	99.5%	2 350	2 301
3. LEGAL ADVISORY SERVICES	3 222	-	170	3 392	3 378	14	99.6%	3 123	3 114
4. COMMUNICATION SERVICES	32 958	-	(1 797)	31 161	31 108	53	99.8%	34 797	34 713
5. PROGRAMME SUPPORT	1 874	-	450	2 324	2 318	6	99.7%	1 833	1 830
Total for sub programmes	90 451	-	(4 993)	85 458	84 968	490	99.4%	74 688	74 948
Economic classification									
Current payments	82 809	-	(5 774)	77 035	76 563	472	99.4%	67 329	67 001
Compensation of employees	43 539	-	472	44 011	43 999	12	100.0%	37 613	37 562
Salaries and wages	38 686	(1 091)	529	38 124	38 122	2	100.0%	33 078	32 864
Social contributions	4 853	1 091	(57)	5 887	5 877	10	99.8%	4 535	4 698
Goods and services	39 270	-	(6 246)	33 024	32 564	460	98.6%	29 716	29 439

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	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Administrative fees	350	(70)	-	280	280	-	100.0%	409	405
Advertising	1 239	(84)	-	1 155	1 155	-	100.0%	1 686	1 686
Minor assets	150	(139)	-	11	11	-	100.0%	17	17
Catering: Departmental activities	560	2	(465)	97	78	19	80.4%	522	520
Communication (G&S)	494	1	(218)	277	277	-	100.0%	275	273
Computer services	-	511	-	511	511	-	100.0%	165	166
Consultants: Business and advisory services	19 034	6 342	-	25 376	25 376	-	100.0%	20 818	20 818
Scientific and technological services	10 000	(6 857)	(3 100)	43	-	43	-	-	-
Legal services	700	(342)	-	358	344	14	96.1%	716	505
Contractors	-	45	-	45	45	-	100.0%	21	21
Consumable supplies	-	45	-	45	45	-	100.0%	53	53
Consumable: Stationery, printing and office supplies	1 277	5	(979)	303	303	-	100.0%	254	197
Transport provided: Departmental activity	-	-	-	-	-	-	-	140	140

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	Programme 2: [INSTITUTIONAL DEVELOPMENT]							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Travel and subsistence	2 567	86	(50)	2 603	2 400	203	92.2%	2 239	2 237
Training and development	600	24	-	624	475	149	76.1%	631	631
Operating payments	1 949	(173)	(1 380)	396	396	-	100.0%	229	229
Venues and facilities	350	581	(54)	877	845	32	96.4%	1 526	1 526
Rental and hiring	-	23	-	23	23	-	100.0%	15	15
Transfers and subsidies	7 452	-	255	7 707	7 707	-	100.0%	7 179	7 855
Higher education institutions	-	-	-	-	-	-	-	378	378
Households	7 452	-	255	7 707	7 707	-	100.0%	6 801	7 477
Social benefits	352	(72)	255	535	535	-	100.0%	-	-
Other transfers to households	7 100	72	-	7 172	7 172	-	100.0%	6 801	7 477
Payments for capital assets	190	-	514	704	686	18	97.4%	180	92
Machinery and equipment	190	-	514	704	686	18	97.4%	180	92
Other machinery and equipment	190	-	514	704	686	18	97.4%	180	92
Payments for financial assets	-	-	12	12	12	-	100.0%	-	-
Total	90 451	-	(4 993)	85 458	84 968	490	99.4%	74 688	74 948

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2.1 [STRATEGIC HUMAN RESOURCE]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	32 329	-	(1 559)	30 770	30 403	367	98.8%	25 610	25 377
Compensation of employees	26 769	-	(133)	26 636	26 634	2	100.0%	20 269	20 247
Salaries and Wages	25 628	(2 659)	(133)	22 836	22 834	2	100.0%	17 799	17 613
Social Contributions	1 141	2 659	-	3 800	3 800	-	100.0%	2 470	2 634
Goods and services	5 560	-	(1 426)	4 134	3 759	365	91.2%	5 341	5 130
Administrative fees	173	42	-	215	215	-	100.0%	331	331
Advertising	300	21	-	321	321	-	100.0%	1 009	1 009
Catering : Departmental activities	105	-	(46)	59	40	19	67.8%	162	162
Communication (G&S)	113	58	-	171	171	-	100.0%	169	169
Consultants: Business and advisory services	-	3	-	3	3	-	100.0%	6	6
Contractors	-	45	-	45	45	-	100.0%	21	21
Legal services	700	(342)	-	358	344	14	96.1%	716	505
Consumable Supplies	-	35	-	35	35	-	100.0%	-	-
Consumable : Stationery, printing and office supplies	-	-	-	-	-	-	-	17	17
Travel and Subsistence	1 620	-	-	1 620	1 437	183	88.7%	1 226	1 226
Training and Development	600	-	-	600	451	149	75.2%	603	603
Operating payments	1 949	(550)	(1 380)	19	19	-	100.0%	21	21
Venues and facilities	-	665	-	665	665	-	100.0%	1 053	1 053
Rental and Hiring	-	23	-	23	23	-	100.0%	7	7
Transfers and subsidies	7 452	-	255	7 707	7 707	-	100.0%	6 918	7 594

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2.1 [STRATEGIC HUMAN RESOURCE]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Higher education institutions	-	-	-	-	-	-	-	378	378
Households	7 452	-	255	7 707	7 707	-	100.0%	6 540	7 216
Social benefits	352	(72)	255	535	535	-	100.0%	-	-
Other transfers and subsidies	7 100	72	-	7 172	7 172	-	100.0%	6 540	7 216
Payments for capital assets	40	-	187	227	225	2	99.1%	57	19
Machinery and equipment	40	-	187	227	225	2	99.1%	57	19
Other machinery and equipment	40	-	187	227	225	2	99.1%	57	19
Payments for financial assets	-	-	12	12	12	-	100.0%	-	-
Total	39 821	-	(1 105)	38 716	38 347	369	99.0%	32 585	32 990

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2.2 [INFORMATION COMMUNICATION TECHNOLOGY]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12 526	-	(3 108)	9 418	9 372	46	99.5%	2 300	2 301
Compensation of employees	2 226	-	(8)	2 218	2 215	3	99.9%	2 098	2 098
Salaries and Wages	1 904	52	-	1 956	1 956	-	100.0%	1 830	1 830
Social Contributions	322	(52)	(8)	262	259	3	98.9%	268	268
Goods and services	10 300	-	(3 100)	7 200	7 157	43	99.4%	202	203
Administrative fees	50	(49)	-	1	1	-	100.0%	2	2
Minor Assets	150	(145)	-	5	5	-	100.0%	16	16
Catering : Departmental activities	-	5	-	5	5	-	100.0%	3	3
Communication (G&S)	10	4	-	14	14	-	100.0%	13	13
Computer Services	-	511	-	511	511	-	100.0%	56	57
Consultants: Business and advisory services	-	6 506	-	6 506	6 506	-	100.0%	-	-
Scientific and Technological services	10 000	(6 857)	(3 100)	43	-	43	-	-	-
Consumable Supplies	-	1	-	1	1	-	100.0%	1	1
Consumable : Stationery, printing and office supplies	-	2	-	2	2	-	100.0%	-	-
Travel and Subsistence	90	22	-	112	112	-	100.0%	111	111
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	50	-	397	447	445	2	99.6%	50	-
Machinery and equipment	50	-	397	447	445	2	99.6%	50	-
Other machinery and equipment	50	-	397	447	445	2	99.6%	50	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	12 576	-	(2 711)	9 865	9 817	48	99.5%	2 350	2 301

