



ANNUAL REPORT 2015 | 2016



planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PLANNING, MONITORING AND EVALUATION

(Vote 8)

ANNUAL REPORT

For the Period 1 April 2015 to
31 March 2016

| | PAGE NO. |
|--|-----------------|
| PART A: GENERAL INFORMATION | 2 |
| 1. DEPARTMENT GENERAL INFORMATION | 3 |
| 2. LIST OF ABBREVIATIONS/ACRONYMS | 4 |
| 3. FOREWORD BY THE MINISTER | 5 |
| 4. DEPUTY MINISTER STATEMENT | 7 |
| 5. REPORT OF THE ACCOUNTING OFFICER | 9 |
| 6. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT | 13 |
| 7. STRATEGIC OVERVIEW | 14 |
| 7.1 Vision | 14 |
| 7.2 Mission | 14 |
| 7.3 Values | 14 |
| 8. LEGISLATIVE AND OTHER MANDATES | 15 |
| 9. ORGANISATIONAL STRUCTURE | 16 |
| 10. ENTITIES REPORTING TO THE MINISTER/MEC | 16 |
| PART B: PERFORMANCE INFORMATION | 18 |
| 1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES | 19 |
| 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE | 19 |
| 2.1 Service Delivery Environment | 19 |
| 2.2 Service Delivery Improvement Plan | 19 |
| 2.3 Organisational environment | 22 |
| 2.4 Key policy developments and legislative changes | 22 |
| 3. STRATEGIC OUTCOME ORIENTED GOALS | 22 |
| 4. PERFORMANCE INFORMATION BY PROGRAMME | 22 |
| PART C: GOVERNANCE | 60 |
| PART D: HUMAN RESOURCE MANAGEMENT | 66 |
| 1. INTRODUCTION | 68 |
| 2. OVERVIEW OF HUMAN RESOURCES | 68 |
| 3. HR OVERSIGHT STATISTICS | 70 |
| PART E: FINANCIAL INFORMATION | 95 |

PART A



GENERAL INFORMATION

I. DEPARTMENT GENERAL INFORMATION

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Government Avenue
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0001

| | |
|--|---|
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| Mr Clement Madale Head of the Office of the DG | Tel: 012 312 0011 e-mail: clement@dpme.gov.za |
| Mr Thulani Masilela Deputy Director-General (Acting): OME | Tel: 012 312 0100 e-mail: thulani@dpme.gov.za |
| Dr Ntsiki Tshayingca-Mashiya Deputy Director-General: IPME | Tel: 012 312 0202 e-mail: ntsiki@dpme.gov.za |
| Mr Pieter Pretorius Chief Financial Officer | Tel: 012 312 0400 e-mail: pieter@dpme.gov.za |
| Ms Kelebogile Thulare Chief Information Officer | Tel: 012 312 0500 e-mail: kelebogile@dpme.gov.za |
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| Dr Bernice Hlagala Director: Youth Desk | Tel: 012 312 0280 e-mail: bernice@dpme.gov.za |

| | |
|------------------------|--|
| WEBSITE ADDRESS | www.dpme.gov.za |
|------------------------|--|

2. LIST OF ABBREVIATIONS/ACRONYMS

| | |
|------------------|---|
| AGSA | Auditor-General South Africa |
| APP | Annual Performance Plan |
| BBBEE | Broad Based Black Economic Empowerment |
| CFO | Chief Financial Officer |
| DIRCO | Department of International Relations and Cooperation |
| DPME | Department of Planning, Monitoring and Evaluation |
| DPSA | Department of Public Service and Administration |
| EU | European Union |
| FOSAD | Forum of South African Directors General |
| GIS | Geographic Information System |
| GWM&E | Government Wide Monitoring and Evaluation |
| HOD | Head of Department |
| HSRC | Human Sciences Research Council |
| IPM&E | Institutional Performance Monitoring and Evaluation |
| MAT | Municipal Assessment Tool |
| MEC | Member of Executive Council |
| MPAT | Management Performance Assessment Tool |
| MTEF | Medium Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| OME | Outcomes Monitoring and Evaluation |
| OPSC | Office of the Public Service Commission |
| PCC | President's Coordinating Council |
| PFMA | Public Finance Management Act |
| PoA | Programme of Action |
| PPP | Public Private Partnership |
| PPPFA | Preferential Procurement Policy Framework Act |
| SAMEA | South African Monitoring and Evaluation Association |
| SASSA | South African Social Security Agency |
| SCM | Supply Chain Management |
| SDIP | Service Delivery Improvement Plan |
| SITA | State Information Technology Agency |
| SMME | Small Medium and Micro Enterprises |
| TR | Treasury Regulations |
| NPC | National Planning Commission |
| NYDA | National Youth Development Agency |

3. FOREWORD BY THE MINISTER



"We have also made progress in improving planning and implementation of policies and programmes. We successfully launched Operation Phakisa in the Ocean Economy as well as in the health sector for the Ideal Clinic."

Mr. Jeff Radebe (MP)

*Minister: Department of Planning,
Monitoring and Evaluation*

I am pleased to present the Annual Report for the financial year 2015/16 for the Department of Planning, Monitoring and Evaluation (DPME). The Annual Report reflects the work that was started in 2009 to improve government's planning capacity, monitoring the implementation of government plans and programmes, and evaluating the impact of government programmes in fighting inequality, poverty and joblessness.

To advance our planning and implementation capacity, in September 2015, we appointed new commissioners to serve on the National Planning Commission for a period of five years following the successful conclusion of the term of office of the first group of commissioners. The mandate of the Commission is:

- (a) to promote and advance the implementation of the National Development Plan (NDP) across different sectors of society;
- (b) undertake detailed planning in a selected number of sectors;
- (c) conduct regular engagements with various sectors of society on all matters pertaining to the long-term development of the country;
- (d) facilitate stakeholder engagements aimed at forging a social compact towards more effective implementation of the NDP;
- (e) take a cross-cutting view, undertake research into long-term trends, analyse implementation of short- to medium-term plans; and
- (f) contribute to the development of international partnerships and networks on national planning.

The main focus of the planning, monitoring and evaluations programmes is to implement the NDP through the Medium Term Strategic Framework (MTSF) 2014-2019.

This entails:

- (a) establishing robust systems, policy and legislative frameworks and processes for planning and monitoring in government as a whole;
- (b) developing requisite institutional capacity for planning and implementing government plans and programmes;
- (c) supporting the development of evidence-based policies and plans that draw on monitoring and evaluation and other data sources;
- (d) ensuring that planning sets the priorities that inform the allocation of resources and
- (e) influencing the planning philosophy of the country, in all spheres.

The Department made progress in implementing the different elements of planning, monitoring and evaluation. In the planning side, the Department has:

- (a) completed a research project in collaboration with the University of the Witwatersrand (Wits) and 10 young researchers focusing on urban innovation. The research results will be published in an edited volume in the course of 2016/17;
- (b) concluded with the study of investigating the feasibility and modalities for a national minimum wage policy.
- (c) continued with the National Income Dynamic Study (NIDS) whose results of the fourth survey will be released in the second half of 2016/17. The NIDS enables us to get a better understanding of the changing income dynamics in our society. It answers the questions related to who is getting ahead and who is falling behind, thus enabling a better targeted policy. The study is continuing and the fifth survey of the study will get underway in the course of the financial year 2016/17;
- (d) the Department is working with the Department of Water and Sanitation (DWS) to develop an integrated water plan as mandated by Cabinet. We aim to finalise the plan in the course of 2016/17;
- (e) the Department has started engagements with the Departments of Rural Development and Land Reform and Cooperative Governance to relocate the spatial planning and land use management functions

The Operation Phakisa initiative which focuses government programmes towards results, is continuing to add value in our planning and monitoring approaches. Substantial progress is being made through the methodology in regard to South Africa's ocean economy, and the Health, Education and Mining sectors.

On the evaluations programme, four provincial departments have developed provincial evaluation plans. Six evaluation reports were produced and eight evaluation improvement plans were developed with the aim of improving programme performance during the 2015/16 financial year.

Our programme of monitoring management practices across the whole of government, using the Local Government Management Improvement Model (LGMIM) and Management Practices Assessment Tool (MPAT) suggests that there is organisational learning, and that many departments find value in the self-assessment methods. The LGMIM programme has enrolled 30 municipalities across six provinces in the past financial year. Similarly, MPAT secured 100% participation (155 national and provincial departments) on the assessment of management practices.

Despite the achievements reported in this Annual Report, DPME still has a lot to do to improve the performance of government as a whole, and to ensure that government plans and programmes respond to the NDP priorities, and that their implementation is closely monitored and evaluated. To this end, DPME has embarked on a strategy review process that also involves the creation of requisite capacity to carry out its work.

I take this opportunity to thank the former Acting Director-General Ms Nolwazi Gasa, the acting Director-General Mr Tshediso Matona, my office, senior management and all officials for their support and in making it possible for the Department to work.



Mr. Jeff Radebe (MP)

*Minister: Department of Planning,
Monitoring and Evaluation*

Date: 25 August 2016

4. DEPUTY MINISTER STATEMENT



"The analysis of the results of the follow-up visits shows that in over 65% of the cases, facilities managers have acted on the recommendations for improvements"

Mr. Buti Manamela (MP)

*Deputy Minister: Department of
Planning, Monitoring and Evaluation*

In financial year 2015/2016, the National Youth Policy 2020 (NYP 2020) built on the five key pillars of the enabling economic participation and transformation; facilitating education, skills development and second chances; health care and combating substance abuse; facilitating nation building and social cohesion, and optimising the youth development machinery was approved by Cabinet.

The policy is being implemented and monitored at the highest level of government. In June 2015, the President established the Presidential Working Group on Youth comprising of Deputy Ministers to monitor and drive the implementation of the NYP 2020. Work streams, comprising of business, civil society, and government departments were set up in each of the five priority areas. These partners act as catalysts in ensuring that the NYP 2020 is implemented and monitored. Implementation is gaining momentum and indeed every sector of society is beginning to understand that youth development is everyone's business. Progress on the five pillars is as follow:

- (a) On education, skills development and second chances: A sector plan for the introduction of second chance programmes for all learners that have not succeeded in Matric or Grade 12 is being implemented; a policy to ensure that there is articulation between schools, community colleges, TVET colleges and universities is being finalised in the 2016/17 financial year. Since the inception of the National Skills Accord in 2011, State Owned Enterprises have collectively trained young people in various scarce and critical skills.
- (b) On economic participation: Since the advent of the Youth Employment Accord, employment of young people in agriculture increased to 418 360, increase in employment of young people in construction is 158 000 and government has employed an additional 126 000.
- (c) Health care and combating substance abuse: The building of substance abuse treatment centres is ongoing with funds availed to ensure that each province has a treatment centre. Seven centres are operational and two centres in the Northern Cape and Free State will be complemented in next two years. The Drug Master Plan is being reviewed to ensure consistency in policy approach to substance abuse and funding being sourced for research to ensure that the war on drugs is informed by evidence.
- (d) Nation building and social cohesion: Initiatives are to be implemented to foster nation building and social cohesion through the National Youth Service Programme. We intend to work towards enrolling one million young people in the National Youth Service Programme by 2020. Through this initiative, we hope that the youth will discover their common humanity. They will use their energy to build our nation and provide valuable services to communities.
- (e) National Youth Service Programme: A draft National Youth Service Programme framework has been developed and a process of nation-wide consultation on the draft framework will be rolled out during 2016. We hope to submit the framework to Cabinet for approval during 2016.

DPME implements programmes to assess the experience of citizens with service delivery, such as, the Presidential Hotline, unannounced visits and citizen-based monitoring.

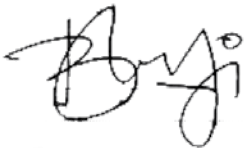
The Presidential Hotline provides a channel for citizens to seek redress when service delivery fails. The Hotline logs an average of 2 000 cases per month. The cumulative resolution rate for Hotline cases stands at 98%.

Our work demands that we are visible in service delivery sites, beyond interacting with departments to monitor their plans and programmes. In the past year, we assessed over 100 facilities and conducted improvement monitoring in 120 facilities.

These unannounced visits also help to highlight various institutional challenges, and enable DPME to advise the relevant departments on measures to be taken to remedy the situation.

In the previous financial year, we completed a two-year action learning process to develop a citizen-based monitoring method. We have published a toolkit for citizen-based monitoring and we will be supporting government departments to implement this method, which puts the citizen experience at the centre of service delivery.

I want to thank the Minister, staff in my office and departmental management for their support in making a success out of our efforts.



Mr. Buti Manamela (MP)

*Deputy Minister: Department of
Planning, Monitoring and Evaluation*

Date: 25 August 2016

5. REPORT OF THE ACCOUNTING OFFICER



"The national macro organization of the state that took place after the general elections in May 2014 has resulted in the merging of the National Planning Secretariat and the Department of Performance Monitoring and Evaluation. These changes resulted in the development of a new Strategic Plan and Annual Performance Plan of the new Department of Planning, Monitoring and Evaluation."

Mr. Tshediso Matona
Acting Director-General: Department
of Planning, Monitoring and
Evaluation

5.1 Overview of the operations of the Department

The Annual Report is an account of the financial and service delivery performance of DPME as outlined in the Annual Performance Plan (APP) for 2015/16. Over and above its APP targets, DPME embarked on a strategy review process out of the recognition that to be effective, planning, monitoring and evaluation needs to be periodically reviewed. The strategy review process is at an advanced stage and DPME plans to start implementing the revised strategy in the 2016/17 financial year onward.

DPME will continuously assess the relevance of its work and the service delivery environment to enhance its impact in monitoring the implementation of the NDP through the MTEF. The Department is also continuously seeking creative ways to do more with limited resources against competing demands. DPME strives to continuously improve the performance and developmental impact of the state on citizens. To achieve this, will require:

- Improved policy coherence and direction
- Seamless and mutually reinforcing planning, monitoring and evaluation systems and practices that clearly spell out the outcomes and targets to be achieved, accountability for the achievement of the targets, rigorous monitoring of progress and evaluation of the impacts
- Effective mechanisms and an enabling environment for coordinated action, collaboration and partnering across departments and with agents outside of government

DPME seeks to contribute to this capacity through the development of planning and monitoring frameworks, systems and capacity development initiatives.

In the financial year 2015/16, DPME was able to achieve an aggregated 80% of its targets. and 99.3% of budget spent We are looking forward to improve on this performance in 2016/17.

5.2 Overview of the financial results of the Department

5.2.1 Departmental receipts

The Department does not provide services for which fees are charged. The Department received R417 000 for recovery of prior year expenditure and administrative revenue for staff parking and the staff bus, interest earned, commission on garnishee orders and the sale of assets.

5.2.2 Programme Expenditure

| 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 | 111 872 | 111 872 | - | 85 851 | 80 915 | 4 936 |
| Outcomes Monitoring & Evaluation | 90 087 | 89 560 | 527 | 89 343 | 83 950 | 5 393 |
| Institutional Performance Monitoring & Evaluation | 60 626 | 60 626 | - | 63 466 | 62 311 | 1 155 |
| National Planning | 75 632 | 70 736 | 4 896 | 81 872 | 68 661 | 13 211 |
| National Youth Development Agency | 415 983 | 415 983 | - | 413 310 | 413 310 | - |
| TOTAL | 754 200 | 748 777 | 5 423 | 733 842 | 709 147 | 24 695 |

The Department spent 99.3% of its allocated budget. Under-expenditure on compensation of employees was primarily due to normal turnover in staff. Under-expenditure in Programme 4: National Planning was due to the end of term of the National Planning Commission in May 2015 and the appointment of the new Commission in September 2015.

5.2.3 Virements/rollovers

No rollovers were approved for the 2014/15 financial year. Net virement of R6.565 million from Programme 4 and R2.237 million from Programme 2 was utilised for Information Communication Technology (ICT) equipment and computer services in Programme 1 (R7.687 million), travel expenses in Programme 3 (R195,000) and sponsorship of the Commonwealth Youth Conference in Programme 5 (R920,000).

5.3 Unauthorised, irregular and fruitless and wasteful expenditure

The Department has effective measures in place to prevent and detect irregular, fruitless and wasteful expenditure.