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2.3 [LEGAL SERVICES]	Economic classification	2015/16					2014/15			
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
	Current payments	3 222	-	170	3 392	3 378	14	99.6%	3 123	3 114
	Compensation of employees	3 112	-	162	3 274	3 274	-	100.0%	3 053	3 046
	Salaries and Wages	2 561	202	162	2 925	2 925	-	100.0%	2 743	2 715
	Social Contributions	551	(202)	-	349	349	-	100.0%	310	331
	Goods and services	110	-	8	118	104	14	88.1%	70	68
	Administrative fees	-	4	-	4	4	-	100.0%	2	-
	Catering : Departmental activities	-	-	-	-	-	-	-	4	4
	Communication (G&S)	3	-	-	3	3	-	100.0%	-	-
	Consumable Supplies	-	-	-	-	-	-	-	52	52
	Consumable : Stationery, printing and office supplies	70	3	8	81	81	-	100.0%	-	-
	Travel and Subsidence	37	(7)	-	30	16	14	53.3%	12	12
	Transfers and subsidies	-	-	-	-	-	-	-	-	-
	Payments for capital assets	-	-	-	-	-	-	-	-	-
	Payments for financial assets	-	-	-	-	-	-	-	-	-
	Total	3 222	-	170	3 392	3 378	14	99.6%	3 123	3 114

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2.4. [COMMUNICATION SERVICES]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	32 858	-	(1 727)	31 131	31 092	39	99.9%	34 496	34 417
Compensation of employees	9 808	-	(49)	9 759	9 752	7	99.9%	10 620	10 598
Salaries and Wages	7 334	1 090	-	8 424	8 424	-	100.0%	9 278	9 278
Social Contributions	2 474	(1 090)	(49)	1 335	1 328	7	99.5%	1 342	1 320
Goods and services	23 050	-	(1 678)	21 372	21 340	32	99.9%	23 876	23 819
Administrative fees	120	(64)	-	56	56	-	100.0%	64	64
Advertising	939	(105)	-	834	834	-	100.0%	677	677
Minor Assets	-	6	-	6	6	-	100.0%	-	-
Catering : Departmental activities	450	-	(419)	31	31	-	100.0%	349	349
Communication (G&S)	350	(74)	(218)	58	58	-	100.0%	68	68
Computer Services	-	-	-	-	-	-	-	109	109
Consultants: Business and advisory services	19 034	(167)	-	18 867	18 867	-	100.0%	20 812	20 812
Consumable Supplies	-	9	-	9	9	-	100.0%	-	-
Consumable Stationery, printing and office supplies	1 207	-	(987)	220	220	-	100.0%	237	180
Property payments	-	-	-	-	-	-	-	140	140
Travel and Subsistence	600	78	-	678	678	-	100.0%	703	703
Training and Development	-	24	-	24	24	-	100.0%	28	28
Operating payments	-	377	-	377	377	-	100.0%	208	208
Venues and facilities	350	(84)	(54)	212	180	32	84.9%	473	473
Rental and Hiring	-	-	-	-	-	-	-	8	8

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2.4. [COMMUNICATION SERVICES]	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	-	-	-	-	-	-	-	261	261
Households	-	-	-	-	-	-	-	261	261
Other transfers and subsidies	-	-	-	-	-	-	-	261	261
Payments for capital assets	100	-	(70)	30	16	14	53.3%	40	35
Machinery and equipment	100	-	(70)	30	16	14	53.3%	40	35
Other machinery and equipment	100	-	(70)	30	16	14	53.3%	40	35
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	32 958	-	(1 797)	31 161	31 108	53	99.8%	34 797	34 713

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2.5. [PROGRAMME SUPPORT]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	1 874	-	450	2 324	2 318	6	99.7%	1 800	1 792
Compensation of employees	1 624	-	500	2 124	2 124	-	100.0%	1 573	1 573
Salaries and Wages	1 259	224	500	1 983	1 983	-	100.0%	1 428	1 428
Social Contributions	365	(224)	-	141	141	-	100.0%	145	145
Goods and services	250	-	(50)	200	194	6	97.0%	227	219
Administrative fees	7	(3)	-	4	4	-	100.0%	10	8
Minor Assets	-	-	-	-	-	-	-	1	1
Catering : Departmental activities	5	(3)	-	2	2	-	100.0%	4	2
Communication (G&S)	18	13	-	31	31	-	100.0%	25	23
Travel and Subsistence	220	(7)	(50)	163	157	6	96.3%	187	185
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	33	38
Machinery and equipment	-	-	-	-	-	-	-	33	38
Other machinery and equipment	-	-	-	-	-	-	-	33	38
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	1 874	-	450	2 324	2 318	6	99.7%	1 833	1 830

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	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.SPECIAL PROGRAMMES	10 102	-	(1 130)	8 972	8 894	78	99.1%	8 542	4 733
2.INTERGOVERNMENTAL RELATIONS	6 444	-	(427)	6 017	5 995	22	99.6%	4 716	4 680
3.PROVINCIAL AND POLICY MANAGEMENT	42 552	-	(2 879)	39 673	35 415	4 258	89.3%	27 079	26 916
4.PROGRAMME SUPPORT	2 269	-	285	2 554	2 387	167	93.5%	2 215	1 911
Total for sub programmes	61 367	-	(4 151)	57 216	52 691	4 525	92.1%	42 552	38 240
Economic classification									
Current payments	59 305	-	(4 823)	54 482	49 961	4 521	91.7%	42 116	38 026
Compensation of employees	30 367	-	(497)	29 870	29 850	20	99.9%	28 806	28 769
Salaries and wages	26 975	616	23	27 614	26 186	1 428	94.8%	25 514	25 340
Social contributions	3 392	(616)	(520)	2 256	3 664	(1 408)	162.4%	3 292	3 429
Goods and services	28 938	-	(4 326)	24 612	20 111	4 501	81.7%	13 310	9 257
Administrative fees	878	551	(166)	1 263	1 157	106	91.6%	553	421
Advertising	-	4 102	-	4 102	4 102	-	100.0%	-	-
Minor assets	20	(4)	-	16	16	-	100.0%	12	12
Catering: Departmental activities	3 430	(2 114)	-	1 316	1 316	-	100.0%	318	283
Communication (G&S)	563	(187)	-	376	376	-	100.0%	409	400
Computer services	100	(100)	-	-	-	-	-	-	-
Consultants: Business and advisory services	4 315	-	-	4 315	511	3 804	11.8%	639	639
Legal services	387	(387)	-	-	-	-	-	-	-
Contractors	5 997	(3 064)	(2 853)	80	80	-	100.0%	9	9

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	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	66	309	-	375	375	-	100.0%	4	4
Consumable: Stationery, printing and office supplies	-	32	-	32	32	-	100.0%	2	-
Transport provided: Departmental activity	2 826	(397)	(821)	1 608	1 479	129	92.0%	429	429
Travel and subsistence	6 598	262	(237)	6 623	6 275	348	94.7%	3 982	3 577
Training and development	-	104	-	104	104	-	100.0%	107	107
Operating payments	30	133	-	163	133	30	81.6%	2 485	2 485
Venues and facilities	3 228	1 204	(249)	4 183	4 099	84	98.0%	4 321	891
Rental and hiring	500	(444)	-	56	56	-	100.0%	40	-
Transfers and subsidies	1 795	-	396	2 191	2 187	4	99.8%	165	133
Households	1 795	-	396	2 191	2 187	4	99.8%	165	133
Social benefits	1 795	-	396	2 191	2 187	4	99.8%	165	133
Other transfers to households	-	-	-	-	-	-	-	165	133
Payments for capital assets	267	-	276	543	543	-	100.0%	271	81
Buildings and other fixed structures	-	-	-	-	-	-	-	30	-
Other fixed structures	-	-	-	-	-	-	-	30	-
Machinery and equipment	267	-	276	543	543	-	100.0%	211	81
Transport equipment	267	-	276	543	543	-	100.0%	211	81
Other machinery and equipment	-	-	-	-	-	-	-	30	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	61 367	-	(4 151)	57 216	52 691	4 525	92.1%	42 552	38 240

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3.1[SPECIAL PROGRAMMES]	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	10 032	-	(1 250)	8 782	8 705	77	99.1%	8 492	4 733
Compensation of employees	3 144	-	(180)	2 964	2 957	7	99.8%	2 748	2 744
Salaries and Wages	2 407	156	-	2 563	2 563	-	100.0%	2 409	2 405
Social Contributions	737	(156)	(180)	401	394	7	98.3%	339	339
Goods and services	6 888	-	(1 070)	5 818	5 748	70	98.8%	5 744	1 989
Administrative fees	98	579	-	677	677	-	100.0%	195	72
Minor Assets	20	(16)	-	4	4	-	100.0%	-	-
Catering : Departmental activities	350	(259)	-	91	91	-	100.0%	40	5
Communication (G&S)	83	(50)	-	33	33	-	100.0%	43	34
Legal services	387	(387)	-	-	-	-	-	-	-
Consumable Supplies	66	(65)	-	1	1	-	100.0%	-	-
Transport provided: Departmental activity	1 326	-	(821)	505	505	-	100.0%	-	-
Travel and Subsistence	2 238	212	-	2 450	2 450	-	100.0%	1 096	978
Operating payments	-	17	-	17	17	-	100.0%	20	20
Venues and facilities	2 320	(33)	(249)	2 038	1 968	70	96.6%	4 310	880
Rental and Hiring	-	2	-	2	2	-	100.0%	40	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	70	-	120	190	189	1	99.5%	50	-
Machinery and equipment	70	-	120	190	189	1	99.5%	50	-
Other machinery and equipment	70	-	120	190	189	1	99.5%	50	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	10 102	-	(1 130)	8 972	8 894	78	99.1%	8 542	4 733

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3.2 [INTERGOVERNMENTAL RELATIONS]	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6 334	-	(768)	5 566	5 545	21	99.6%	4 609	4 604
Compensation of employees	5 134	-	(340)	4 794	4 787	7	99.9%	4 015	4 012
Salaries and Wages	4 094	27	-	4 121	4 121	-	100.0%	3 487	3 487
Social Contributions	1 040	(27)	(340)	673	666	7	99.0%	528	525
Goods and services	1 200	-	(428)	772	758	14	98.2%	594	592
Administrative fees	200	-	(166)	34	34	-	100.0%	32	32
Catering : Departmental activities	-	5	-	5	5	-	100.0%	-	-
Communication (G&S)	-	48	-	48	48	-	100.0%	33	33
Contractors	25	-	(25)	-	-	-	-	-	-
Consumable : Stationery, printing and office supplies	-	-	-	-	-	-	-	2	-
Travel and Subsistence	891	-	(237)	654	654	-	100.0%	478	478
Training and Development	-	-	-	-	-	-	-	29	29
Operating payments	-	17	-	17	17	-	100.0%	19	19
Venues and facilities	84	(70)	-	14	-	14	-	1	1
Transfers and subsidies	70	-	381	451	450	1	99.8%	77	76
Households	70	-	381	451	450	1	99.8%	77	76
Social benefits	70	-	381	451	450	1	99.8%	-	-
Other transfers and subsidies	-	-	-	-	-	-	-	77	76
Payments for capital assets	40	-	(40)	-	-	-	-	30	-
Buildings and other fixed structures	-	-	-	-	-	-	-	30	-
Machinery and equipment	40	-	(40)	-	-	-	-	-	-
Other machinery and equipment	40	-	(40)	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	6 444	-	(427)	6 017	5 995	22	99.6%	4 716	4 680

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Economic classification	3.3 [PROVINCIAL AND POLICY MANAGEMENT]									
	2015/16					2014/15				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure	
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	
Current payments	40 670	-	(3 090)	37 580	33 324	4 256	88.7%	26 837	26 815	
Compensation of employees	20 120	-	(262)	19 858	19 853	5	100.0%	20 168	20 146	
Salaries and Wages	19 107	-	(262)	18 845	17 417	1 428	92.4%	17 762	17 745	
Social Contributions	1 013	-	-	1 013	2 436	(1 423)	240.5%	2 406	2 401	
Goods and services	20 550	-	(2 828)	17 722	13 471	4 251	76.0%	6 669	6 669	
Administrative fees	550	-	-	550	444	106	80.7%	313	313	
Advertising	-	4 102	-	4 102	4 102	-	100.0%	-	-	
Minor Assets	-	12	-	12	12	-	100.0%	12	12	
Catering : Departmental activities	3 080	(1 860)	-	1 220	1 220	-	100.0%	272	272	
Communication (G&S)	400	(163)	-	237	237	-	100.0%	291	291	
Computer Services	100	(100)	-	-	-	-	-	-	-	
Consultants: Business and advisory services	4 315	-	-	4 315	511	3 804	11.8%	639	639	
Contractors	5 972	(3 064)	(2 828)	80	80	-	100.0%	9	9	
Consumable Supplies	-	374	-	374	374	-	100.0%	1	1	
Consumable : Stationery, printing and office supplies	-	32	-	32	32	-	100.0%	-	-	
Transport provided: Departmental activity	1 500	(397)	-	1 103	974	129	88.3%	429	429	
Travel and Subsistence	3 309	-	-	3 309	3 097	212	93.6%	2 187	2 187	
Training and Development	-	104	-	104	104	-	100.0%	70	70	
Operating payments	-	99	-	99	99	-	100.0%	2 446	2 446	
Venues and facilities	824	1 307	-	2 131	2 131	-	100.0%	-	-	
Rental and Hiring	500	(446)	-	54	54	-	100.0%	-	-	
Transfers and subsidies	1 725	-	15	1 740	1 737	3	99.8%	61	30	
Households	1 725	-	15	1 740	1 737	3	99.8%	61	30	