- During the year under review, the Department incurred R330,000 in fruitless and wasteful expenditure due to cancellations of travel arrangements. Several cases, including one case of R258, 000 is still under investigation
- Irregular expenditure amounted to R146,000 of which R120,000 was condoned. Irregular expenditure was incurred due to officials failing to comply with procurement procedures
- The Department did not incur any unauthorised expenditure



Detailed information on irregular, fruitless and wasteful expenditure is available under Part E: Financial Information disclosure notes to the annual financial statements 2015/16 notes 22 and 23.

5.4 Future plans of the Department

The Department management team under the guidance of the Minister and Deputy Minister identified the need for the Department to shift its focus from an 'arm's length' planning, monitoring and evaluation role to a more 'hands-on' role, given the need to accelerate the implementation of government's apex priorities as espoused in the NDP and to closely monitor the delivery processes. In the guidance that the Minister provided for the strategy review process, he highlighted the following as key areas of focus for DPME going forward:

- Expand on the ground monitoring, intelligence and visibility at service delivery points
- Factoring youth development into the work of the Department as a special constituency because of its increased alienation and marginalisation. This is a top priority for the country to benefit from the demographic dividend of a youthful population
- Monitoring and reporting on the 30 day payment commitment
- Reforming the mining sector
- Ensuring sector plans for strategic sectors are developed and implemented
- Monitoring the performance and effectiveness of Development Finance Institutions and State Owned Enterprises in directing their resources towards the country's development goals and objectives
- Alignment of the National budget to key priorities

Further, the discussions identified as a core problem that despite major investments in services and infrastructure, government is not achieving the desired impact on its citizens. The major challenge in the delivery value chain is that there are duplications, inefficiencies and gaps in services delivered to the citizens.

5.5 Public Private Partnerships

The Department did not enter into or participate in any PPP contracts for the period under review.

5.6 Discontinued activities/activities to be discontinued

The Department did not discontinue any of its activities during the 2015/16 financial year.

5.7 New or proposed activities

The key activities to address the challenges identified in the next five years are as follows:

- Promote the use of evidence in policy making and design of government programmes. There is insufficient use of evidence to inform policy and planning, and thus departmental plans and policies are weak and not likely to achieve the intended outcomes
- Improve planning, monitoring and evaluation. Poor planning, monitoring and evaluation affects the design of what government does, and its ability to learn and improve
- Improve the planning and alignment of government programmes. The degree to which the NDP and MTSF are directing government's work is inadequate
- Improve policy coherence. Fragmentation in policies and implementation across government and thus the need to further strengthen implementation of the Socio-Economic Impact Assessment
- Develop and implement an approach to proactively identify service delivery bottlenecks and proactively tackle them. Problems are not resolved quickly to improve delivery.

- Increase communication of the NDP and MTSF. There is insufficient communication of the NDP and MTSF as guiding frameworks intended to focus government's work
- Improve resource allocation for priority government programmes. Resource allocation is not sufficiently aligned to the NDP/MTSF, and with fiscal constraints we are not sufficiently focusing our resources hence the need to focus in this area in a more co-ordinated and concerted manner
- Co-ordinate and play a secretarial role for the assessment of Directors-General (DGs) and Heads of Departments (HoDs)

5.8 Supply chain management

No unsolicited bid proposals were concluded by the Department. The Departmental Supply Chain Management (SCM) system has matured significantly since 2011 and the Department continues to improve its policies and internal controls to prevent and detect irregular and fruitless and wasteful expenditure. The SCM unit currently does not experience any significant challenges but will require additional capacity if the Department continues to grow.

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

Gifts and donations received from non-related parties are disclosed in the Annexures to Part E: Financial Information.

5.10 Exemptions and deviations received from the National Treasury

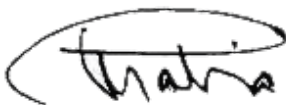
The Department did not request any exemption from the PFMA/Treasury Regulations or from financial reporting requirements during the financial year.

5.11 Events after the reporting date

None

5.12 Conclusion

The Department acknowledges the contributions of Ms Nolwazi Gasa who was the Acting Director-General in the first half of the year. I wish to express my heartfelt appreciation to the Minister and the Deputy Minister for their strategic leadership and guidance at all times and for ensuring that the Department gives effect to the work that the Office of the President has mandated us with. I take this opportunity to say thank you to the DPME team for their contribution to the success of the Department.



Mr Tshediso Matona

Acting Director-General

Date: 22 August 2016

6. 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.

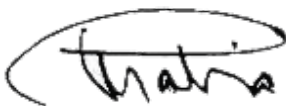
The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

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 Department for the financial year ended 31 March 2016.

Yours faithfully



Mr Tshediso Matona

Acting Director-General

Date: 22 August 2016

7. STRATEGIC OVERVIEW

7.1 Vision

Improved government outcomes and impact on society

7.2 Mission

To facilitate, influence and support effective planning, monitoring and evaluation of government programmes aimed at improving service delivery, outcomes and impact on society

7.3 Values

A learning organisation

Our values are inspired by our desire to be a learning organisation. We value innovation, partnerships and feedback. We do not do the same things over and over when they are clearly not working

Our staff

We value our employees and therefore we strive to create an environment that allows them to grow and to be innovative. We will create an environment that enables our staff to:

- Act with integrity
- Practice Ubuntu
- Respect self and others

Our customers

We shall at all times be exemplary in all respects. This includes being people-centred and service-oriented.

Our performance culture

Our performance culture is influenced by our commitment to:

- be outcome oriented
- pursue progressive and quality management practices in order to achieve value for money, efficiency and effectiveness
- produce quality outputs
- be compliant with prescripts
- pay attention to the basics, such as:
 - not being late for meetings
 - running meetings efficiently
 - responding to e-mails, phone messages and all other requests timeously
- be accountable and transparent



8. LEGISLATIVE AND OTHER MANDATES

There was no change in the mandate for the current reporting cycle. The mandate of the Department of Planning, Monitoring and Evaluation is derived from section 85(2) (b-c) of the Constitution of the Republic of South Africa, which states that:

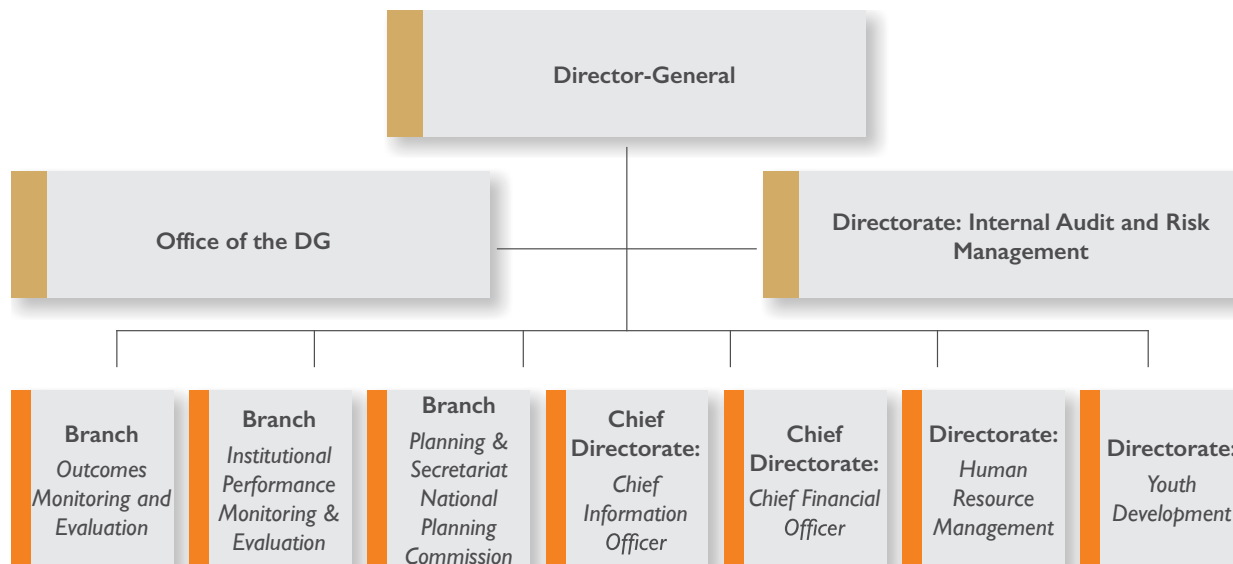
“The President exercises Executive Authority, together with other members of Cabinet, by

- (a) Implementing national legislation.*
- (b) Developing and implementing national policy.*
- (c) Co-ordinating the functions of state departments and administrations.*
- (d) Preparing and initiating legislation.*
- (e) Performing any other executive function provided for in the Constitution or in national legislation.”*

This has been given concrete expression by the President in his 2010 and 2011 State of the Nation Addresses as well as various Cabinet decisions; and by the “Policy Framework on Performance Monitoring and Evaluation - Our Approach” document and the “Revised Green Paper: National Planning Commission”, which were tabled in Parliament.

DPME has also been delegated the function of regulating Strategic Plans and Annual Performance Plans by the National Treasury in line with Treasury Regulation and the PFMA.

9. ORGANISATIONAL STRUCTURE



10. ENTITIES REPORTING TO THE MINISTER

The table below indicates the entities, in addition to the Presidency, that reported to the Minister during the financial year under consideration. The Office of the Minister and Deputy Minister were transferred from the Presidency to DPME in July 2015.

Related party transactions are included in the disclosure notes to the Annual Financial Statements (Part E).

| NAME OF ENTITY | LEGISLATIVE MANDATE | FINANCIAL RELATIONSHIP | NATURE OF OPERATIONS |
|--|--|------------------------|--|
| National Youth Development Agency (NYDA) | NYDA Act | Transfer payments | Support youth empowerment |
| Statistics South Africa | Statistics Act, 1999 (Act No. 6 of 1999) | None | The purpose of this Act is to advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics |



1959
1945

WITTE WERKERS
EN SWARTE WERKERS
WIE LIDERS WER
SUIDAFRIKAANSE
NATIONALE FRONT
DIE WITTE WERKERS
EN SWARTE WERKERS
DIE WITTE WERKERS
EN SWARTE WERKERS
DIE WITTE WERKERS
EN SWARTE WERKERS

PART B





PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs certain audit procedures on the performance information to provide 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 pages 96-98 of the Report of the Auditor-General of South Africa, in Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The overarching outcome that DPME must achieve is to improve the performance and developmental impact of the state on citizens. To achieve this, will require:

- Improved policy coherence and direction
- Seamless and mutually reinforcing planning, monitoring and evaluation systems and practices that clearly spell out the outcomes and targets to be achieved, accountability for the achievement of the targets, rigorous monitoring of progress and evaluation of the impacts
- Effective mechanisms and an enabling environment for coordinated action, collaboration and partnering across departments and with agents outside of government

The DPME was able to achieve most its financial and service delivery targets in the period under review. There is an acknowledgment that to achieve its intended impact on the state, more still needs to be done. For this reason, in the period under review, DPME has engaged in a strategy review process to strengthen its capacity and sharpen its strategies for delivering on its mandate.

2.2 Service Delivery Improvement Plan

The service delivery improvement plan for DPME is work in progress. This requires an injection of financial resources to increase its capacity over the next three years. The Department has completed a service delivery improvement plan based on the current operations. The identified improvement areas have been incorporated into the APP targets for the reporting period under review. The tables below highlight the service delivery plan and the achievements to date.

Main services and standards

| PROGRAMME | OUTCOMES MONITORING AND EVALUATION | | | |
|--|---|---|--|--------------------|
| Main services | Beneficiaries | Current/actual standard of service | Desired standard of service | Actual achievement |
| Briefing notes on other departments' Cabinet memos | President Deputy President Ministers Secretariat of Cabinet | All briefing notes are submitted 1 day (Monday) before cabinet committee meeting | Maintain the standard | Standard met |
| DPME Cabinet memos | Ministers and Cabinet | Cabinet memos are submitted 7 days before cabinet committee meetings | Maintain the standard | Standard met |
| Briefing notes for Presidential visits | President Deputy President Ministers | Briefing notes are compiled within 30 days before visit | Maintain the standard | Standard met |
| Programme | Public Sector Oversight | | | |
| Presidential Hotline cases | All complainants President Deputy President Ministers FOSAD Manco | Complaints received are acknowledged within 5 days of receipt in the majority of cases Preliminary investigations of complaints are conducted within 7 days and referred to relevant department or institution | Complaints received are acknowledged within 5 days of receipt Preliminary investigations of complaints are conducted within 7 days and referred to relevant department or institution | Achieved |
| Strategic plan analysis | All national departments | Reports on compliance of strategic plans with delivery agreements are submitted to the relevant department within 22 days after submission by the relevant department | Maintain the standard | Standard met |
| MPAT assessments | All national and provincial departments President Deputy President Ministers Secretariat of Cabinet | | | 100% |



| PROGRAMME | OUTCOMES MONITORING AND EVALUATION | | | |
|--|--|---|---|----------|
| Programme | M&E Systems Coordination and Support | | | |
| Well-functioning Data forums and M&E forums | All outcomes co-ordinating departments | Data forums are convened on a quarterly basis for 10 Outcomes | Data forums are convened on a quarterly basis for 10 Outcomes | Achieved |
| Well-functioning M&E for provincial and national departments | National and provincial departments | M&E forums for national and provincial departments convened quarterly | M&E forums for national and provincial departments convened quarterly | Achieved |

Batho Pele arrangements with beneficiaries (Consultation and access)

| CURRENT/ACTUAL ARRANGEMENTS | DESIRED ARRANGEMENTS | ACTUAL ACHIEVEMENT |
|-----------------------------|--|--------------------|
| DPME website | Site developed and deployed for access by members of the public and client departments | Achieved |
| Presidential Hotline | Members of the public can access us through the Presidential Hotline | Achieved |

Service delivery information tool

| CURRENT/ACTUAL INFORMATION TOOLS | DESIRED INFORMATION TOOLS | ACTUAL ACHIEVEMENT |
|--|--|--------------------|
| Programme of Action | Programme of Action | Achieved |
| Management Performance Assessment Tool | Management Performance Assessment Tool | Achieved |
| Presidential Hotline | Presidential Hotline | Achieved |

Complaints mechanism

| CURRENT/ACTUAL COMPLAINTS MECHANISM | DESIRED COMPLAINTS MECHANISM | ACTUAL ACHIEVEMENT |
|---|---|--------------------|
| Members of the public can access us through the Presidential Hotline by telephone, facsimile, e-mail and written correspondence | Members of the public can access us through the Presidential Hotline by telephone, facsimile, e-mail and written correspondence | Achieved |
| Dedicated e-mail address for compliments/complaints monitored by the Office of the Director-General | Dedicated e-mail address for compliments/complaints monitored by the Office of the Director-General | Achieved |

2.3 Organisational environment

Organisationally, no major changes took place during the reporting period. However, the Department absorbed the Ministry into the organisational structure of the Department. A number of posts were also added in the organisational structure of the Department to create capacity in areas of need. This resulted in the Department missing its targets of a 10% vacancy rate in its establishment.

2.4 Key policy developments and legislative changes

Since the merging of DPME and National Planning Commission Secretariat resulting in the legislation governing both the National Planning Commission (NPC) Secretariat and the DPME, there were no new developments in the legislative area affecting the work of new DPME.

3. STRATEGIC OUTCOME ORIENTED GOALS

There were no changes in the strategic outcome oriented goals during the financial year under review. The key strategic outcome oriented goals of the Department remains "To advance the strategic and developmental agenda of government through monitoring, reporting and recommending corrective measures on the implementation of the NDP and the MTSF targets and evaluating key government programmes". The focus of the Department remains the implementation of the NDP 2030 through the MTSF. To this end, the review of the MTSF chapters to respond to the changing environment, is work in progress.

4. PERFORMANCE INFORMATION BY PROGRAMME

The activities of the Department were organised according to the following programmes for the financial year under review:

Programme 1: Administration

Programme 2: Outcomes Monitoring and Evaluation (OME)

Programme 3: Institutional Performance Monitoring and Evaluation (IPME)

Programme 4: National Planning Commission (NPC)

Programme 5: National Youth Development Programme

4.1 Programme 1: Administration

Purpose of the Programme: The programme is responsible for providing strategic leadership, management, administrative, financial management, human resource and information technology services to enable the Department to achieve its strategic and operational goals.