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	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Social benefits	1 725	-	15	1 740	1 737	3	99.8%	-	-
Other transfers and subsidies	1 725	-	15	1 740	1 737	3	99.8%	61	30
Payments for capital assets	157	-	196	353	354	(1)	100.3%	181	71
Machinery and equipment	157	-	196	353	354	(1)	100.3%	151	71
Other machinery and equipment	157	-	196	353	354	(1)	100.3%	151	71
Software and other intangible assets	-	-	-	-	-	-	-	30	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	42 552	-	(2 879)	39 673	35 415	4 258	89.3%	27 079	26 916

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	2015/16						2014/15		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	2 269	-	285	2 554	2 387	167	93.5%	2 178	1 874
Compensation of employees	1 969	-	285	2 254	2 253	1	100.0%	1 875	1 867
Salaries and Wages	1 367	433	285	2 085	2 085	-	100.0%	1 856	1 703
Social Contributions	602	(433)	-	169	168	1	99.4%	19	164
Goods and services	300	-	-	300	134	166	44.7%	303	7
Administrative fees	30	(28)	-	2	2	-	100.0%	13	4
Catering : Departmental activities	-	-	-	-	-	-	-	6	6
Communication (G&S)	80	(22)	-	58	58	-	100.0%	42	42
Consumable Supplies	-	-	-	-	-	-	-	3	3
Travel and Subsistence	160	50	-	210	74	136	35.2%	221	(66)
Training and Development	-	-	-	-	-	-	-	8	8
Operating payments	30	-	-	30	-	30	-	-	-
Venues and facilities	-	-	-	-	-	-	-	10	10
Transfers and subsidies	-	-	-	-	-	-	-	27	27
Households	-	-	-	-	-	-	-	27	27
Other transfers and subsidies	-	-	-	-	-	-	-	27	27
Payments for capital assets	-	-	-	-	-	-	-	10	10
Machinery and equipment	-	-	-	-	-	-	-	10	10
Other machinery and equipment	-	-	-	-	-	-	-	10	10
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	2 269	-	285	2 554	2 387	167	93.5%	2 215	1 911

**(MP: OFFICE OF THE PREMIER)
VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2016**

DIRECT CHARGE: STATUTORY APPROPRIATION									
2015/16									
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	-	-	-	-	-	-	-	2 083	2 082
Compensation of employees	-	-	-	-	-	-	-	2 083	2 082
Salaries and Wages	-	-	-	-	-	-	-	1 809	1 775
Social Contributions	-	-	-	-	-	-	-	274	307
Total	-	-	-	-	-	-	-	2 083	2 082

(MP: OFFICE OF THE PREMIER)
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2016

1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A-H) to the Annual Financial Statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

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

4.1 Per programme	Final Appropriation	Actual Expenditure	Variance R'000	Variance as a % of Final Appropriation
Administration	124 284	124 043	241	0.19%
Institutional Development	85 458	84 968	490	0.56%
Policy and Governance	57 216	52 691	4 525	7.91%
4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
Current payments				
Compensation of employees	122 795	122 680	115	0.09%
Goods and services	124 507	115 947	5 092	4.09%
Transfers and subsidies				
Provinces and municipalities	13	13	-	0.00%
Households	10 698	10 678	20	0.19%
Payments for capital assets				
Machinery and equipment	7 140	7 111	29	0.32%
Software and other intangible assets	5 261	5 261	0	0.00%
Payments for financial assets	12	12	-	0.00%

The variance of R5 256 million can be attributed to the slow implementation of the Command Centre and non-achievement of planned targets such as SMS summit and ICT Indaba

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VOTE 1
STATEMENT TO FINANCIAL PERFORMANCE
for the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
REVENUE			
Annual appropriation	<u>1</u>	266 958	214 737
Statutory appropriation	<u>2</u>	-	2 083
Departmental revenue	<u>3</u>	175	841
Transfers received Donations		691	-
TOTAL REVENUE		267 824	217 661
EXPENDITURE			
Current expenditure			
Compensation of employees	<u>4</u>	122 680	118 236
Goods and services	<u>5</u>	115 947	83 140
Interest and rent on land	<u>6</u>	-	892
Total current expenditure		238 627	202 268
Transfers and subsidies			
Transfers and subsidies	<u>8</u>	10 691	8 516
Donations		691	-
Total transfers and subsidies		11 382	8 516
Expenditure for capital assets			
Tangible assets	<u>9</u>	7 111	802
Intangible assets	<u>26</u>	5 261	-
Total expenditure for capital assets		12 372	802
Payments for financial assets	<u>7</u>	12	-
TOTAL EXPENDITURE		262 393	211 586
SURPLUS/(DEFICIT) FOR THE YEAR		5 431	6 075
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		5 256	5 234
Annual appropriation		5 256	5 234
Departmental revenue and NRF Receipts	<u>13</u>	175	841
SURPLUS/(DEFICIT) FOR THE YEAR		5 431	6 075

(MP: OFFICE OF THE PREMIER)
VOTE 1
STATEMENT TO FINANCIAL POSITION
for the year ended 31 March 2016

	<i>Note</i>	2015/16 R'000	2014/15 R'000
ASSETS			
Current assets		5 797	5 982
Cash and cash equivalents	<u>10</u>	4 592	5 842
Receivables	<u>11</u>	1 205	140
Non-current assets		84	90
Receivables	<u>11</u>	84	90
TOTAL ASSETS		5 881	6 072
LIABILITIES			
Current liabilities		5 881	6 072
Voted funds to be surrendered to the Revenue Fund	<u>12</u>	5 256	5 234
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	<u>13</u>	91	147
Payables	<u>14</u>	534	691
Non-current liabilities			
TOTAL LIABILITIES		5 881	6 072
NET ASSETS		-	-

(MP: OFFICE OF THE PREMIER)
VOTE 1
CASH FLOW STATEMENT
for the year ended 31 March 2016

	<i>Note</i>	2015/16 R'000	2014/16 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		268 277	217 595
Annual appropriated funds received	<i>1.1</i>	266 958	214 737
Statutory appropriated funds received	<i>2</i>	-	2 083
Departmental revenue received	<i>3</i>	249	400
Interest received	<i>3.2</i>	379	375
Transfers received Donations		691	-
Net (increase)/decrease in working capital		(1 216)	607
Surrendered to Revenue Fund		(6 251)	(1 071)
Current payments		(238 627)	(201 376)
Interest paid	<i>6</i>	-	(892)
Payments for financial assets		(12)	-
Transfers and subsidies paid		(11 382)	(8 516)
Net cash flow available from operating activities	<i>15</i>	10 789	6 347
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	<i>9</i>	(12 372)	(802)
Proceeds from sale of capital assets	<i>3.3</i>	333	66
Net cash flows from investing activities		(12 039)	(736)
Net increase/(decrease) in cash and cash equivalents		(1 250)	5 611
Cash and cash equivalents at beginning of period		5 842	231
Cash and cash equivalents at end of period	<i>10</i>	4 592	5 842