The programme is made up of the following sub-programmes:



Sub-programmes:

- Departmental Management
- Internal Audit and Risk Management
- Corporate and Financial Services
- Information Technology Support

Strategic objectives, performance indicators, planned targets and actual achievements

The tables below highlight the strategic objectives and performance against outputs, performance indicators and the planned targets to achieve the above strategic oriented goal.

4.1.1 Sub-programme: Departmental Management

| STRATEGIC OBJECTIVE: TO CO-ORDINATE PLANNING, MONITORING AND REPORTING ON THE IMPLEMENTATION OF DEPARTMENTAL PLANS | | | | | | |
|--|----------------------------|---|--|---|---|-----------------------|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| DPME Strategic and Annual Performance Plans | Approved Strategic and APP | Achieved 2014-2019 Strategic Plan and 2015/16 APP developed according to National Treasury guidelines and approved by the Executive Authority and submitted to Parliament on time according to the deadlines set by Parliament | Conduct annual review of Strategic Plans and APP as prescribed by the relevant planning frameworks | Achieved The APP 2016/17 was developed and tabled in line with the planning framework The strategic plan 2015-2020 was reviewed and no changes were made | - | - |

| STRATEGIC OBJECTIVE: TO CO-ORDINATE PLANNING, MONITORING AND REPORTING ON THE IMPLEMENTATION OF DEPARTMENTAL PLANS | | | | | | |
|--|--|--|--|--|--|---|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Progress reports on implementation of plans | Number of quarterly implementation reports | Achieved 4 quarterly progress reports approved by the Executive Authority and submitted to National Treasury within 30 days of the end of the quarter | Quarterly reports submitted to the Executing Authority, National Treasury and DPME within 30 days from the end of the quarter | Achieved 4 quarterly progress reports approved by the Executive Authority and submitted to National Treasury within 30 days from the end of each the quarter | - | - |
| Annual Report | Audited Annual Report | Achieved Audited Annual Report approved and submitted to National Treasury and Parliament within stipulated time frames | Produce AR and submit to AGSA for audit and to NT and Parliament by the due dates | Achieved Audited Annual Report 2014/15 was approved and submitted to National Treasury and Parliament within stipulated time frames | - | - |
| Communication plans and reports of public engagement activities | Number of communication plans, reports and stakeholder engagements | Achieved 70% communication activities implemented in the communication plan | Produce a communication plan annually and report on its implementation within 30 days at the end of each quarter of the financial year | Partially Achieved A communication plan with 4 key performance areas was developed but implementation of activities 24 communication activities and events took place during the period under review | Implementation of activities were not based against the approved annual communication plan | The Communication Unit had capacity constraints and it is currently being capitated to function effectively |

4.1.2 Sub-programme: Corporate and Financial Services

| STRATEGIC OBJECTIVE: TO ACHIEVE AN UNQUALIFIED AUDIT OPINION ON FINANCIAL STATEMENTS | | | | | | |
|--|---|---------------------------------------|---|---|---|---|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Financial statements and reports | Monthly and annual financial reports and statements | - | Obtain an unqualified audit opinion and no material findings on financial statements annually | Achieved The Department obtain a clean audit opinion for the 2014/15 Annual Report and no material findings on financial statements | - | - |
| Reports on payment of suppliers | Percentage of invoices paid within 30 days | - | All valid invoices paid within 30 days | Partially Achieved All but 5 invoices were paid within 30 days of receipt of a valid invoice | 5 invoices were not paid within 30 days | The internal control processes were not followed. Disciplinary action was taken against the responsible officials |

4.1.3 Sub-programme: Human Resource management and development

| STRATEGIC OBJECTIVE: TO HIRE, DEVELOP AND RETAIN THE RIGHT PEOPLE IN THE RIGHT POSITIONS FOR THE DEPARTMENT THROUGHOUT THE PLANNING | | | | | | |
|--|---|---|--|---|---|--|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| HR Implementation reports | Average percentage of funded posts in PERSAL which are vacant over a quarter (Vacancy rate) | - | 10% or less on average over the full financial year | Not Achieved 16.7% average over the full financial year achieved (Average number of post filled divided by average number of funded vacancies expressed as a percentage i.e. $(57/341 * 100 = 16.7\%)$) | Target missed by 6.7% | Additional 52 posts were added to the structure, resulting in a total of 341 funded posts which took longer to fill In addition, 30 employees exited the Department during the quarters |
| | Number of interns enrolled on annual basis | - | 5% or more (of the approved funded post establishment) of interns are appointed annually in the Department | Exceeded 9% of interns were appointed against the approved funded post establishment $(26/280 * 100 = 9\%)$ | Target exceeded by 4% | More units required the services of interns than planned to compensate for higher vacancy rate |
| | % of performance agreements and reports submitted on time | Achieved 90% submissions of Performance Agreements, Reviews and Assessments by due dates | Achieve 90% submissions of performance agreements, reviews and assessments by due dates | Exceeded 100% assessment for 2014-15 was achieved 97% $(274/282 * 100 = 97\%)$ of staff submitted their performance agreements for 2015/16 | Assessments to 2014/15 exceeded by 100% Submission of Pas exceeded by 7% | Higher rate of compliance was achieved due to follow-ups with programme heads |



STRATEGIC OBJECTIVE: TO HIRE, DEVELOP AND RETAIN THE RIGHT PEOPLE IN THE RIGHT POSITIONS FOR THE DEPARTMENT THROUGHOUT THE PLANNING

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|---------------------------|---|---------------------------------------|---|---|---|--|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| HR Implementation reports | Percentage targets of workplace skills plan (WSP) achieved | - | WSP approved by the DG by 30 April 2015 Achieve 80% of targets in the WSP by the end of the financial year | Exceeded WSP was approved by the DG by 30 April 2014 196% of targets in the WSP were achieved by the end of the financial year ($314/160 * 100 = 196\%$) | Target exceeded with 116% | More staff attended courses than planned within budget |
| | Percentage of disciplinary cases finalised within the timeframe | - | Resolve all disciplinary cases within 90 days of the cases being initiated | Not Applicable There were no formal disciplinary cases in the financial year under review | - | - |
| | Percentage of Senior Management Services (SMS) members submitting financial disclosures | - | 100% compliance in submission of financial interests by all designated employees within the specified time frames | Achieved 65 of 65 designated employees ($65/65 * 100 = 100\%$) submitted their financial interests within the specified time frame | - | - |

4.1.4 Sub-programme: Information Technology Support

| STRATEGIC OBJECTIVE: TO IMPLEMENT AND REALISE BENEFITS FROM ICT SOLUTIONS IN DOING THE WORK OF THE DEPARTMENT | | | | | | |
|--|---|--|--|--|---|---|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Secure ICT systems and effective infrastructure plan | Percentage achievement of ICT systems standards as stipulated in the standards document | Achieved 85% achievement of ICT systems standards on average, during the course of the financial year | Produce 4 quarterly reports annually indicating 85% achievement of ICT systems standards on average, during the course of the financial year | Exceeded 20 of 23 application ICT systems standards achieved (20/23*100= 87%) | Target exceeded by 2% | More effort was made in meeting the target |
| ICT business applications development, enhancement and maintenance | Percentage of systems availability | Achieved 80% of activities in the plan implemented by the end of the financial year | Achieve an average of 85% systems availability on an annual basis, measured by reports produced quarterly as generated by the system | Exceeded 20 of 21 projects in the Business Application plan were achieved (20/21*100=95%) 17 projects in the Business Application plan and 3 ad-hoc projects were achieved, namely, NPC Website, MPAT toolkit and the Evidence Mapping projects for the Research Unit which gives a total of 20 out of 21 projects, 95% | Target exceeded by 10% | Additional projects added to the Business Application plan due to the urgency |

4.1.5 Sub-programme: Internal Audit and Risk Management

| STRATEGIC OBJECTIVE: TO PROMOTE GOOD CORPORATE GOVERNANCE PRACTICES AND MANAGEMENT | | | | | | |
|--|---|---------------------------------------|--|---|--|--|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Risk plan and quarterly risk management reports | Approved risk plan and risk management reports | - | <p>Conduct annual risk assessment/ review and produce a 3-year rolling strategic risk management plan</p> <p>Produce annual risk implementation plan and quarterly risk implementation reports</p> | <p>Partially Achieved</p> <p>Annual risk assessment conducted</p> <p>Risk report linked to 3 year rolling audit plans which were finalised and approved in June 2015</p> <p>Assessments conducted after due date and only quarter 3 report served in the Risk Management Committee</p> | <p>Risk assessments finalised after due date and only 2 reports served in the Risk and Audit Committee</p> | <p>There were delays in the finalisation of assessments and meetings were cancelled due to competing demands</p> <p>Management has remedied the situation by linking risk management meetings to coincide with executive management meetings</p> |
| Internal audit plan and quarterly monitoring reports | Approved internal audit plan and quarterly monitoring reports | - | <p>Produce a 3-year rolling strategic internal audit plan and submit to the Audit Committee for approval by 30 June 2015</p> <p>Quarterly audit implementation reports approved by the Executing Authority</p> | <p>Achieved</p> <p>3-year rolling strategic plan was approved by the Audit Committee</p> <p>Quarterly implementation reports we submitted to the Audit Committee</p> | - | - |

Strategy to overcome areas of under performance

Most targets in Programme 1 were achieved. Those that were not achieved have most instances been achieved. The DPME is currently engaged in the restructuring exercise and a recruitment plan to reduce the vacancy rate has been developed.

Changes to planned targets

There were no changes to the planned targets during the financial year.

Linking performance with budgets

| PROGRAMME I | 2015/16 | | | 2014/15 | | |
|--------------------------------------|------------------------|-----------------------|---------------------------------|------------------------|-----------------------|-----------------------------|
| | 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 |
| Departmental Management | 8 217 | 8 217 | - | 16 405 | 12 091 | 4 314 |
| Corporate and Financial Services | 38 466 | 38 466 | - | 40 822 | 40 631 | 191 |
| Information Technology Support | 26 006 | 26 006 | - | 25 648 | 25 289 | 359 |
| Internal Auditing | 3 138 | 3 138 | - | 2 976 | 2 904 | 72 |
| Ministerial Support | 36 045 | 36 045 | - | - | - | - |
| TOTAL | 111 872 | 111 872 | - | 85 851 | 80 915 | 4 936 |

4.2 Programme 2: Outcomes Monitoring and Evaluation (OME)

Purpose: Coordination of government's strategic agenda through the development of performance agreements between the President and Ministers, facilitation of the development of plans or delivery agreements for priority outcomes, and monitoring and evaluation of the implementation of the delivery agreements. The programme is made up of the following sub-programmes:

Sub-programmes:

- Programme Management for OME
- Outcomes Support
- Evaluation and Research



Strategic objectives, performance indicators, planned targets and actual achievements

The tables below highlight the strategic objectives and performance against outputs, performance indicators and the planned targets to achieve the above strategic oriented goal.

4.2.1 Sub-programme: Outcomes Support

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|---|---|---|---|
| <ul style="list-style-type: none"> ▪ To pursue the development and advance the agenda of government through outcomes planning, monitoring and reporting ▪ The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the strategic plan and annual performance plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| MTSF and delivery agreements | Number of revised MTSF chapters and/or related delivery agreement | - | MTSF and/or delivery agreements reviewed when necessary | Not Applicable No revisions were required for the 14 chapters for the period under view | All 14 outcomes not revised | Consultations with sector departments are ongoing to review the chapters where required |
| Outcome monitoring reports | Number of outcomes progress report submitted to Cabinet | - | Produce 3 reports per outcome (42 reports) by 31 March 2016 | Achieved 42 outcomes reports were produced and submitted to Cabinet for briefing by 31 March 2016 | - | - |

STRATEGIC OBJECTIVES:

- To pursue the development and advance the agenda of government through outcomes planning, monitoring and reporting
- The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the strategic plan and annual performance plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|--|--|---------------------------------------|---|--|---|---|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Summary outcomes report | Summary outcomes report submitted to Cabinet | - | Produced 1 summary report on the implementation of the outcome (14 reports) by 31 March 2016 | Exceeded 2 summary reports on the implementation of the 14 outcomes produced 1 report was a presentation to July Lekgotla and a narrative report was produced in the 4th quarter by 31 March 2016 | A presentation was produced to report progress on the EXCO Lekgotla | There was a need for a report to be presented to the Lekgotla in July |
| Update Programme of Action (PoA) displaying progress reports against the MTSF targets for the outcomes | Number of outcomes reports displayed to the public on the PoA system | - | 3 reports for each outcome on the PoA system (excluding outcomes for which the reports are classified) by 31 March 2016 | Achieved 3 reports for each outcome on the PoA system were produced by 31 March 2016 | - | - |



STRATEGIC OBJECTIVES:

- To pursue the development and advance the agenda of government through outcomes planning, monitoring and reporting
- The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the strategic plan and annual performance plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|---|--|---------------------------------------|---|--|---|--|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Outcomes data and reporting quality assessment report | Report on outcome data and reporting quality | - | Produce one report on quality assessment of outcomes data and reporting by 31 March 2016 and present to the combined data forum | Not Achieved Report on outcome data and reporting quality was not produced by 31 March 2016 and not presented to the combined data forum | Report not presented to the data forum | Quality assessment report was only presented to the combined data forum in March 2016. The report is scheduled to be presented to OME Branch in April 2016 |
| Development indicators publication | Development indicators publication | - | Development indicators produced and posted on DPME website by 31 March 2016 | Achieved Development indicators 2014 were produced, released in September 2015 and posted on DPME website by 31 March 2016 | - | - |
| Operation Phakisa Labs | Number of reports produced on Operation Phakisa Labs conducted | - | Produce 2 Operation Phakisa Labs reports by 31 March 2016 | Partially Achieved 2 Operation Phakisa Labs Ideal Clinic and ICT in Education reports were produced by 31 March 2016 but not uploaded on the website | Reports not uploaded on the website | There were delays in uploading the reports. Verification of data took longer than expected |

STRATEGIC OBJECTIVES:

- To pursue the development and advance the agenda of government through outcomes planning, monitoring and reporting
- The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the strategic plan and annual performance plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|--------------------------------------|--|---------------------------------------|---|---|---|-----------------------|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Operation Phakisa monitoring reports | Number of Operation Phakisa monitoring reports | - | Produce 2 Operation Phakisa interactive dashboard reports per lab and publish on the Operation Phakisa website by 31 March 2016 | Achieved 2 Operation Phakisa interactive dashboards for the health and ocean labs were produced and published on the Operation Phakisa website by 31 March 2016 | - | - |

4.2.2 Sub-programme: Advisory Services

| STRATEGIC OBJECTIVES: | | | | | | |
|---|---|---|---|---|---|---|
| <ul style="list-style-type: none"> To provide advisory services and support to the executive The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Briefing notes and reports | Percentage of Cabinet memoranda and requests from political principals for specific reports for which briefing notes and reports are prepared | Achieved An average of 85% of briefing notes (182 of 155) on Cabinet memoranda were produced throughout the quarters of the financial year | Provide quality advice to political principals by preparing briefing notes on 75% of Cabinet memoranda and 100% of requests from political principals | Achieved An average of 75% of briefing notes (139 of 185) on Cabinet memoranda were produced throughout the quarters of the financial year 100% (3 of 3) briefings for which requests were made were prepared for Eersterus, Bushbuckridge and Nelson Mandela Bay to advise political principals | - | - |
| | Percentage of Presidency executive monitoring visits for which briefing notes and reports are prepared and submitted to the executive | - | Produce an average of 80% of briefing notes on executive visits throughout the quarters of the financial year | Exceeded An average of 93% (27 of 29) briefing notes on executive visits were produced throughout the quarters of the financial year | Target exceeded by 13% | More requests required briefing notes were received and had to be complied with No cancellation of the visits for which briefing notes were required |

STRATEGIC OBJECTIVES:

- To provide advisory services and support to the executive
- The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|----------------------------|---|---------------------------------------|---|--|---|---|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Briefing notes and reports | Number of briefing notes on mining towns and labour sending areas | - | Produce 3 briefing notes on the status of mining towns and labour sending areas | <p>Partially Achieved</p> <p>3 briefing notes on the status of mining towns and labour sending areas were produced</p> <p>2 briefing notes were produced and submitted to Minister and one was sent to the DG</p> | 1 | Briefing sent to DG for discussion with Minister and therefore no evidence of submission to Minister was kept |

4.2.3 Sub-programme: Local Government Performance Assessment

| STRATEGIC OBJECTIVES: TO PROVIDE SUPPORT TO IMPROVE PERFORMANCE OF LOCAL GOVERNMENT | | | | | | |
|--|---|--|--|---|---|---|
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Local Government Management Improvement Model (LGMIM) and Assessment Tool | Approved LGMIM | Achieved LGMIM was approved by the DG by end July 2014 | LGMIM updated and approved by the DG by end September 2016 | Achieved LGMIM combined standards were approved. The target to be met by end of September 2016 | - | - |
| Assessment of the quality of management practices in municipalities | Number of LGMIM scorecards completed by the end of the financial year | Achieved 29 LGMIM scorecards were produced by the end of the financial year | 25 | Exceeded 30 LGMIM scorecards were produced by the end of the financial year | Target exceeded by 5 scorecards | More municipalities participated than anticipated |
| LGMIM report | Number of LGMIM reports presented to Outcome 9 Implementation Forum | Achieved 1 LGMIM progress report produced and submitted to Outcome 9 Implementation Forum by end March 2015 | Produce and submit 1 LGMIM report by 31 July 2016 | Achieved The LGMIM report for 2014/15 was produced and submitted to the Secretariat of the Outcome 9 Implementation Forum on 3 March 2016. The report could, however, not be presented at the Outcome 9 Implementation Forum but instead served at the Inter-Ministerial Task Team on Service Delivery on 29 March 2016 | - | - |

4.2.4 Sub-programme: Social Economic Impact Assessment System (SEIAS)

| STRATEGIC OBJECTIVES: | | | | | | |
|--|--|---------------------------------------|--|--|--|---|
| <ul style="list-style-type: none"> To support the Cabinet Office and other departments to implement the Social Economic Impact Assessment System (SEIAS) | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Annual report on extent to which major new laws and regulations underwent SEIAS, learning from the process, and where necessary, modified | SEIAS Annual Report approved by the DG | - | Produce Annual Report showing support for 80% requested impact assessments | Partially Achieved Annual Report produced showing 85% achievement against the targets (99/117*100=85%) | The report was not approved by the DG as per the target. The target was exceeded by 5% | The report was discussed with DG but there was an oversight for seeking his sign-off on the report SEIAS is a new system which required the unit to be extensively involved. More efforts were placed in ensuring that all departments were responded to |

4.2.5 Sub-programme: Evaluation and Research

| STRATEGIC OBJECTIVE: | | | | | | |
|--|--|---------------------------------------|---|---|--|---|
| ▪ To conduct evaluations and research aimed at improving the performance of government programmes | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Evaluation plans, reports and improvement plans | National Evaluation Plan approved by Cabinet | - | 2016/17 National Evaluation Plan approved by Cabinet by March 2016 | Not Achieved National Evaluation Plan was not approved by Cabinet | National Evaluation Plan was not approved by Cabinet | The National Evaluation Plan was ready to be tabled at the Cabinet Committee meeting in March 2016, however; the new date for tabling will be provided by Cabinet |
| | Number of provinces with provincial evaluation plans | - | 7 provincial evaluation plans covering 2016/-17 were approved by the DG OtP or EXCO by March 2016 | Partially Achieved 2 evaluation plans covering 2016/17 were approved by DG OtP or EXCO by March 2016 for the Eastern Cape and Limpopo KZN has an approved draft of an evaluation plan | 4 provinces do not have approved evaluation plans | Some provinces evaluation plan are still work-in-progress A concept document was produced for the Eastern Cape; the evaluation plan is not yet compiled or produced KZN has an approved draft evaluation plan |

STRATEGIC OBJECTIVE:

- To conduct evaluations and research aimed at improving the performance of government programmes

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|---|--|---------------------------------------|----------------------------------|--|--|---|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Evaluation plans, reports and improvement plans | Number of evaluation reports approved by the Evaluation Steering Committee | - | 8 | Partially achieved 4 evaluation reports were approved (MAFISA, AVAWC, SHP, and FLBP were approved by the Steering Committee) | The mining sector and CWP improvement plans were produced but not approved by the Steering Committee | Consultation took longer than anticipated |
| | Number of improvement plans produced | - | 8 | Achieved 8 improvement plans were produced | - | - |
| Research reports | Number of research assignments completed | - | 2 research assignments completed | Achieved 2 research assignments were completed | - | - |

Strategy to overcome areas of under-performance

Most targets which were reported as not achieved or partially achieved have either been achieved or in the process of being finalised. Some targets are due to the fact that there was an oversight in keeping records of steps taken and therefore they are only technically categorised as partially achieved. However, the Department has embarked on a strategy review process to increase its capacity to respond.

Changes to planned targets

There were no changes to the planned targets during the financial year.

Linking performance with budgets

| PROGRAMME 2 | 2015/16 | | | 2014/15 | | |
|------------------------------------|------------------------|-----------------------|---------------------------------|------------------------|-----------------------|---------------------------------|
| | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Programme Management for OME | 2 390 | 2 390 | - | 3 182 | 3 182 | - |
| Outcomes Support | 64 228 | 63 701 | 527 | 63 788 | 58 630 | 5 158 |
| Evaluation and Research | 23 469 | 23 469 | - | 22 373 | 22 138 | 235 |
| TOTAL | 90 087 | 89 560 | 527 | 89 343 | 83 950 | 5 393 |

4.3 Programme 3: Institutional Performance Monitoring and Evaluation (IPM&E)

Purpose: To coordinate and support an integrated government-wide performance monitoring and evaluation system through policy development and capacity building. In addition, the purpose is to improve data access, data coverage, data quality and data analysis across government. The programme is arranged according to the following sub-programmes:

Sub-programmes:

- Management Performance Monitoring and Support
- Presidential Frontline Service Delivery Performance Monitoring Support
- M&E policy and capacity building

Strategic objectives, performance indicators, planned targets and actual achievements

The tables below highlight the strategic objectives and performance against outputs, performance indicators and the planned targets to achieve the above strategic oriented goal.

4.3.1 Sub-programme: Management Performance Monitoring and Support

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|---|---|---|---|
| ▪ To monitor the level of compliance by government departments with management practices | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Management Performance Assessment Tool (MPAT) | Updated MPAT standards | - | MPAT updated and approved by the DG and launch by the end of August 2015 | Achieved MPAT 1.5 standards were reviewed and approved by the Acting DG on 12 June 2015 and launched on 3 August 2015 | - | - |
| Signed off MPAT assessments scores | Percentage of national and provincial departments whose HoDs have signed off their MPAT assessments on the MPAT system by the stipulated due date | - | 90% of departments complete MPAT and have them signed off by their HoDs by 31 October | Exceeded 155 of 155 national and provincial departments (155/155*100=100%) completed MPAT assessment and signed off their HoDs by 31 October 2015 | The target exceeded by 10% | The Offices of the Premier were capacitated to enable successful rollout provincially |



STRATEGIC OBJECTIVES:

- **To monitor the level of compliance by government departments with management practices**

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|--------------------------|---|---------------------------------------|---|--|--|--|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Consolidated MPAT report | Consolidate MPAT report indicating percentage of national and provincial departments that achieve at least level 3 within 50% of the MPAT standards for each year of assessment (end September of each year) submitted to Cabinet | - | MPAT report submitted to Cabinet by end June 2015 | Partially Achieved MPAT report was submitted on 24 August 2015 and was served in Cabinet on 1 September 2015 | Submission of the MPAT report was done in July and not in June | There were no cluster meetings in June, cluster meetings were held in July, after the cluster meetings, parliament was on recess, hence, there were no Cabinet/ Cabinet committees, until after the Cabinet Lekgotla in August |

STRATEGIC OBJECTIVES:

- **To monitor the level of compliance by government departments with management practices**

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|---|---|---------------------------------------|---|---|---|---|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| MPAT good practice case studies | Number of good practice case studies | - | 8 case studies on good practice departments by end June 2015 | Partially Achieved 6 case studies on good practice departments were produced by June 2015 | The target was missed by 2 case studies | Only 6 sessions out of the 8 were held. The two remaining sessions were going to be part of the capacity development for the HoD Performance Management and Development System (PMDS) workshops (for provincial and national) and due to the delay in the approval of the new PMDS Policy for HoDs, these 2 workshops did not materialise |
| Forum of South African Directors General (FOSAD) monitoring reports | Number of monitoring reports submitted to FOSAD Secretariat | - | 3 monitoring reports were submitted to FOSAD Secretariat 3 times a year | Achieved 3 monitoring reports were submitted to FOSAD Secretariat in the financial year | - | - |

4.3.2 Sub-programme: Presidential Frontline Service Delivery Performance Monitoring Support

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|--|---|---|---|
| ▪ To monitor the quality of services provided by government to citizen at institution and facility levels | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Frontline Service Delivery Monitoring (FSDM) | Revised FSDM set of programmes, implementation tools and guidelines | - | Revised FSDM programme: Operational Guide Framework placed on the DPME website by 31 March 2016 | Achieved Operational Guide Framework developed and published on the DPME website by 31 March 2016 | - | - |
| | Number of new facilities monitored, resulting in a site monitoring report | - | 90 new facilities monitored and passed quality assurance with site monitoring reports captured on the M-drive by 31 March 2016 | Exceeded 97 new facilities were monitored and passed quality assurance and site monitoring reports for these facilities were captured on the M-drive by 31 March 2016 | Target exceeded by 7 | Provinces requested additional facilities to be monitored and this contributed to the achieved 97 instead of the planned 90 |
| | Number of facilities for which improvements monitoring was conducted | - | 120 | Achieved 120 facilities for which improvements monitoring was conducted | - | - |

STRATEGIC OBJECTIVES:

- To monitor the quality of services provided by government to citizen at institution and facility levels

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|--|---|---------------------------------------|--|---|---|--|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Frontline Service Delivery Monitoring (FSDM) | Percentage of facilities that show improvement for which improvements monitoring have been done | - | 70% of service delivery facilities for which improvements monitoring has been done, have an improvement in facility average score | <p>Partially Achieved</p> <p>59% of facilities show improvement as reflected in the preliminary Annual Report ($71/120 \times 100 = 59\%$)</p> <p>Of the 120 facilities monitored for improvement, 59% (71) of the facilities have improved, 39%(47) have regressed and 2%(2) have not changed</p> | Targeted performance less by 11% | This outcome does not only depend on the FSDM programme but facilities management in implementing the improvement plans. DPME does not have direct control over this |
| Frontline Service Delivery Monitoring (FSDM) | FSDM findings reports | - | <p>FSDM national overview report submitted to Cabinet by end of June of 2015, covering the visits from the previous year</p> <p>FSDM findings mid-year report for each year's visits produced and distributed to 9 provinces and 8 departments by 30 November 2015</p> | <p>Partially Achieved</p> <p>FSDM national overview report was submitted through the Cabinet cluster system on 21 May 2016 and served in Cabinet meeting on 1 September 2015</p> <p>FSDM findings mid-year reports for each year's visits were produced and distributed to 8 provinces and 8 departments by 30 November 2015</p> | Eastern Cape omitted from the mailing list | Findings related to the Eastern Cape were discussed with the province but they were omitted from the mailing list |

4.3.3 Sub-programme: Presidential Hotline

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|---|---|---|-----------------------|
| ▪ Increased responsiveness of public servants and accountability to citizens | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Presidential Hotline case resolution reports | Number of Presidential Hotline case resolution reports submitted to G&A Cluster and the President's Coordinating Council (PCC) | - | Produce and submit Hotline performance reports : 2 to G&A Cluster and 1 PCC | Achieved Two Hotline performance reports produced and submitted to G&A Cluster and One hotline report was produced and submitted to the PCC | - | - |
| Presidential Hotline case studies | Number of Presidential Hotline case studies produced | - | Produce 4 case studies by end of financial year | Achieved 4 case studies were produced by end of financial year | - | - |
| Case resolution satisfaction based on surveys | Number of customer satisfaction reports produced indicating percentage of respondents who log queries at the Presidential Hotline and rate the satisfaction | - | Produce customer satisfaction survey reports by end of each quarter | Achieved 4 customer satisfaction survey reports were produced by end of each quarter of the financial year | - | - |

4.3.4 Sub-programme: Citizen-Based Monitoring

| STRATEGIC OBJECTIVES: | | | | | | |
|--|--|---------------------------------------|---|---|---|---------------------------------------|
| ▪ To promote active citizenry and leadership | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Increased utilisation and impact of routine citizen feedback mechanisms at facility-level | Number of facilities where citizen-based monitoring (CBM) is implemented | - | CBM implemented in 10 new facilities per annum and reports produced for each of the sites | Exceeded Achieved The CBM was implemented in 16 new facilities and reports produced for each of the sites | CBM was implemented in 6 additional facilities | More facilities enrolled than planned |
| | Number of CBM knowledge sharing events | - | 2 CBM learning events convened Evaluation of CBM programme completed | Achieved 2 CBM learning events were convened in September 2015 and February 2016 on the draft implementation evaluation report Evaluation of the CBM programme was completed | - | - |

4.3.5 Sub-programme: M&E policy and capacity building

| STRATEGIC OBJECTIVES: | | | | | | |
|---|---|---------------------------------------|--|---|---|---|
| <ul style="list-style-type: none"> To lead PM&E capacity development and knowledge management initiatives and to facilitate better use of PM&E knowledge across government | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Integrated PM&E capacity development strategy and implementation | Approved integrated PM&E capacity development strategy and implementation plan | - | Revised planning and M&E capacity development strategy and implementation plan and submit to DDG:IPME for approval | Achieved The integrated strategy and implementation of PM&E capacity development plan was developed and approved by the acting DDG by 30 April 2015 | - | - |
| Progress report on implementation | Percentage of targets against the targets in the integrated capacity development implementation plan achieved | - | Produce quarterly reports showing achievement of at least 80% of targets in the capacity development implementation plan | Achieved 92 % of targets in the capacity development implementation plan were achieved (22/24*100=92%) | Target exceeded by 12% | More activities were undertaken than targeted |

Strategy to overcome areas of under performance

Most targets in this programme were either achieved or exceeded. The one target not achieved is reliant on the co-operation of the facilities managers. The DPME will continue to engage them for improvement monitoring.

Changes to planned targets

There were no changes to the planned targets during the financial year.

Linking performance with budgets

| PROGRAMME 3 | 2015/16 | | | 2014/15 | | |
|--|------------------------|-----------------------|---------------------------------|------------------------|-----------------------|---------------------------------|
| | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure |
| | (R'000) | (R'000) | (R'000) | (R'000) | (R'000) | (R'000) |
| Programme Management for IPM&E | 2 086 | 2 086 | - | 2 413 | 1 954 | 459 |
| Management Performance Monitoring & Support | 13 054 | 13 054 | - | 15 467 | 14 771 | 696 |
| Presidential FSDM & Support | 38 759 | 38 759 | - | 37 887 | 37 887 | - |
| M&E Policy and Capacity Building | 6 727 | 6 727 | - | 7 699 | 7 699 | - |
| TOTAL | 60 626 | 60 626 | - | 63 466 | 62 311 | 1 155 |

4.4 Programme 4: National Planning Commission (NPC)

Purpose: To develop the country's long-term vision and national strategic plan and contribute towards better outcomes in government through better planning, better long-term plans, greater policy coherence and clear articulation of long-term goals and aspirations.

Sub-programmes:

- NPC Secretariat



Strategic objectives, performance indicators, planned targets and actual achievements

The tables below highlight the strategic objectives and performance against outputs, performance indicators and the planned targets to achieve the above strategic oriented goal.

4.4.1 Sub-programme: Research and Policy Services

| STRATEGIC OBJECTIVES: | | | | | | |
|---|--|---------------------------------------|--|---|--|--|
| <ul style="list-style-type: none"> To facilitate planning, research and policy development to support implementation of the NDP and the long-term planning framework | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Research projects related to planning undertaken | Number of research projects commissioned or undertaken as requested by NPC | - | 3 research projects commissioned by the end of financial year (Demographic, Social Protection and Education) | <p>Exceeded</p> <p>A total of 6 research projects commissioned and/or undertaken by the end of financial year (Demographic, Social Protection, Education, Integrated Water Plan, Urban Innovation and National Minimum Wage report)</p> <p>NIDS wave 4 studies completed</p> | 3 research projects commissioned/ completed by the end of the financial year | <p>2 research reports, namely, Urban Innovation and National Minimum Wage were commissioned in the previous financial year and completed in the financial year reported on</p> <p>The Integrated Water Plan was not plan for but became a priority</p> |

| STRATEGIC OBJECTIVES: | | | | | | |
|---|---|---------------------------------------|--|--|---|--|
| <ul style="list-style-type: none"> To facilitate planning, research and policy development to support implementation of the NDP and the long-term planning framework | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Sector specific plans | Number of sector specific plans supported | - | Support provided to the DRDLR on the development of a sector plan, namely: Draft Spatial Development Framework (NSDF) developed by the end of March 2016 | Partially Achieved A progress reports on NSDF was produced by March 2016 | Draft report was not produced | Consultation with stakeholders took longer than expected |
| Annual Report on stakeholder engagement and the work of the NPC | Annual Report detailing the activities of the NPC and stakeholder engagement on the NDP | - | Produce Annual Report on stakeholder engagements and the work of the NPC on the NDP and submit to the NPC by end of March 2016 | Partially Achieved Annual Report on stakeholder engagements produced by end of March 2016 and discussed with NPC | Evidence for submission to the NPC was not kept | There was an oversight of keeping the records on the discussion on the report. The report is a compilation of information on all stakeholder engagement reports which were submitted as part of the Secretariat report to the commission whenever it met |

4.4.2 Sub-programme: Government Performance Information

| STRATEGIC OBJECTIVES: | | | | | | |
|--|--|---------------------------------------|--|--|---|---|
| ▪ To strengthen and institutionalise the medium-term planning frameworks | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Revised planning framework | An evaluation report on the current planning framework leading to a revised planning framework | - | Produce 1 evaluation report by the end of the financial year | Partially Achieved Literature review has been completed and submitted to DPME by the service provider by the end of the financial year | An evaluation report on the current planning framework leading to a revised planning framework was not completed by the end of financial year | It was difficult to find a suitable service provider to conduct this evaluation and was therefore delayed |
| Assessment reports on the second draft annual performance Plan and/or strategic plan | Number assessment reports on the second draft APP provided to national departments | - | Produce 39 assessment reports by 31 January 2016 | Exceeded 43 assessment reports were produced by 31 January 2016 | Target exceeded by 4 | Additional 4 departments submitted their plans to DPME for assessments |
| | Number assessment reports on the second draft APP provided to the Offices of the Premier | - | Produce 9 assessment reports by 31 January 2016 | Achieved 9 assessment reports were produced by 31 January 2016 | - | - |

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|----------------------------------|---|---|-----------------------|
| ▪ To strengthen and institutionalise the medium-term planning frameworks | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Assessment reports on the second draft annual performance Plan and/or strategic lan | Quarterly Performance Reporting Guidelines issued to all national departments | - | Guidelines issued by 15 May 2015 | <p>Achieved</p> <p>Guidelines and letters were sent to all national departments by 15 May 2015 (except SAPS Secret Service Account and State Security Agency (SSA)</p> <p>SAPS Secret Services Account is a unit within SAPS' Crime Intelligence Programme. It is not a national department. As a result, the unit must comply with the guidelines applicable to SAPS.</p> <p>Due to the nature of the work of the SSA, they do not report to DPME. SSA reports directly to the Joint Committee on Intelligence. In 2015/16, the guidelines were not sent to SSA as they do not report to DPME</p> | - | - |



STRATEGIC OBJECTIVES:

- To strengthen and institutionalise the medium-term planning frameworks

The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on.

| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
|-----------|---|---------------------------------------|---------------------------------|--|---|-----------------------|
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| | Quarterly Performance Reporting Guidelines issued to all Offices of the Premier | - | Guideline issued by 15 May 2015 | Achieved Guidelines and letters sent to the Office of the Premiers, 9 provinces by 15 May 2015 | - | - |

Strategy to overcome areas of under performance

The partially achieved targets are in the process of being addressed and will be achieved in the first quarter of the financial year 2016/17.

Changes to planned targets

There were no changes to the planned targets during the financial year.

Linking performance with budget

| PROGRAMME 4 | 2015/16 | | | 2014/15 | | |
|--|---------------------|--------------------|---------------------------|---------------------|--------------------|---------------------------|
| | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure | Final Appropriation | Actual Expenditure | (Over)/ Under Expenditure |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| Programme Management for National Planning | 20 347 | 17 451 | 2 896 | 26 262 | 16 229 | 10 033 |
| Research and Policy Services | 49 655 | 47 655 | 2 000 | 52 965 | 49 793 | 3 172 |
| Government Performance Information | 5 630 | 5 630 | - | 2 645 | 2 639 | 6 |
| TOTAL | 75 632 | 70 736 | 4 896 | 81 872 | 68 661 | 13 211 |

4.5 Programme 5: National Youth Development Programme

Purpose: To develop and implement youth policy and to provide oversight over funds transferred to the National Youth Development Agency

Sub-programmes:

- Youth Desk

Strategic objectives, performance indicators, planned targets and actual achievements

The tables below highlight the strategic objectives and performance against outputs, performance indicators and the planned targets to achieve the above strategic oriented goal.

4.5.1 Sub-programme: Youth Desk

| STRATEGIC OBJECTIVES: | | | | | | |
|--|---|---------------------------------------|--|--|---|-----------------------|
| ▪ Integrated planning and policy coherence resulting in greater socio-economic transformation and inclusion | | | | | | |
| The outputs, performance indicators and the planned targets below are meant to achieve this objective as stated in the Strategic Plan and Annual Performance Plan reported on. | | | | | | |
| 2015/2016 | | 2014/2015 | 2015/2016 | | | |
| Outputs | Performance Indicator | Actual Achievement (where applicable) | Planned Annual Target | Actual Achievement | Deviation from Planned Target to Actual Achievement | Comment on deviations |
| Youth policy and NYDA oversight | Approved youth policy, Shareholder compact and quarterly monitoring reports | - | Submit youth policy to Cabinet and produce Shareholder compact by March 2016 | Achieved Youth policy was submitted to Cabinet and Shareholder compact was produced by March 2016 | - | - |
| | | - | Produce 4 monitoring oversight reports a month after the end of each quarter | Achieved 4 NYDA monitoring quarterly reports were submitted by the end of each quarter of the financial year | - | - |

Strategy to overcome areas of under performance

All targets in this programme were achieved.

Changes to planned targets

There were no changes to the planned targets during the financial year.

Linking performance with budgets

| PROGRAMME 5 | 2015/16 | | | 2014/15 | | |
|----------------------|------------------------|-----------------------|---------------------------------|------------------------|-----------------------|-----------------------------|
| | 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 |
| Youth Development | 6 194 | 6 194 | - | 5 073 | 5 073 | - |
| NYDA Transfers | 409 789 | 409 789 | - | 408 237 | 408 237 | - |
| TOTAL | 415 983 | 415 983 | - | 413 310 | 413 310 | - |

5. TRANSFER PAYMENTS

Transfer payments amounting to R271,000 to Households were for leave gratuities paid to employees who left the service of the Department and R409,789,000 was transferred to the National Youth Development Agency. Details are available under Part E: Financial Information.

6. CONDITIONAL GRANTS

The Department neither paid nor received any conditional grants

7. DONOR FUNDS RECEIVED

| | |
|-----------------------------------|--|
| Donor fund | Donor DFID |
| Name of donor | Department for International Development (UK) |
| Full amount of the funding | 2,000,000 Pounds Sterling (Approximately R34 million) |
| Period of the commitment | 1 November 2012 to 30 September 2015 |
| Purpose of the funding | Non-budget support financial aid to support strengthening performance monitoring and evaluation for the poor in South Africa |

| | |
|--|--|
| Expected outputs | <ul style="list-style-type: none"> ▪ Front Line Service Delivery (FLSD) monitoring and reporting systems developed and operational (including service delivery site visits) ▪ Citizen-Based Service Delivery Monitoring (CBM) system developed and piloted (including citizens-hotline) ▪ Outcomes evaluation system for government programmes developed and operational ▪ DPME strategic M&E support facility is operational (across departments and provinces) |
| Actual outputs achieved | Targets under the 4 expected outputs were either achieved or in progress at 31 March 2016 |
| Amount received in current period | R27,892,000 |
| Amount spent by the Department | R25,454,000 |
| Reasons for the funds unspent | Projects not concluded |
| Monitoring mechanism by the donor | Quarterly reporting |
| Donor fund | Donor DFAT-D (former CIDA) |
| Name of donor | Department of Foreign Affairs, Trade and Development. Canadian Government (DFAT-D) |
| Full amount of the funding | R18,000,000 (Approximately 2,000,000 Canadian Dollars) |
| Period of the commitment | 5 Years (from 2013/14 to 17/18 financial years) |
| Purpose of the funding | Supporting the implementation of building a capable state project |
| Expected outputs | Support for Management Performance Assessment Tool, Local Government Management Improvement Model, Operations Management Learning and M&E Capacity building |
| Actual outputs achieved | Targets under the expected outputs were either achieved or in progress at 31 March 2016 |
| Amount received in current period | R2,543,000 |
| Amount spent by the Department | R2,543,000 |
| Reasons for the funds unspent | N/A |
| Monitoring mechanism by the donor | Quarterly reporting |
| Donor fund | PSPPD |
| Name of donor | European Union |
| Full amount of the funding | 10,000,000.00 Euro's |



| | |
|--|--|
| Period of the commitment | 1 July 2016 to 31 December 2016 |
| Purpose of the funding | The PSPPD II project purpose is to contribute to the overall objective of the programme through improving evidence-based policy making and implementation on poverty and inequality at the national and provincial level. PSPPD utilises the evidence-based policy-making approach i.e. assisting policy-makers and researchers in systematically harnessing the best available evidence to inform the policy-making and implementation processes, applying this to social and economic issues. |
| Expected outputs | 13 Research Grants awarded 3 Low Value Grants completed. |
| Actual outputs achieved | 13 Grant Contracts signed. 3 Low Value Grants Outputs i.e. per project (IX Executive Summary, IX Policy Brief, IX Research Paper). |
| Amount received in current period | R16,597,000 |
| Amount spent by the Department | R11,777,000 |
| Reasons for the funds unspent | Equipment was not purchased. |
| Monitoring mechanism by the donor | Annual External Audits are conducted by Deloitte Brussels.Reviews might be conducted by the Donor. |
| Donor fund | GIZ |
| Name of donor | German Government |
| Full amount of the funding | 151,526 Euros |
| Period of the commitment | 1 March 2015 to 31 December 2016 |
| Purpose of the funding | Governance Support Programme |
| Expected outputs | Recruitment of an integrated national expert to provide technical support to DPME's Programme of Action unit |
| Actual outputs achieved | Expert appointed |
| Amount received in current period | R804,000 |
| Amount spent by the Department | R864,000 |
| Reasons for the funds unspent | N/A |
| Monitoring mechanism by the donor | Quarterly reporting |

8. Capital Investment, Maintenance and Asset

The Department does not control any fixed capital assets. Additional office accommodation is leased for the Department by the Department of Public Works on a cost-recovery basis. Details about the acquisition and disposal of assets are contained in Part E: Financial Information.

PART C





GOVERNANCE

1. INTRODUCTION

The Department of Planning of Monitoring commits to upholding good corporate governance as espoused in the King III report and the Public Finance Management Act. We strive to promote good management practices in the areas of Risk Management, Fraud Prevention, Ethics, Procurement and Good Governance as well as to safeguard the department against any kind of misconduct or fraud.

2. FRAUD AND CORRUPTION

The Department has an approved Fraud Prevention Policy, Fraud Prevention and Response Strategy as well as Whistle Blowing Policy. Fraud awareness was conducted by means of screens-popups and integrated into departmental induction programmes. A web-based reporting mechanism for any suspicious or fraudulent activities have been created to provide whistle blowers a platform to report. During the period under review, there were no cases of fraud and corruption reported. Although the Department is not immune from fraud and corruption, the current controls are adequate to detect and prevent fraud and corruption within the Department.

3. MINIMISING CONFLICT OF INTEREST

The Department has established control mechanisms to deal with conflicts of interest. Firstly, all members serving in decision-making committees are required to disclose their interests. This helps to create awareness for members to be honest in their dealing with matters that have the potential to create conflicts of interest. Secondly, appointed members sign a declaration to indicate any conflict of interest that may arise in any matter that they deal with. Thirdly, in awarding tenders to successful bidders, the Department undertakes verification processes to determine if any departmental officials have any association with the service providers, through the Companies and Intellectual Property Registration Office. Members of senior management are required to disclose their business interests and this is verified against the Companies and Intellectual Property Registration Office records. All employees are required to apply to perform remunerative work outside of their employment as per the requirements of the Public Service Act.

4. CODE OF CONDUCT

The Department develops the awareness of all new employees of the Code of Conduct for the Public Service during induction programmes, which happens on a quarterly basis. All employees have signed the Departmental Code of Ethics and Conduct. A SCM code of conduct has also been signed by officials in the SCM unit as well as by all Bid Adjudication Committee members. Processes are in place to address any breaches through the Disciplinary Code for the Public Service, the Fraud and Corruption Strategy and Plan as well as the Whistle Blowing Policy.

5. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

There is currently no health, safety and environmental issues impacting negatively on the operations of the Department.

6. PORTFOLIO COMMITTEE

During the period under review, the Department appeared before the Portfolio Committee six times as follows:

- On 9 September 2015, the Department presented its first quarter performance report
- On 14 October 2015, the Department appeared before the Portfolio Committee to present its Annual Report 2014/15
- On 4 November 2015, the Department briefed the Portfolio Committee on the departmental frontline service delivery programme
- On 17 November 2015 and 24 February 2016, the Department was invited to brief the Portfolio Committee on MPAT programmes
- On 9 March 2016, the Department briefed the Portfolio Committee on its 3rd quarter performance report
- During its appearances, there were no major issues raised with the performance of the Department. The committee, however, raised concerns about the capacity of the Department to carry out its mandates. The Department was also urged to speed up the process of filling vacancies as they became available.

7. SCOPA RESOLUTIONS

None.

8. PRIOR MODIFICATIONS TO AUDIT REPORTS

There were no matters that gave rise to a qualification, disclaimer, adverse opinion and matters of non-compliance in the previous audit report.

9. INTERNAL CONTROL UNIT

An Internal Control unit was established during the 2014/15 financial year. The unit was unable to fully develop its role in the Department due to staff shortages in the Finance and SCM units and officials from the Internal Control unit having to perform financial accounting and SCM support functions.

10. INTERNAL AUDIT UNIT

The Department has an established and independent Internal Audit Function which reports functionally to the Audit Committee and administratively to the Accounting Officer. Internal Audit is tasked with the responsibility of assisting DPME to accomplish its objectives and to provide reasonable assurance on the adequacy, effectiveness, and efficiency of internal control, risk management, and governance. The Internal Audit function has direct access to the Audit Committee and regular meetings are held with the chairperson of the audit committee.



A co-sourced audit partnership was adopted with KPMG to enhance the internal audit capacity and ensure adequate and effective audit coverage of all critical areas within DPME. The Co-Sourced partnership lapsed during 2015/16 and management was in the process of sourcing a potential service provider during the latter part of the financial year.

The Internal Audit unit successfully completed its approved Annual Internal Audit Plan to the satisfaction of the Audit Committee.