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VOTE 1
ACCOUNTING POLICIES
for the year ended 31 March 2016

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	<p>Basis of preparation</p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard.</p>
2	<p>Going concern</p> <p>The financial statements have been prepared on a going concern basis.</p>
3	<p>Presentation currency</p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.</p>
4	<p>Rounding</p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
5	<p>Foreign currency translation</p> <p>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.</p>
6	<p>Comparative information</p>
6.1	<p>Prior period comparative information</p> <p>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.</p>

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VOTE 1
ACCOUNTING POLICIES
for the year ended 31 March 2016

6.2	<p>Current year comparison with budget</p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>
7	<p>Revenue</p>
7.1	<p>Appropriated funds</p> <p>Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).</p> <p>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.</p> <p>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.</p>
7.2	<p>Departmental revenue</p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
7.3	<p>Accrued departmental revenue</p> <p>Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> • 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. <p>The accrued revenue is measured at the fair value of the consideration receivable.</p> <p>Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.</p>
8	<p>Expenditure</p>
8.1	<p>Compensation of employees</p>
8.1.1	<p>Salaries and wages</p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
8.1.2	<p>Social contributions</p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>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.</p>

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VOTE 1
ACCOUNTING POLICIES
for the year ended 31 March 2016

8.2	<p>Other expenditure</p> <p>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.</p>
8.3	<p>Accrued expenditure payable</p> <p>Accrued expenditure payable is recorded in the notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department or in the case of transfers and subsidies when they are due and payable.</p> <p>Accrued expenditure payable is measured at cost.</p>
8.4	<p>Leases</p>
8.4.1	<p>Operating leases</p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>
8.4.2	<p>Finance leases</p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> • cost, being the fair value of the asset; or • the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.
9	<p>Aid Assistance</p>
9.1	<p>Aid assistance received</p> <p>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.</p> <p>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.</p>
9.2	<p>Aid assistance paid</p> <p>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.</p>

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ACCOUNTING POLICIES
for the year ended 31 March 2016**

10	<p>Cash and cash equivalents</p> <p>Cash and cash equivalents are stated at cost in the statement of financial position.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>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.</p>
11	<p>Prepayments and advances</p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p> <p><Indicate when prepayments are expensed and under what circumstances.></p>
12	<p>Loans and receivables</p> <p>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.</p>
13	<p>Investments</p> <p>Investments are recognised in the statement of financial position at cost.</p>
14	<p>Financial assets</p>
14.1	<p>Financial assets (not covered elsewhere)</p> <p>A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial.</p> <p>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.</p>
14.2	<p>Impairment of financial assets</p> <p>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.</p>
15	<p>Payables</p> <p>Loans and payables are recognised in the statement of financial position at cost.</p>
16	<p>Capital Assets</p>

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ACCOUNTING POLICIES
for the year ended 31 March 2016

16.1	<p>Immovable capital assets</p> <p>Immovable capital assets are initially recorded in the notes to the financial statements at cost. Immovable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.</p> <p>Where the cost of immovable capital assets cannot be determined reliably, the immovable capital assets are measured at R1 unless the fair value of the asset has been reliably estimated, in which case the fair value is used.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Immovable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the immovable asset is recorded by another department in which case the completed project costs are transferred to that department.</p>
16.2	<p>Movable capital assets</p> <p>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.</p> <p>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.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Biological assets are subsequently carried at fair value</p> <p>Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the movable asset is recorded by another department/entity in which case the completed project costs are transferred to that department.</p>
16.3	<p>Intangible assets</p> <p>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.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>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.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department/entity in which case the completed project costs are transferred to that department.</p>
17	<p>Provisions and Contingents</p>

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VOTE 1
ACCOUNTING POLICIES
for the year ended 31 March 2016

17.1	<p>Provisions</p> <p>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.</p>
17.2	<p>Contingent liabilities</p> <p>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.</p>
17.3	<p>Contingent assets</p> <p>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.</p>
17.4	<p>Commitments</p> <p>Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.</p>
18	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:</p> <ul style="list-style-type: none"> • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p>
19	<p>Fruitless and wasteful expenditure</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.</p> <p>Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.</p> <p>Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>

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ACCOUNTING POLICIES
for the year ended 31 March 2016

20	<p>Irregular expenditure</p> <p>Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.</p> <p>Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.</p> <p>Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
21	<p>Changes in accounting policies, accounting estimates and errors</p> <p>Changes in accounting policies that are effected by management have been applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>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.</p>
22	<p>Events after the reporting date</p> <p>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.</p>
23	<p>Principal-Agent arrangements</p> <p>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.</p>
24	<p>Departures from the MCS requirements</p> <p>[Insert information on the following: that management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the Standard except that it has departed from a particular requirement to achieve fair presentation; and the requirement from which the department has departed, the nature of the departure and the reason for departure.]</p>

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VOTE 1
ACCOUNTING POLICIES
for the year ended 31 March 2016

25	<p>Capitalisation reserve</p> <p>The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.</p>
26	<p>Recoverable revenue</p> <p>Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
27	<p>Related party transactions</p> <p>A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions within the Minister's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.</p> <p>Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.</p>
28	<p>Inventories (<i>Effective from 1 April 2017</i>)</p> <p>At the date of acquisition, inventories are recorded at cost price in the notes to the financial statements</p> <p>Where inventories are acquired as part of a non-exchange transaction, the cost of inventory is its fair value at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or the lower of cost and current replacement value.</p>

(MP: OFFICE OF THE PREMIER)
VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2016

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:

	2015/16			2014/15	
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	124 284	124 284	-	97 497	97 497
Institutional Development	85 458	85 458	-	74 688	74 688
Policy and Governance	57 216	57 216	-	42 552	42 552
Total	266 958	266 958	-	214 737	214 737

2. Statutory Appropriation

	2015/16 R'000	2014/15 R'000
Statutory Appropriation	-	-
Total	-	2 083
Actual Statutory Appropriation received	-	2 083

3. Departmental revenue

	Note	2015/16 R'000	2014/15 R'000
Sales of goods and services other than capital assets	3.1	185	208
Interest, dividends and rent on land	3.2	379	375
Sales of capital assets	3.3	333	66
Transactions in financial assets and liabilities	3.4	64	167
Donations	3.5	-	25
Total revenue collected		961	841
Less: Own revenue included in appropriation		786	-
Departmental revenue collected		175	841

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VOTE 1
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2016

3.1 Sales of goods and services other than capital assets

	<i>Note</i>	2015/16	2014/15
	3	R'000	R'000
Sales of goods and services produced by the department		185	208
Sales by market establishment		185	208
Total		185	208

3.2 Interest, dividends and rent on land

	<i>Note</i>	2015/16	2014/15
	3	R'000	R'000
Interest		379	375
Total		379	375

3.3 Sale of capital assets

	<i>Note</i>	2015/16	2014/15
	3	R'000	R'000
Tangible assets		333	66
Machinery and equipment	24	333	66
Total		333	66

3.4 Transactions in financial assets and liabilities

	<i>Note</i>	2015/16	2014/15
	3	R'000	R'000
Receivables		-	12
Other Receipts including Recoverable Revenue		64	155
Total		64	167

3.5 Donations

	<i>Note</i>	2015/16	2014/15
	3	R'000	R'000
Transfer received		-	25
Total		-	25

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4. Compensation of employees**4.1 Salaries and wages**

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Basic salary		81 905	79 789
Performance award		2 309	1 102
Service Based		158	357
Compensative/circumstantial		2 856	3 045
Other non-pensionable allowances		19 716	19 315
Total		106 944	103 608

Other non-pensionable allowances comprises of Capital remuneration, Housing allowances and Service Bonus.

4.2 Social contributions

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Employer contributions			
Pension		10 851	10 463
Medical		4 867	4 148
Bargaining council		18	17
Total		15 736	14 628
Total compensation of employees		122 680	118 236
Average number of employees		246	260

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5. Goods and services

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Administrative fees		2 411	1 788
Advertising		5 257	1 876
Minor assets	5.1	111	139
Catering		1 866	7 156
Communication		3 359	3 687
Computer services	5.2	1 260	915
Consultants: Business and advisory services		58 291	28 435
Legal services		345	2 001
Contractors		161	438
Audit cost – external	5.3	3 916	3 781
Fleet services		2 480	2 170
Consumables	5.4	2 475	2 611
Operating leases		604	90
Property payments	5.5	5 274	3 766
Rental and hiring		121	215
Transport provided as part of the departmental activities		1 924	2 632
Travel and subsistence	5.6	17 598	13 573
Venues and facilities		6 944	6 387
Training and development		706	684
Other operating expenditure	5.7.	844	796
Total		115 947	83 140

5.1 Minor assets

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Tangible assets		111	139
Machinery and equipment		111	139
Total		111	139

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5.2 Computer services

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
SITA computer services		492	536
External computer service providers		768	379
Total		1 260	915

5.3 Audit cost – External

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
Regularity audits		3 916	3 781
Total		3 916	3 781

5.4 Consumables

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
Consumable supplies		607	885
Uniform and clothing		402	49
Household supplies		167	603
Building material and supplies		-	58
Communication accessories		-	1
IT consumables		22	-
Other consumables		16	174
Stationery, printing and office supplies		1 875	1 726
Total		2 475	2 611

Other consumables comprises of gifts and award.

5.5 Property payments

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
Municipal services		4 945	3 495
Other		329	271
Total		5 274	3 766

Other property payment comprises of cleaning services

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5.6 Travel and subsistence

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
Local		16 839	13 086
Foreign		759	487
Total		17 598	13 573

5.7 Other operating expenditure

	<i>Note</i>	2015/16	2014/15
	5	R'000	R'000
Professional bodies, membership and subscription fees		43	137
Resettlement costs		38	39
Other		763	620
Total		844	796

Other operating expenditure comprises of the following: a) Laundry services b) Courier and delivery services c) Printing and Publication d) Life Insurance

6. Interest and rent on land

	<i>Note</i>	2015/16	2014/15
	6	R'000	R'000
Interest paid		-	892
Total		-	892

7. Payments for financial assets

	<i>Note</i>	2015/16	2014/15
	7	R'000	R'000
Debts written off		12	-
Total		12	-

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7.1 Debts written off

	<i>Note</i>	2015/16	2014/15
	7	R'000	R'000
Nature of debts written off			
(Group major categories, but list material items: debts written off relating to irregular expenditure, recoverable expenditure and other debts must be listed here)			
Irregular expenditure written off		-	-
Total		-	-
Recoverable revenue written off		-	-
Total			
Other debt written off		12	-
Total		12	-
Total debt written off		12	-

8. Transfers and subsidies

		2015/16	2014/15
		R'000	R'000
	<i>Note</i>		
Departmental agencies and accounts	<i>Annex 1B</i>	13	388
Households	<i>Annex 1G</i>	11 369	8 128
Total		11 382	8 516

9. Expenditure for capital assets

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Tangible assets			
Machinery and Equipment	9	7 111	802
			802
			-
Intangible assets		5 261	-
Software		5 261	-
Total		12 372	802

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9.1 Analysis of funds utilised to acquire capital assets – 2015/16

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets	12 372	-	8 904
Machinery and equipment	12 372	-	8 904
Total	12 372	-	8 904

9.2 Analysis of funds utilised to acquire capital assets – 2014/15

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets	802	-	802
Machinery and equipment	802	-	802
Total	802	-	802

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10. Cash and cash equivalents

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Consolidated Paymaster General Account		4 592	5 842
Total		4 592	5 842

11. Receivables

		2015/16			2014/15		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	<i>Note 11.1</i>	1 013	-	1 013	-	-	-
Recoverable expenditure	<i>11.2</i>	180	-	180	-	72	72
Staff debt	<i>11.3</i>	12	12	24	140	18	158
Other debtors	<i>11.4</i>	-	72	72	-	-	-
Total		1 205	84	1 289	140	90	230

11.1 Claims recoverable

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Provincial departments	<i>11 and Annex 4</i>	1 013	-
Total		1 013	-

11.2 Recoverable expenditure (disallowance accounts)

(Group major categories, but list material items)	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Sal income tax	<i>11</i>	176	-
Sal Medical Aid		4	-
Other debtors		-	72
Total		180	72

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11.3 Staff debt

(Group major categories, but list material items)	<i>Note</i>	2015/16	2014/15
	<i>11</i>	R'000	R'000
Employees		5	52
Ex-Employees		19	106
Total		24	158

11.4 Other debtors

(Group major categories, but list material items)	<i>Note</i>	2015/16	2014/15
	<i>11</i>	R'000	R'000
RA Moss		70	-
WM Theys		2	-
Total		72	-

12. Voted funds to be surrendered to the Revenue Fund

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Opening balance		5 234	319
Prior period error	<i>12</i>	-	-
As restated		5 234	319
Transfer from statement of financial performance (as restated)		5 256	5 234
Add Unauthorised Expenditure for current year			
Paid during the year		(5 234)	(319)
Closing balance		5 256	5 234

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12.1 Prior period error

	<i>Note</i>	2015/16 R'000
Nature of prior period error		
Relating to 2015/16 <i>[affecting the opening balance]</i>		(691)
Transfer from the statement of financial performance		
Relating to 2014/15		
Total prior period errors		(691)

13. Departmental revenue and NRF Receipts to be surrendered to the**Revenue Fund**

	<i>Note</i>	2015/16 R'000	2014/15 R'000
Opening balance		147	58
Prior period error		-	-
As restated		147	58
Transfer from Statement of Financial Performance (as restated)		175	841
Own revenue included in appropriation		786	-
Paid during the year		(1 017)	(752)
Closing balance		91	147