11. RISK MANAGEMENT FUNCTION

The Department has established an effective, efficient and transparent system of risk management as required by the prescripts and legislation. Risk Management Policy and Strategy were approved and implemented throughout the year. Risk assessments were conducted for both strategic and operational risks for all the departmental programmes. Consolidated risk registers were presented to the both Risk Management Committee and Audit Committee for approved and implementation. Quarterly risk management committee meetings were convened to oversee the implementation of improvement plans and escalated to the Audit

However, the External Quality Assurance Review identified the need for the function to be separated from Internal Audit and the appointment of an independent external chairperson of the Risk Committee to strengthen the governance structures in the Department. Executive management resolved that the Risk Committee will be chaired by the Director General as risk management has not matured to the point where an external chairperson is appointed. Currently, the Department is in the process of reviewing its organisational structure to build capacity and the function of risk management will be located to the planning and governance function as recommended by the Executive Management Committee.

12. AUDIT COMMITTEE REPORT

The Audit Committee was established and constituted in terms of Section 77 of the Public Finance Management Act and Treasury Regulations. The Audit Committee has a total of five (5) Non-Executive members, as well as a representative of the Auditor-General South Africa as a standing invitee.

The Audit Committee has during the financial year provided oversight on the expanded mandate of DPME through constant engagements with management. It has encouraged the establishment of clearly documented obligations associated with the expended activities.

The Audit Committee remains concerned over the delayed appointment of a permanent Accounting Officer, since the departure of Dr. Sean Phillips during 2014/15. Further the recent changes in strategy and future mandate has created some uncertainty and may lead to a decline of morale amongst the staff.

Below, a table reflecting the present Audit Committee members.

| Name | Qualifications | Internal / External | Appointment Date | Resignation Date / Contract End | No. of meetings attended |
|----------------------------------|----------------|---------------------|------------------|---------------------------------|--------------------------|
| Mr. Cedric Boltman (Chairperson) | MBA | External | 1 October 2010 | 30 October 2016 | 8/8 |
| Mr. Anton Bischof | MBA, CA(SA) | External | 1 October 2010 | 30 October 2016 | 7/8 |
| Ms. Ntombi Langa-Royds | LLB | External | 1 October 2010 | 30 October 2016 | 7/8 |
| Mr. Z Nelson Miya | MBL | External | 1 October 2015 | 30 October 2021 | 3/8 |
| Ms. Tantaswa Fubu | CA(SA) | External | 1 October 2015 | 30 October 2021 | 1/8 |

13. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee has successfully discharged its responsibilities as per Public Finance Management Act and the Treasury Regulation. The Audit Committee adopted formal Terms of Reference through its Approved Audit Committee Charter to regulate and govern its affairs.

Evaluation of Internal Controls

The Audit Committee is satisfied that DPME maintains internal controls and systems designed to provide reasonable assurance on the adequacy, effectiveness, and efficiency of policies, procedures, the integrity and reliability of both financial and non- financial information and the safeguarding of assets.

Evaluation of Financial Statements

The committee considered and has satisfied itself that DPME has appropriate and adequate resources within the Chief Directorate Finance. The annual financial statements for the year ending 31st March 2016, has been evaluated and based on the outcomes, the Audit Committee is satisfied that Annual Financial Statements complies in all material respect with the applicable accounting standards.

Evaluation of Risk Management and ICT Governance

The Risk Management Function is currently incorporated into the Internal Audit Function due to capacity constraints. The Audit Committee has however encouraged the establishment of separate and independent structures which will enhance and create a conducive environment for both functions to complement each other without possible conflicts of interest hampering their effectiveness. During the latter part of the financial year, efforts were undertaken to address the committee's concerns in relation to these structural matters.

The committee also reviewed the DPME's Enterprise Risk Management activities and is satisfied that risk management processes are adequate, effective and efficient. Oversight responsibility was also exercised over the adequacy, effectiveness and efficiency of ICT Governance risk within DPME, as per King III code on Corporate Governance requirements.

Auditor General's Report

The Audit committee is in agreement with the findings and matters raised ion the Auditor's report.



Mr. Cedric Boltman

Chairperson of the Audit Committee

Date: 31st July 2016



PART D





HUMAN RESOURCE MANAGEMENT

| | |
|---|-----------|
| 1. INTRODUCTION | 68 |
| 2. OVERVIEW OF HUMAN RESOURCES | 68 |
| 2.1. The status of human resources in the department | 68 |
| 2.2. Human resource priorities for the year under review | 68 |
| 2.3. Workforce planning and key strategies to attract and recruit a skilled and capable workforce | 68 |
| 2.4. Employee performance management | 69 |
| 2.5. Employee wellness programmes | 69 |
| 2.6. Training and Development | 69 |
| 2.7. Achievements and challenges faced by the department | 69 |
| 2.8. Future human resource plans /goals. | 70 |
| 3. HUMAN RESOURCE OVERSIGHT STATISTICS | 70 |
| 3.1. Personnel related expenditure | 70 |
| 3.2. Employment and Vacancies | 72 |
| 3.3. Filling of SMS posts | 73 |
| 3.4. Job Evaluation | 75 |
| 3.5. Employment Changes | 75 |
| 3.6. Employment Equity | 78 |
| 3.7. Signing of Performance Agreements by SMS members | 81 |
| 3.8. Performance Rewards | 82 |
| 3.9. Foreign Workers | 83 |
| 3.10. Leave utilisation | 83 |
| 3.11. HIV/AIDS & Health Promotion Programmes | 86 |
| 3.12. Labour Relations | 87 |
| 3.13. Skills development | 89 |
| 3.14. Injury on duty | 90 |
| 3.15. Utilisation of Service Providers | 91 |
| 3.16. Severance Packages | 93 |

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

2.1 The status of human resources (HR) in the Department

During the 2015/16 financial year, the Ministerial and Deputy Ministerial functions transferred from the Presidency to the DPME. The transfer of the functions included all staff members including vacant posts, assets and the allocated budgets. This resulted in an increase in the staff establishment of the Department and did have a negative impact on the Department's vacancy rate at the end of the 2015/16 financial year; the Department had 345 funded posts of which 284 posts (83%) were filled (vacancy rate was 18% or 61 posts).

In the 12-month period from 1 April 2015 to 31 March 2016, the Department had an average turnover rate of 15%. The main reason for the exits was officials leaving due to promotions or career opportunities. The Department has an approved Retention and Attraction Policy in place and it is used appropriately.

The employment equity (EE) statistics at the end of the 2015/16 financial year were, with respect to people with disabilities 1.8%, with Africans at 83%, and Women at SMS level at 47.9%. The main challenge experienced was recruiting people with disabilities in the SMS cadre.

The Department entered into a service level agreement with a service provider ICAS to ensure specialised Employee Health and Wellness services are available to the staff in DPME. Regular health screenings were conducted and a health calendar was implemented to ensure acknowledged health related events are celebrated/awareness created, e.g. Breast Cancer awareness, HIV/TB awareness, etc.

The PMDS Policy was implemented in the Department, and assessments for the 2014/15 cycle were finalised and paid during the 2015/16 financial year.

2.2 Human resource priorities for the year under review

The following were priorities for the year under review:

- Ensuring that all vacant funded posts in the Department were advertised and filled without delay
- To provide employees with the relevant skills and competencies
- Providing a supportive workplace which provides relevant assistance to employees who are in need of it
- Achieving 50% representation of females in SMS, and increasing the percentage of people with disabilities employed in the Department, more especially in SMS.

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

The HR plan for 2015-2018 was developed and approved in June 2015. All positions in the Department were advertised to encourage open competition. Both the newspapers and DPSA Vacancy Circulars are used to advertise vacant positions in line with the Department's Recruitment and Selection Policy. The Department also has an approved Recruitment and Retention Policy in place which is implemented where applicable to attract or retain skilled and capable officials in the Department.



Exit interviews are conducted in order to establish reasons why employees leave the services of the DPME and areas for improvement identified through the exit interviews that can assist in establishing the DPME as an employer of choice, and thereby reduce staff exits. The findings are also presented to Top Management.

The Department provides bursaries and training opportunities to staff members to further their qualifications and improve their skills/knowledge and an Internship Programme is established to provide young graduates with opportunities to gain knowledge and experience in the workplace, in order to be able to compete for jobs in the labour market.

2.4 Employee performance management

The Department has an approved PMDS Policy for all staff. All staff in the Department entered into performance agreements for the period 2015/16. Only 90% of eligible employees submitted the midterm reviews by 31 October 2015. The delay was due to the challenges experienced by former NPC employees (change of reporting lines, new roles which were undefined, etc.). The PMDS assessment for 2014/15 was concluded and the outcome of the assessments was communicated to staff in November 2015. The Department received six cases of appeals against the final results of the annual performance assessments which were addressed. Performance improvement plans for non-performers are being monitored.

2.5 Employee wellness programmes

The Employee Health and Wellness (EHW) programme is fully operational in the Department. Four Wellness Days were organised where the staff are provided with opportunities to undergo Health Risks Assessments (HRA's) which include HIV Counselling and Testing (HCT). The EHW service provider, ICAS continued to provide telephone counselling, face to face counselling and e-care services for our employees. ICAS provides regular reports regarding the uptake of the wellness services provided. The unit continued to provide monthly desk-drops covering different topics as per the health calendar.

2.6 Training and Development

The Department recruited 26 interns in 2015, awarded 17 bursaries and created 314 opportunities for short courses. It should be noted that in this instance, employees are counted according to the number of training interventions they have attended.

2.7 Achievements and challenges faced by the Department

Achievements

- The Ministerial and Deputy Ministerial functions were successfully transferred from the Presidency to the DPME and staff members were inducted and integrated into the DPME with minimum disruptions
- PMDS assessments were concluded for the 2014/15 performance cycle
- EHW services/programmes were implemented in the Department
- Training of staff is being undertaken in line with the WSP of the Department. The target set in the WSP was exceeded. At the end of the financial year, 314 training opportunities were provided in line with WSP. This represents an achievement of 196% against the WSP target of 2015/16.
- 26 Interns were offered internships during this period.

Challenges

- The Department was not able to maintain a low average vacancy rate of below 10%. A 15% average vacancy rate was experienced over the 2015/16 period as a result of the transfer of the Ministerial and Deputy Ministerial functions, as well as an increase in the number of funded posts on the approved establishment due to the increase in the mandate of the DPME. At the end of the financial year, the vacancy rate stood at 16.7% thereby not achieving the goal of a vacancy rate of below 10% as indicated in the Department's APP

- Achieving disability representation in SMS despite efforts to attract disabled candidates
- Retention of staff in corporate services due to job hopping for better remunerations especially at salary levels 9-12 after the restrictions on remunerating staff in Programme 1 in positions at salary levels 10 and 12 was introduced by the DPSA
- Time taken to complete compulsory pre-employment screening that is conducted by the SSA

2.8 Future human resource plans/goals

- Fill all vacant funded posts and ensure that a vacancy rate of 10% or less is achieved and maintained
- Implement of appropriate EHW programmes to support employees
- Continuous compliance to PMDS
- Coordinating and implementing appropriate skills development initiatives
- Achievement of EE targets
- Increase of awareness of diversity/disability/gender issues
- Maintain sound labour relations

3. HUMAN RESOURCE OVERSIGHT STATISTICS

3.1 Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and by salary bands for the period 1 April 2015 to 31 March 2016. In particular, they provide 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 (R'000)

| PROGRAMME | Total Expenditure | Personnel Cost | Training Expenditure | Professional and Special Services Expenditure | Personnel Expenditure as a % of total expenditure | Average personnel cost per employee |
|---|-------------------|----------------|----------------------|---|---|-------------------------------------|
| Administration | 111,872 | 50,186 | 785 | 1,371 | 45% | 436 |
| Outcomes Monitoring & Evaluation (OM&E) | 89,560 | 56,918 | 56 | 14,514 | 64% | 720 |
| Institutional Performance Monitoring & Evaluation (IPM&E) | 60,626 | 35,187 | 53 | 598 | 58% | 607 |
| Planning & Secretariat National Planning Commission (NPC) | 70,735 | 21,216 | 0 | 34,685 | 30% | 707 |
| National Youth Development Agency (Transfer payment) | 415,983 | 2,054 | 0 | 0 | 0% | 1027 |
| TOTAL | 748,776 | 165,561 | 894 | 51,168 | 22% | 583 |

Table 3.1.2 Personnel costs by salary band (R'000)

| SALARY BAND | Personnel Cost | % of total personnel cost | No. of employees | Average personnel cost per employee |
|--|-----------------------|----------------------------------|-------------------------|--|
| Lower skilled (Levels 1-2) | 2,074 | 1.3% | 5 | 415 |
| Skilled (Levels 3-5) | 2,734 | 1.7% | 15 | 182 |
| Highly skilled production (Levels 6-8) | 16,608 | 10.0% | 68 | 244 |
| Highly skilled supervision (Levels 9-12) | 69,445 | 41.9% | 122 | 569 |
| Senior management (Levels 13-16) | 74,700 | 45.1% | 74 | 1 009 |
| TOTAL | 65,561 | 100.0% | 284 | 583 |

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme (R'000)

| PROGRAMME | Salaries | | Overtime | | Home Owners Allowance | | Medical Aid | |
|---|-----------------|--------------------------------|-----------------|--------------------------------|------------------------------|--------------------------------|--------------------|--------------------------------|
| | Amount | As % of personnel costs | Amount | As % of personnel costs | Amount | As % of personnel costs | Amount | As % of personnel costs |
| Administration | 46,530 | 92.7% | 677 | 1.35% | 1 213 | 24% | 1 766 | 3.5% |
| Outcomes Monitoring & Evaluation (OM&E) | 55,434 | 97.4% | 0 | 0.00% | 634 | 1.1% | 850 | 1.5% |
| Institutional Performance Monitoring & Evaluation (IPM&E) | 33,840 | 96.2% | 24 | 0.07% | 484 | 1.4% | 839 | 2.4% |
| Planning & Secretariat National Planning Commission (NPC) | 20,588 | 97.0% | 0 | 0.00% | 354 | 1.7% | 274 | 1.3% |
| National Youth Development Agency (Transfer Payment) | 1,942 | 94.5% | 0 | 0.00% | 74 | 3.6% | 38 | 1.9% |
| TOTAL | 158,334 | 95.6% | 701 | 0.42% | 2 759 | 1.7% | 3 767 | 2.3% |

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band

| SALARY BANDS | Salaries | | Overtime | | Home Owners Allowance | | Medical Aid | |
|--|----------------|-------------------------|---------------|-------------------------|-----------------------|-------------------------|---------------|-------------------------|
| | Amount ('000) | As % of personnel costs | Amount ('000) | As % of personnel costs | Amount ('000) | As % of personnel costs | Amount ('000) | As % of personnel costs |
| Skilled (Levels 1-2) | 1,809 | 87.2% | 32 | 1.5% | 94 | 4.5% | 139 | 6.7% |
| Skilled (Levels 3-5) | 2,137 | 78.2% | 200 | 7.3% | 177 | 6.5% | 220 | 8.0% |
| Highly skilled production (Levels 6-8) | 14,957 | 90.1% | 253 | 1.5% | 609 | 3.7% | 789 | 4.8% |
| Highly skilled supervision (Levels 9-12) | 66,719 | 96.1% | 216 | 0.3% | 716 | 1.0% | 1,794 | 2.6% |
| Senior management (Levels 13-16) | 72,712 | 97.3% | 0 | 0.0% | 1,163 | 1.6% | 825 | 1.1% |
| TOTAL | 158,334 | 95.6% | 701 | 0.4% | 2,759 | 1.7% | 3,767 | 2.3% |

3.2 Employment and Vacancies

The tables in this section summarises the position with regard to employment and vacancies. The following tables summarises the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables:

Programme

Salary band

Critical occupations

Table 3.2.1 Employment and vacancies by programme as at 31 March 2016

| PROGRAMME | Number of posts on approved establishment | Number of posts filled | Vacancy Rate % | Number of employees additional to the establishment |
|---|---|------------------------|----------------|---|
| Administration | 145 | 117 | 19% | 4 |
| Outcomes Monitoring & Evaluation (OM&E) | 85 | 78 | 8% | 3 |
| Institutional Performance Monitoring & Evaluation (IPM&E) | 75 | 59 | 21% | 0 |
| Planning & Secretariat National Planning Commission (NPC) | 40 | 30 | 25% | 1 |
| TOTAL | 345 | 284 | 18% | 8 |

Table 3.2.2 Employment and vacancies by salary band as at 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) | 8 | 5 | 38% | 0 |
| Skilled (Levels 3-5) | 20 | 15 | 25% | 2 |
| Highly skilled production (Levels 6-8) | 83 | 68 | 18% | 4 |
| Highly skilled supervision (Levels 9-12) | 142 | 122 | 14% | 0 |
| Senior management (Levels 13-16) | 92 | 74 | 20% | 2 |
| TOTAL | 345 | 284 | 18% | 8 |

Note: Two OSD posts grouped with highly skilled supervision (Chief Geographic Information System (GIS) Specialist & Control GIS Specialist).