14. Payables – current

	<i>Note</i>	2015/16 R'000	2014/15 R'000
Clearing accounts	14.1	5	-
Other payables	14.2	529	691
Total		534	691

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14.1 Clearing accounts

	<i>Note</i>	2015/16	2014/15
	<i>14</i>	R'000	R'000
Description			
SAL: Bargaining Council		5	-
Total		5	-

14.2 Other payables

	<i>Note</i>	2015/16	2014/15
	<i>14</i>	R'000	R'000
Description			
Capital contribution Other government units (amount of money still to be surrendered).		529	691
Total		529	691

15. Net cash flow available from operating activities

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Net surplus/(deficit) as per Statement of Financial Performance		5 431	6 075
Add back non cash/cash movements not deemed operating activities		(5 358)	272
(Increase)/decrease in receivables – current		(1 059)	190
Increase/(decrease) in payables – current		(157)	417
Proceeds from sale of capital assets		(333)	(66)
Expenditure on capital assets		12 372	802
Surrenders to Revenue Fund		(6 251)	(1 071)
Own revenue included in the appropriation		786	-
Net cash flow generated by operating activities		10 789	6 347

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16. Reconciliation of cash and cash equivalents for cash flow purposes

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Consolidated Paymaster General account		4 592	5 842
Total		4 592	5 842

17. Contingent liabilities and contingent assets**17.1 Contingent liabilities**

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Liable to			
Nature			
Claims against the department	<i>Annex 3B</i>	17 551	17 912
Intergovernmental payables (unconfirmed balances)	<i>Annex 5</i>	193	448
Total		17 744	18 360

Timing and amounts of outflow cannot be reasonably estimated as these are legal matters

The possibility of reimbursement will only be known with certainty at the conclusion of the case.

17.2 Contingent assets

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Nature of contingent asset			
Maureen Sithole		2 388	2 388
Total		2 388	2 388

The court ruling was in favour of Maureen Sithole for an amount of R2 387 573.2 but the Office of the Premier has launched an appeal against that ruling to the value of the disclosed amount.

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18. Commitments

<i>Note</i>	2015/16	2014/15
	R'000	R'000
Current expenditure		
Approved and contracted	25 719	58 669
Approved but not yet contracted	-	-
	<u>25 719</u>	<u>58 669</u>

Total Commitments**19. Accruals and payables not recognised****19.1 Accruals**

	2015/16	2014/15
	R'000	R'000

Listed by economic classification

	30 Days	30+ Days	Total	Total
Goods and services	4462	-	4 462	7 669
Capital Assets	764		764	
Total	<u>5 226</u>	<u>-</u>	<u>5 226</u>	<u>7 669</u>

<i>Note</i>	2015/16	2014/15
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Listed by programme level

	R'000	R'000
Goods and services- Administration	3 256	5 357
Goods and services-Institutional Development	1 675	1 595
Goods and services- Policy and administration	295	717
Total	<u>5 226</u>	<u>7 669</u>

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20. Confirmed balances

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
<i>Included in the above totals are the following:</i>			
Confirmed balances with other departments	<i>Annex 5</i>	73	446
Total		73	446

21. Employee benefits

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Leave entitlement		5 902	5 845
Service bonus (Thirteenth cheque)		3 033	2 984
Performance awards		2 277	1 051
Capped leave commitments		6 723	7 628
Other		316	71
Total		18 251	17 579

Accruals comprises of leave entitlement and service bonus

Provision comprises of performance awards, capped leave commitments and long term service awards.

Other comprises of long term service awards to be paid in the financial year 2016/17.

The non-current portion benefit could not be reliable estimate by management because of high level of uncertainty and the complexity of the calculation.

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22 Lease commitments**22.1 Operating leases expenditure**

2015/16	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	454	454
Later than 1 year and not later than 5 years	-	-	-	491	491
Total lease commitments	-	-	-	945	945

23 Irregular expenditure**23.1 Reconciliation of irregular expenditure**

	<i>Note</i>	2015/16 R'000	2014/15 R'000
Opening balance		92 700	68 377
Prior period error		-	-
As restated		92 700	68 377
Add: Irregular expenditure – relating to current year		54 690	24 323
Closing balance		147 390	92 700

Analysis of awaiting condonation per age classification

Current year	54 690	24 323
Prior years	92 700	68 377
Total	147 390	92 700

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23.2 Details of irregular expenditure – current year

Incident	Disciplinary steps taken/ criminal proceedings	2015/16 R'000
Non-compliance with Supply Chain Management policies	Under investigation	3 500
Non-compliance with Supply Chain policies	Under investigation	6 498
Non-compliance with Supply Chain policies	Under investigation	4 470
Non-compliance with Supply Chain policies	Under investigation	27 102
Non-compliance with Supply Chain policies	Under investigation	1 719
Non compliance with Supply Chain Management policies-under Investigation		3 800
Blue Flame		974
Travel Today		11
Vakasha Travel		4 203
Lowvelder		29
Thamini		269
Mpho Stationery		30
Neo De Bravo		200
Juta		12
Benea Technologies		73
Uxhumano Communications		165
Adiomart		133
		464
Deviations below R500 000		1038
Deviations above R500 000		
Total		54 690

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24. Fruitless and wasteful expenditure**24.1 Reconciliation of fruitless and wasteful expenditure**

	<i>Note</i>	2015/16	2014/15
		R'000	R'000
Opening balance		-	-
Prior period error		-	-
As restated		-	-
Fruitless and wasteful expenditure – relating to current year		5 083	-
Closing balance		5 083	-

Analysis of awaiting condonation per age classification

Current year	5 083	-
Prior years	-	-
Total	5 083	-

Details of fruitless and wasteful expenditure – current year

Incident	Disciplinary steps taken/criminal proceedings	2015/16
		R'000
Amount charged for services not received		3 824
Proof of additional work not provided		965
Constructed work not supported		294
Total		5083

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25. Related Party Relationships

List related party relationships

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

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

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

Department of Human Settlements;

Department of Culture, Sports & Recreation;

Department of Community Safety, Security and Liaison; and

Department of Cooperative Governance and Traditional Affairs

The Department was responsible for funding the operations of the shared services, however, the services were provided free of charge to the above mentioned cluster departments.

The Office receives IT services from the Department of Finance free of charge.

26. Key management personnel

	No. of Individuals	2015/16 R'000	2014/15 R'000
Political office bearers (provide detail below)	1	2 173	2 082
Officials:			
Level 15 to 16	5	7 332	6 731
Level 14 (incl. CFO if at a lower level)	10	8 287	8 172
Family members of key management personnel	1	236	159
Total		18 028	17 144

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27. Movable Tangible Capital Assets**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	32 336	-	8 102	2 618	37 583
Transport assets	11 622	(237)	-	1 709	9 676
Computer equipment	11 349	-	2 282	870	12 761
Furniture and office equipment	5 262	-	5 603	-	10 865
Other machinery and equipment	4 103	-	217	39	4 281
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	32 336	-	8 102	2 618	37 583

27.1 Additions**ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	7 111	-	-	991	8 102
Computer equipment	1 518	-	-	764	2 282
Furniture and office equipment	5 550	-	-	53	5 603
Other machinery and equipment	43	-	-	174	217
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	7 111	-	-	991	8 102

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27.2 Disposals**DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	1 709	909	2 618	333
Transport assets	1 709	-	1 709	333
Computer equipment	-	870	870	-
Other machinery and equipment	-	39	39	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	1 709	909	2 618	333

27.3. Movement for 2014/15**MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015**

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	32 009	(105)	792	360	32 336
Transport assets	11 901	-	-	279	11 622
Computer equipment	10 962	8	460	81	11 349
Furniture and office equipment	5 089	(70)	243	-	5 262
Other machinery and equipment	4 057	(43)	89	-	4 103
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	32 009	(105)	792	360	32 336

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27.3.1 Prior period error

Note

2015/16
R'000**Nature of prior period error**Relating to 2015/16 *[affecting the opening balance]*

Computer Equipment	8
Furniture and Office Equipment	(70)
Other machinery and equipment	(43)
Relating to 2014/15	□

Total prior period errors(105)

<i>Machinery and Equipment was understated in the prior year</i>
--

27.4 Minor assets**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2016**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	2	-	5 720	-	5 722
Value adjustments	-	-	-	-	-	-
Additions	-	-	-	216	-	216
Disposals	-	-	-	86	-	86
TOTAL MINOR ASSETS	-	2	-	5 850	-	5 852

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	4 988	-	4 988
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4 988	-	4 988

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MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2015

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	2	-	5 571	-	5 573
Prior period error				25		25
Additions	-	-	-	139	-	139
Disposals	-	-	-	15	-	15
TOTAL MINOR ASSETS	-	2	-	5 720	-	5 722

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets						
Number of minor assets at cost	-	-	-	4 778	-	4 778
TOTAL NO OF MINOR ASSETS	-	-	-	4 778	-	4 778

27.4.1 Prior period error*Note***2015/16
R'000****Nature of prior period error**Relating to 2015/16 *[affecting the opening balance]*

Machinery and Equipment

25

Relating to 2014/15

Total prior period errors**25***Machinery and Equipment was understated in the prior year*

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27.4.2 Movable assets written off**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2016**

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	995	-	995
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	995	-	995

28. Intangible Capital Assets**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	110	-	5 261	-	5 371
TOTAL INTANGIBLE CAPITAL ASSETS	110	-	5 261	-	5 371

28.1 Additions**ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Cash R'000	Non-Cash R'000	(Develop- ment work in progress – current costs) R'000	Received current year, not paid (Paid current year, received prior year) R'000	Total R'000
SOFTWARE	5 261	-	-	-	5 261
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	5 261	-	-	-	5 261

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28.2 Movement for 2014/15**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015**

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	110	-	-	-	110
TOTAL INTANGIBLE CAPITAL ASSETS	110	-	-	-	110

29. Prior period errors

	<i>Note</i>	2015/16
		R'000
Expenditure:		
Transfers and Subsidies		
Higher Education Institutions		(6 646)
House Holds		6 646
Net effect		-

Bursaries for non-employees was erroneously included under higher Education Institution in the prior year instead of Households

	<i>Note</i>	2015/16
		R'000
Assets:		
Movable Tangible Asset		(105)
Minor Assets		25
Net effect		(80)

Movable tangible asset was overstated by R105 000 because of an error in the prior period between the Asset Register and the AFS.

Minor asset were understated by R25 000 because of an error in the prior period between the Asset register and the AFS.

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	<i>Note</i>	2015/16
		R'000
Liabilities:		
<i>Voted funds to be surrendered</i>	-	(691)
Net effect	-	<u>(691)</u>

Voted funds to be surrendered in the previous year was overstated by R691 000 as a result of miscalculations in the trial balance.

	<i>Note</i>	2015/16
		R'000
Disclosure (Annexure)		
Contingent Liabilities		<u>(294)</u>
Net effect		<u>(294)</u>

The prior year closing balance for Contingent liabilities was overstated by 294 because of prior payment that was not recognised.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1B**STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2014/15
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers	-	-	-	-	-	-	-
Skills Development Levy	-	-	-	-	-	-	378
Department of Safety and Security	13	-	-	13	13	100%	10
TOTAL	13	-	-	13	13	-	388

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ANNEXURE 1G**STATEMENT OF TRANSFERS TO HOUSEHOLDS**

	TRANSFER ALLOCATION				EXPENDITURE		2014/15
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
Injury on duty	20	-	-	20	19	95%	23
Leave Gratuity	3 506	-	-	3 506	3 487	99%	1 346
Gifts and donations-Bags	-	-	-	-	-	-	113
Bursaries-Non Employees	7 863		-	7 863	7 863	100%	6 005
TOTAL	11 389	-	-	11 389	11 369	-	7 487

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ANNEXURE 1H**STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED**

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2015/16	2014/15
		R'000	R'000
Received in cash			
Standard Bank (SMS SUMMIT)		-	25
Various Donors		691	
Subtotal		-	25
TOTAL		691	25

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ANNEXURE 1J**STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE**

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2015/16	2014/15
	R'000	R'000
Made in kind		
Bags	-	113
TOTAL	-	113

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ANNEXURE 3B STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2016

Nature of Liability	Opening Balance	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance
	1 April 2015				31 March 2016
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Standard Bank	2 111	-	-	-	2 111
Sithole Computers	2 595	-	-	-	2 595
Imvuno Trading	470	-	-	-	470
Valozone 268 cc	67	-	67	-	-
Markohill Media	22	-	-	-	22
Riena Charles	12 353	-	-	-	12 353
TOTAL	17 618	-	67	-	17 551

Prior year figure for Standard Bank was overstated by R389 000

Prior year figure for Sithole Computers was understated by R95 000

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ANNEXURE 4**CLAIMS RECOVERABLE**

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2015/16	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015	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								
Department of agriculture , Rural Development and Land Administration	-	-	-	106	-	106	-	-
Department of Sports Arts and Culture	-	-	-	209	-	209	-	-
Department of Cooperative Governance and Traditional Affairs	-	-	-	15	-	15	-	-
Department of Health	274	-	-	-	274	-	-	-
Department of Public Works and Transport	4	-	-	-	4	-	-	-
Department of Economic Development	48	-	-	-	48	-	-	-
TOTAL	326	-	-	330	326	330	-	-

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ANNEXURE 5**INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2015/16 *	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000

DEPARTMENTS**Current**

Department of Justice and Constitutional Development	-	16	193	191	193	207	-	-
Department of Education	73	418	-	171	73	589	-	-
National Department of Health	-	12	-	86	-	98	-	-
TOTAL INTERGOVERNMENTAL	73	446	193	448	266	894	-	-

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