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

| CRITICAL OCCUPATION | Number of posts on approved establishment | Number of posts filled | Vacancy Rate % | Number of employees additional to the establishment |
|-------------------------------------|---|------------------------|----------------|---|
| Political Office Bearers | 2 | 2 | 0% | 0 |
| Top Management | 4 | 2 | 50% | 0 |
| Specialists | 14 | 12 | 14% | 0 |
| Senior Managers: Corporate Services | 4 | 3 | 25% | 0 |
| TOTAL | 24 | 19 | 21% | 0 |

Note: One incumbent at Specialist level was seconded to GTAC (National Treasury)

3.3 Filling of SMS posts

Table 3.3.1 SMS post information as at 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 | 1 | 0 | 0% | 1 | 100% |
| Salary Level 16 | 1 | 1 | 100% | 0 | 0% |
| Salary Level 15 | 16 | 12 | 75% | 4 | 25% |
| Salary Level 14 | 17 | 15 | 88% | 2 | 12% |
| Salary Level 13 | 57 | 44 | 77% | 13 | 23% |
| TOTAL | 92 | 72 | 78% | 20 | 22% |

Table 3.3.2 SMS post information as at 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 | 1 | 0 | 0% | 1 | 100% |
| Salary Level 16 | 1 | 1 | 100% | 0 | 0% |
| Salary Level 15 | 14 | 14 | 100% | 0 | 0% |
| Salary Level 14 | 17 | 12 | 71% | 5 | 29% |
| Salary Level 13 | 57 | 45 | 79% | 12 | 21% |
| TOTAL | 90 | 72 | 80% | 18 | 20% |

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 in 6 months of becoming vacant | Number of vacancies per level filled in 6 months of becoming vacant | Number of vacancies per level not filled in 6 months but filled in 12 months | |
| Director-General | 0 | 0 | 0 | 0 |
| Salary Level 16 | 1 | 1 | 1 | 0 |
| Salary Level 15 | 3 | 0 | 0 | 2 |
| Salary Level 14 | 6 | 1 | 1 | 3 |
| Salary Level 13 | 11 | 1 | 1 | 10 |
| TOTAL | 21 | 3 | 3 | 15 |

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

Reasons for vacancies not advertised within 6 months

Awaiting approval of the new organisational structure

Reasons for vacancies not filled within 12 months

- The filling of 1 x Level 1 post could not be finalised within 12 months as no suitable candidates could be identified through the normal recruitment process. Candidates were thereafter sourced through head-hunting, however, again no suitable candidate was identified. The post has since been re-advertised.
- The filling of 2 x Level 14 post could not be finalised within 12 months as no suitable candidates could be identified through the normal recruitment process. The posts have since been re-advertised.

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 and 31 March 2016

Disciplinary steps taken for vacancies not advertised within 6 months

Not applicable

Disciplinary steps taken for vacancies not filled within 12 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 during the year under review.

Table 3.4.1 Job Evaluation by Salary band

| 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) | 8 | 1 | 13% | | 0% | | 0% |
| Skilled (Levels 3-5) | 20 | 1 | 5% | | 0% | | 0% |
| Highly skilled production (Levels 6-8) | 83 | 8 | 10% | | 0% | 1 | 1% |
| Highly skilled supervision (Levels 9-12) | 142 | 15 | 11% | 1 | 1% | | 0% |
| Senior Management Service Band A (Level 13) | 57 | 1 | 2% | | 0% | | 0% |
| Senior Management Service Band B (Level 14) | 17 | 3 | 18% | | 0% | | 0% |
| Senior Management Service Band C (Level 15) | 16 | | 0% | | 0% | | 0% |
| Senior Management Service Band D (Level 16) | 2 | 1 | 50% | | 0% | | 0% |
| TOTAL | 345 | 30 | 9% | 1 | 1% | 1 | 1% |

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

| BENEFICIARY | African | Indian | Coloured | White | Total |
|-----------------------------|---------|--------|----------|-------|-------|
| Female | 1 | 0 | 0 | 0 | 1 |
| Male | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| Employees with a disability | 0 | 0 | 0 | 0 | 0 |

There were no employees whose salary levels exceeded the grade determined by JE (Table 3.4.3 is therefore omitted)

3.5 Employment Changes

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

Table 3.5.1 Annual turnover rates by salary band

| SALARY BAND | Number of employees at 1 April 2015 | Appointments/transfers into Department | Terminations/transfers out of the Department | Turnover rate % |
|---|-------------------------------------|--|--|-----------------|
| Lower skilled (Levels 1-2) | 4 | 2 | 1 | 25% |
| Skilled (Levels 3-5) | 9 | 17 | 0 | 0% |
| Highly skilled production (Levels 6-8) | 53 | 21 | 14 | 26% |
| Highly skilled supervision (Levels 9-12) | 113 | 17 | 11 | 10% |
| Senior Management Service Band A (Level 13) | 40 | 11 | 8 | 20% |
| Senior Management Service Band B (Level 14) | 10 | 3 | 0 | 0% |
| Senior Management Service Band C (Level 15) | 14 | 1 | 4 | 29% |
| Senior Management Service Band D (Level 16) | 1 | 2 | 0 | 0% |
| Contracts | 2 | 2 | 0 | 0% |
| TOTAL | 246 | 76 | 38 | 15% |

Note:

- Turnover rate displays the percentage of service terminations for the period in relation to the total number of employees at beginning of period April 2015 i.e. (Terminations and Transfers out of the Department)/(Number of employees at beginning of period April 2015 x 100).
- Appointments and terminations include changes to employment capacity.

Table 3.5.2 Annual turnover rates by critical occupation

| CRITICAL OCCUPATION | Number of employees at 1 April 2015 | Appointments/transfers into Department | Terminations/transfers out of the Department | Turnover rate % |
|-------------------------------------|-------------------------------------|--|--|-----------------|
| Top Management | 2 | 3 | 1 | 50% |
| Specialists | 13 | 1 | 3 | 23% |
| Senior Managers: Corporate Services | 3 | 1 | 1 | 33% |
| TOTAL | 18 | 5 | 5 | 28% |

Note: Appointments and terminations include changes to employment capacity.



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

Table 3.5.3 Reasons why staff left the Department

| TERMINATION TYPE | Number | % of Total Resignations |
|--|-----------|-------------------------|
| Death | 1 | 3% |
| Resignation | 16 | 42% |
| Expiry of contract | 7 | 18% |
| Dismissal – operational changes | 0 | 0% |
| Dismissal – misconduct | 0 | 0% |
| Dismissal – inefficiency | 0 | 0% |
| Discharged due to ill-health | 0 | 0% |
| Retirement | 0 | 0% |
| Transfer to other Public Service Departments | 14 | 37% |
| Other | 0 | 0% |
| TOTAL NUMBER OF EMPLOYEES WHO LEFT AS A % OF TOTAL EMPLOYMENT | 38 | 100% |

Table 3.5.4 Promotions by critical occupation

| OCCUPATION | Employees at 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 |
|-------------------------------------|---------------------------|------------------------------------|---|---|---|
| Top Management | 2 | 0 | 0% | 0 | 0% |
| Specialists | 13 | 0 | 0% | 0 | 0% |
| Senior Managers: Corporate Services | 3 | 0 | 0% | 0 | 0% |
| TOTAL | 18 | 0 | 0% | 0 | 0% |

Note: Promotions include both salary band and notch progressions. (Notch progressions to another notch within a salary level were made in line with the PMDS as well as Public Service Regulation 1.V.C.3). (Excludes transfers from other departments on promotion).

Table 3.5.5 Promotions by salary band

| SALARY BAND | Employees at 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 occupation |
|--|---------------------------|------------------------------------|---|---|---|
| Lower skilled (Levels 1-2) | 4 | 0 | 0% | 0 | 0% |
| Skilled (Levels 3-5) | 9 | 0 | 0% | 0 | 0% |
| Highly skilled production (Levels 6-8) | 53 | 8 | 15% | 0 | 0% |
| Highly skilled supervision (Levels 9-12) | 113 | 6 | 5% | 0 | 0% |
| Senior Management (Level 13-16) | 67 | 4 | 6% | 0 | 0% |
| TOTAL | 246 | 18 | 7% | 0 | 0% |

Note: Promotions are internal and include both salary band and notch progressions. Progressions to another notch within a salary level were made in line with the PMDS as well as Public Service Regulation 1.V.C.3. (excludes upgrades).

3.6 Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2016

| OCCUPATIONAL CATEGORY | Male | | | | Female | | | | Total |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Legislators, senior officials and managers | 26 | 2 | 5 | 6 | 26 | 1 | 4 | 4 | 74 |
| Professionals | 19 | 3 | 1 | 2 | 36 | 2 | 4 | 2 | 69 |
| Technicians and associate professionals | 19 | 0 | 1 | 0 | 31 | 1 | 0 | 1 | 53 |
| Clerks | 25 | 1 | 0 | 1 | 34 | 5 | 2 | 0 | 68 |
| Service and sales workers | 9 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 15 |
| Skilled agriculture and fishery workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | 2 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 |
| Total | 100 | 6 | 7 | 9 | 136 | 9 | 10 | 7 | 284 |
| EMPLOYEES WITH DISABILITIES | 2 | 0 | 0 | 0 | 3 | 0 | 0 | 1 | 6 |



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

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|--|------------|----------|----------|----------|------------|----------|-----------|----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management (Levels 15-16) | 7 | 1 | 2 | 1 | 5 | 0 | 0 | 0 | 16 |
| Senior Management (Levels 13-14) | 19 | 1 | 3 | 5 | 19 | 1 | 4 | 4 | 56 |
| Professionally qualified & experienced specialists and mid-management (Levels 9-12) | 38 | 3 | 2 | 2 | 67 | 3 | 4 | 3 | 122 |
| Skilled technical & academically qualified workers, junior management, supervisors, foremen and superintendents (Levels 6-8) | 25 | 1 | 0 | 1 | 34 | 5 | 2 | 0 | 68 |
| Semi-skilled and discretionary decision making (Levels 3-5) | 9 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 15 |
| Under skilled and defined decision making (Levels 1-2) | 2 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 |
| TOTAL | 100 | 6 | 7 | 9 | 134 | 9 | 10 | 7 | 282 |

Table 3.6.3 Recruitment

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management (Levels 15-16) | 4 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 5 |
| Senior Management (Levels 13-14) | 4 | 0 | 1 | 0 | 7 | 0 | 1 | 0 | 13 |
| Professionally qualified & experienced specialists and mid-management (Levels 9-12) | 7 | 0 | 1 | 0 | 8 | 0 | 1 | 1 | 18 |
| Skilled technical & academically qualified workers, junior management, supervisors, foremen and superintendents (Levels 6-8) | 10 | 1 | 0 | 0 | 10 | 0 | 0 | 0 | 21 |
| Semi-skilled and discretionary decision making (Levels 3-5) | 12 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 17 |

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Under skilled and defined decision making (Levels 1-2) | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 |
| TOTAL | 38 | 1 | 2 | 0 | 32 | 0 | 2 | 1 | 76 |
| Employees with disabilities | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |

Note: Above table includes new appointments, internal promotions and transfers in.

Table 3.6.4 Promotions

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|---|----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management | 1 | 0 | 0 | 0 | 0 | | 0 | 0 | 1 |
| Senior Management | 0 | 0 | 0 | 2 | 1 | | | | 3 |
| Professionally qualified and experienced specialists and mid-management | 0 | 0 | 0 | 0 | 7 | 1 | 0 | 0 | 8 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 2 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 6 |
| 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 |
| TOTAL | 3 | 0 | 0 | 2 | 12 | 1 | 0 | 0 | 18 |
| Employees with disabilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Note: This table includes only promotions to another salary level.

Table 3.6.5 Terminations

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|--|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Top Management (Levels 15-16) | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 1 | 4 |
| Senior Management (Levels 13-14) | 1 | 0 | 1 | 0 | 4 | 0 | 2 | 0 | 8 |
| Professionally qualified and experienced specialists and mid-management | 5 | 0 | 0 | 0 | 5 | 0 | 0 | 1 | 11 |
| Skilled technical and academically qualified, junior management, supervisors, foremen, superintendents | 6 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 14 |

| OCCUPATIONAL BAND | Male | | | | Female | | | | Total |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Semi-skilled and discretionary decision making | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Unskilled and defined decision making | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 12 | 0 | 1 | 0 | 20 | 1 | 2 | 2 | 38 |
| Employees with disabilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Note: Terminations include resignations, expiry of contract, retirement, transfers out of the Department and changes in employment capacity.

Table 3.6.6 Disciplinary action

| DISCIPLINARY ACTION | Male | | | | Female | | | | Total |
|-----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Written warning | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 |
| Final written warning | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 |

Table 3.6.7 Skills development

| OCCUPATIONAL CATEGORY | Male | | | | Female | | | | Total |
|--|------------|-----------|----------|-----------|------------|-----------|----------|-----------|------------|
| | African | Coloured | Indian | White | African | Coloured | Indian | White | |
| Legislators, senior officials and managers | 14 | 3 | 3 | 5 | 19 | 1 | 5 | 10 | 60 |
| Professionals | 15 | 9 | 0 | 6 | 31 | 0 | 2 | 0 | 63 |
| Technicians and associate professionals | 21 | 0 | 0 | 0 | 35 | 0 | 0 | 0 | 56 |
| Clerks /Administrators | 37 | 0 | 0 | 3 | 39 | 10 | 2 | 0 | 91 |
| Service and sales workers | 21 | 0 | 0 | 0 | 17 | 0 | 0 | 0 | 38 |
| Skilled agriculture and fishery workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | 6 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 10 |
| TOTAL | 114 | 12 | 3 | 14 | 145 | 11 | 9 | 10 | 318 |
| Employees with disabilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Note: The total of 318 reflects the instances employees attended training in the Department.

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 at 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 | 1 | 0 | 0 | 0% |
| Salary Level 16 | 1 | 0 | 0 | 0% |
| Salary Level 15 | 16 | 12 | 12 | 100% |
| Salary Level 14 | 17 | 11 | 11 | 100% |
| Salary Level 13 | 57 | 40 | 40 | 100% |
| TOTAL | 92 | 63 | 63 | 100% |

Table 3.7.2 Reasons for not having concluded Performance Agreements for all SMS members as on 31 March 2016

| Reasons |
|----------------|
| Not applicable |

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance Agreements as on 31 March 2016

| Disciplinary action |
|---------------------|
| 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, and disability, salary bands and critical occupations.

Table 3.8.1 Performance Rewards by race, gender and disability

| 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 | 37 | 69 | 54% | 643 | 17 |
| Female | 61 | 112 | 54% | 1,037 | 17 |
| Asian | | | | | |
| Male | 2 | 6 | 33% | 64 | 32 |
| Female | 6 | 12 | 50% | 159 | 26 |
| Coloured | | | | | |
| Male | 4 | 5 | 80% | 87 | 22 |
| Female | 3 | 9 | 33% | 73 | 24 |
| White | | | | | |
| Male | 5 | 9 | 56% | 156 | 31 |
| Female | 5 | 7 | 71% | 124 | 25 |
| TOTAL | 123 | 229 | 54% | 2,344 | 19 |

Note: A total of 284 employees were employed in the Department on 31 March 2016. Performance bonuses for the period 1 April 2014 to 31 March 2015 were paid in the second quarter of the 2015/16 financial year.

Table 3.8.2 Performance Rewards by salary band for personnel below SMS (R000)

| SALARY BAND | Beneficiary Profile | | | Cost | | Total cost as % of total personnel expenditure |
|--|-------------------------|---------------------|--------------------------------|--------------|------------------------------|--|
| | Number of beneficiaries | Number of employees | % of total within salary bands | Total Cost | Average cost per beneficiary | |
| Lower Skilled (Levels 1-2) | 1 | 4 | 25% | 5 | 5 | 0.2% |
| Skilled (Levels 3-5) | 5 | 7 | 71% | 35 | 7 | 1.3% |
| Highly skilled production (Levels 6-8) | 28 | 45 | 62% | 259 | 9 | 1.6% |
| Highly skilled supervision (Levels 9-12) | 71 | 113 | 63% | 1,417 | 20 | 2.0% |
| TOTAL | 105 | 169 | 62% | 1,716 | 16 | 2.3% |

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

| | |
|---|------|
| Total number of Performance Awards by critical occupation | None |
|---|------|

Table 3.8.4 Performance related rewards (cash bonus), by salary band for SMS

| SALARY BAND | Beneficiary Profile | | | Cost (R'000) | | Total cost as % of total personnel expenditure |
|--------------|-------------------------|---------------------|--------------------------------|--------------|------------------------------|--|
| | Number of beneficiaries | Number of employees | % of total within salary bands | Total Cost | Average cost per beneficiary | |
| A (Level 13) | 10 | 39 | 26% | 570 | 57 | 1.2% |
| B (Level 14) | 4 | 9 | 44% | 176 | 44 | 1.5% |
| C (Level 15) | 4 | 12 | 33% | 313 | 78 | 2.1% |
| D (Level 16) | 0 | 0 | 0% | 0 | 0 | 0.0% |
| TOTAL | 18 | 60 | 30% | 1,059 | 59 | 1.4% |

3.9 Foreign Workers

None

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 for the period 1 January 2015 to 31 December 2015 (annual leave cycle). In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave

| SALARY BAND | Total days | % Days with medical certification | Number of employees using sick leave | % of total employees using sick leave | Average days per employee | Estimated Cost (R'000) |
|--|--------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|
| Lower skilled (Levels 1-2) | 27 | 41% | 5 | 2% | 5 | 11 |
| Skilled (Levels 3-5) | 61 | 26% | 13 | 6% | 5 | 39 |
| Highly skilled production (Levels 6-8) | 378 | 25% | 50 | 23% | 8 | 338 |
| Highly skilled supervision (Levels 9-12) | 749 | 24% | 100 | 47% | 7 | 1,594 |
| Senior management (Levels 13-16) | 244 | 25% | 46 | 21% | 5 | 889 |
| TOTAL | 1 459 | 25% | 214 | 100% | 7 | 2,872 |

Note: Percentage of total employees using sick leave is calculated as (Number of employees using sick leave)/ Total number of employees using sick leave x 100).

Table 3.10.2 Disability leave (temporary and permanent)

| 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) | 51 | 100% | 3 | 38% | 17 | 78 |
| Highly skilled supervision (Levels 9-12) | 45 | 100% | 4 | 50% | 11 | 79 |
| Senior management (Levels 13-16) | 36 | 0% | 1 | 13% | 36 | 132 |
| TOTAL | 132 | 100% | 8 | 100% | 17 | 290 |

Note: Percentage of total employees using disability leave is calculated as (Number of employees using disability leave/Total number of employees using disability leave x 100).

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Co-ordinating Bargaining Council (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

| SALARY BAND | Total days taken | Number of employees using annual leave | Average per employee |
|--|------------------|--|----------------------|
| Lower skilled (Levels 1-2) | 117 | 6 | 20 |
| Skilled (Levels 3-5) | 278 | 25 | 11 |
| Highly skilled production (Levels 6-8) | 1 220 | 78 | 16 |
| Highly skilled supervision (Levels 9-12) | 3 024 | 149 | 20 |
| Senior management (Levels 13-16) | 1 677 | 91 | 18 |
| TOTAL | 6 316 | 349 | 18 |

Table 3.10.4 Capped leave

| 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 December 2015 |
|--|----------------------------------|--|---|--|
| Lower skilled (Levels 1-2) | 0 | 0 | 0 | 0 |
| Skilled (Levels 3-5) | 0 | 0 | 0 | 87 |
| Highly skilled production (Levels 6-8) | 0 | 0 | 0 | 42 |
| Highly skilled supervision (Levels 9-12) | 0 | 0 | 0 | 18 |
| Senior management (Levels 13-16) | 0 | 0 | 0 | 41 |
| TOTAL | 0 | 0 | 0 | 29 |

Note: No staff utilised capped leave.

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

Table 3.10.5 Leave pay-outs

| REASON | Total Amount (R'000) | Number of Employees | Average per employee (R'000) |
|--|----------------------|---------------------|------------------------------|
| Leave pay-out due to non-utilisation of leave for the 2015 cycle | 43 | 3 | 14 |
| Current leave pay-out on termination of service for 2016 | 3 | 1 | 3 |
| Capped leave pay-out on termination of service for 2016 | 0 | 0 | 0 |
| TOTAL | 46 | 4 | 12 |

3.11 HIV/AIDS and 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 |
|--|--|
| DPME officials travel frequently and are therefore at risk | STI and Condom Awareness |
| | Condom Distribution |
| | HIV/AIDS Voluntary Counselling and Testing |
| | World Aids Day Awareness and speech from the HIV/AIDS activist |

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 I of the Public Service Regulations, 2001? If so, provide her/his name and position. | √ | | Mr N Nomlala, Director: HRM |
| 2. Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose. | √ | | (3 Members) Mr T Silawu, Ms N Shandu and Mr E Mudau Budget allocated is R500,000.00 |
| 3. Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this programme. | √ | | ICAS is contracted as the service provider for the Employee Assistance Programme (EAP) |
| 4. Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I 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. | √ | | Mr T Silawu, Deputy Director: LR EHW & SS Mr W J Victor, Deputy Director: OD, Recruitment & HR Administration Mr O E Skosana, Deputy Director: Risk Management Ms T Matha, Assistant Director: OD, HR Planning, Strategy & Systems Vacant, Assistant Director: LR EHW & SS Mr M Maasdorp, Deputy Director: Internal Control Ms M Subramoney, Deputy Director: Management Performance Ass Ms X Masala, Assistant Director: Administration Ms P Kambe, Senior Administrative Officer (CBM) Mr M Everett, Deputy Director: Programme Admin Mr M Maluleka, Assistant Director: Data Support Ms A L Crouch, Evaluation Officer Ms XP Dilata, Deputy Director Ms PD Moloto, Assistant Admin Secretary 2 x representatives from each of the recognised Labour Unions |



| 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. | √ | | Recruitment & Selection Policy |
| 6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures. | √ | | Quarterly awareness campaigns were conducted, condoms are distributed, and monthly desk-drops regarding health and wellness matters, 24-hours counselling call centre (outsourced), 24-hour online e-care system |
| 7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved. | √ | | 46.6 % of DPME employees undergone VCT and tested negative for HIV |
| 8. Has the Department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators. | √ | | Quarterly reports are received from GEMS and EHWP Service Provider (ICAS), condom distribution and stats are maintained of the usage |

3.12 Labour Relations

Table 2.12.1 Collective agreements

| SUBJECT MATTER | Date |
|---------------------------------------|------------|
| Communication Tool Policy | 10/03/2015 |
| Inconsistent Advertising Policy | 10/03/2015 |
| Code of conduct for open plan offices | 10/03/2015 |

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

Table 3.12.2 Misconduct and disciplinary hearings finalised

| OUTCOMES OF DISCIPLINARY HEARINGS | Number | % of total |
|-----------------------------------|----------|-------------|
| Correctional counselling | 0 | 0% |
| Verbal warning | 0 | 0% |
| Written warning | 5 | 100% |
| Final written warning | 0 | 0% |
| Suspended without pay | 0 | 0% |
| Fine | 0 | 0% |
| Demotion | 0 | 0% |
| Dismissal | 0 | 0% |
| Not guilty | 0 | 0% |
| Case withdrawn | 0 | 0% |
| TOTAL | 5 | 100% |

Table 3.12.3 Types of misconduct addressed at disciplinary hearings

| TYPE OF MISCONDUCT | Number | % of total |
|----------------------------------|--------|------------|
| Financial misconduct | 3 | 100% |
| Poor work performance | 0 | 0% |
| Total number of misconduct cases | 3 | 100% |

Table 3.12.4 Grievances logged

| | 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 logged

| | Number | % of Total |
|--|--------|------------|
| Number of disputes upheld | 0 | 0% |
| Number of disputes dismissed | 3 | 100% |
| Total number of disputes lodged still in process | 3 | 100% |

Table 3.12.6 Strike actions

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

Table 3.12.7 Precautionary suspensions

| | |
|--|----|
| Number of people suspended | 1 |
| Number of people whose suspension exceeded 30 days | 0 |
| Average number of days suspended | 30 |
| Cost (R'000) of suspension | 48 |

3.13 Skills development

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

Table 3.13.1 Training needs identified

| OCCUPATIONAL CATEGORY | Gender | Number of employees as at 1 April 2015 | Training needs identified at start of the reporting period | | | |
|--|--------|--|--|---|-------------------------|------------|
| | | | Learnerships | Skills programmes & other short courses | Other forms of training | Total |
| Legislators, senior officials and managers | Female | 35 | 0 | 41 | 7 | 48 |
| | Male | 32 | 0 | 43 | 10 | 53 |
| Professionals | Female | 70 | 0 | 45 | 22 | 67 |
| | Male | 43 | 0 | 45 | 20 | 65 |
| Clerks | Female | 38 | 0 | 46 | 26 | 72 |
| | Males | 15 | 0 | 38 | 6 | 44 |
| Service & sales workers | Female | 5 | 0 | 52 | 20 | 72 |
| | Males | 4 | 0 | 44 | 20 | 64 |
| Skilled agriculture & fishery workers | Female | 0 | 0 | 19 | 3 | 22 |
| | Males | 0 | 0 | 3 | 6 | 9 |
| Craft & related trade workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Males | 0 | 0 | 0 | 0 | 0 |
| Plant & machine operators & assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Males | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 3 | 0 | 0 | 0 | 0 |
| | Male | 1 | 0 | 0 | 0 | 0 |
| Sub-total | Female | 151 | 0 | 203 | 78 | 281 |
| | Male | 95 | 0 | 173 | 62 | 235 |
| TOTAL | | 246 | 0 | 376 | 140 | 516 |

Table 3.13.2 Training provided for the period

| 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 | 35 | 0 | 35 | 0 | 35 |
| | Male | 32 | 0 | 25 | 0 | 25 |
| Professionals | Female | 70 | 0 | 33 | 1 | 34 |
| | Male | 43 | 0 | 30 | 1 | 31 |
| Clerks | Female | 38 | 0 | 35 | 6 | 41 |
| | Males | 15 | 0 | 21 | 2 | 23 |
| Service & sales workers | Female | 5 | 0 | 51 | 4 | 55 |
| | Males | 4 | 0 | 40 | 0 | 40 |
| Skilled agriculture & fishery workers | Female | 0 | 0 | 6 | 0 | 6 |
| | Males | 0 | 0 | 3 | 1 | 4 |
| Craft & related trade workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Males | 0 | 0 | 0 | 0 | 0 |
| Plant & machine operators & assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 3 | 0 | 4 | 0 | 4 |
| | Male | 1 | 0 | 6 | 0 | 6 |
| Sub-total | Female | 151 | 0 | 164 | 11 | 175 |
| | Male | 95 | 0 | 122 | 4 | 126 |
| TOTAL | | 246 | 0 | 286 | 15 | 301 |

3.14 Injury on duty

The following tables provide basic information on injury on duty for the year under review

Table 3.14.1 Injury on duty

| NATURE OF INJURY ON DUTY | Number | % of total |
|---------------------------------------|----------|-------------|
| Required basic medical attention only | 1 | 100% |
| Temporary total disablement | 0 | 0 |
| Permanent disablement | 0 | 0 |
| Fatal | 0 | 0 |
| TOTAL | 1 | 100% |

3.15 Utilisation of Service Providers

Table 3.15.1 – Report on consultant appointments using appropriated funds

| PROJECT TITLE | Total number of consultants that worked on project | Duration: Work days | Contract value in Rand | |
|---|--|----------------------------------|-------------------------------------|---------------------------------|
| Support to the integrated national water plan water CGE simulation | 5 | 43 | 114,000.00 | |
| Mediation support for ERU | 4 | 217 | 495,330.00 | |
| Advisory Services for Operation Phakisa: Education | 15 | 119 | 8,592,084.69 | |
| Advisory Services for Operation Phakisa: Mining | 17 | 43 | 13,000,070.00 | |
| Web-enabled application for LGMIM | 7 | 258 | 874,608.00 | |
| Hotline Website | 1 | 27 | 75,240.00 | |
| Operation Phakisa Management and Monitoring system | 1 | 85 | 547,200.00 | |
| Training courses for government officials and/or service providers | 6 | 88 | 251,429.82 | |
| Formulation of an integrated water plan for South Africa | 1 | 109 | 753,220.00 | |
| Support DPME in alignment of strategy, structure and budget to political mandate | 7 | 144 | 1,265,795.12 | |
| GTAC support for Operation Phakisa: Education (PN879) | 2 | 239 | 4,899,994.00 | |
| Support for DPME strategic plan workshops (PN900) | 3 | 63 | 141,320.00 | |
| Operation Phakisa Oceans follow-up (PN913) | 4 | 20 | 105,633.00 | |
| Support for Operation Phakisa: Mining (PN878) | 3 | 261 | 5,744,609.00 | |
| Implementation evaluation of National Curriculum Statement (CAPS) | 21 | 346 | 1,999,073.00 | |
| Implementation Evaluation of the Extension Recovery Plan | 1 | 269 | 2,000,000.00 | |
| Draft of chapter on role of centre of government in planning processes etc. | 1 | 31 | 487,008.00 | |
| Implementation evaluation frameworks for the Strategic and Annual Performance Plans | 8 | 5 | 1,498,478.00 | |
| Enhancement of MPAT | 5 | 167 | 663,279.00 | |
| Application Developer | 1 | 46 | 232,000.00 | |
| Rapid Research on the use of ICT in education | 3 | 10 | 180,120.00 | |
| Implementation evaluation of 2013-2017 national drug master plan | 9 | 284 | 1,588,875.00 | |
| Investigating modalities for national minimum wage | 4 | 424 | 486,000.00 | |
| NIDS Wave 4 - additional work | 3 | 196 | 3,061,785.00 | |
| National Income Dynamics Study (NIDS) wave 5 | 20 | 781 | 117,654,836.00 | |
| Content editor for urban innovation publication | 4 | 138 | 538,499.52 | |
| Terms of reference for rapporteur (Urban Innovation Project Conference) | 3 | 43 | 185,090.40 | |
| | Total Individual Consultants | Total Duration: Work Days | Total Contract Value In Rand | Total Number Of Projects |
| | 159 | 4 456 | 167,435,577.55 | 27 |

Note: This table only refers to contracts concluded in the 2015/16 financial year. Contract duration and value includes full duration of contract and may span more than one financial year. Working days refer to the full duration of the contract.

Table 3.15.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

| PROJECT TITLE | BBBEE Level | Number of consultants from HDI groups that work on project |
|---|-------------|--|
| Support to the integrated national water plan water CGE simulation | 4 | 3 |
| Mediation support for ERU | 1 | 1 |
| Advisory Services for Operation Phakisa: Education | 2 | 10 |
| Advisory Services for Operation Phakisa: Mining | 2 | 13 |
| Web-enabled application for LGMIM | 1 | 2 |
| Hotline Website | 2 | 0 |
| Operation Phakisa Management and Monitoring system | 2 | 0 |
| Training courses for government officials and/or service providers | 2 | 5 |
| Formulation of an integrated water plan for South Africa | 3 | 1 |
| Support DPME in alignment of strategy, structure and budget to political mandate | Gov | Gov |
| GTAC support for Operation Phakisa: Education (PN879) | Gov | Gov |
| Support for DPME strategic plan workshops (PN900) | Gov | Gov |
| Operation Phakisa Oceans follow-up (PN913) | Gov | Gov |
| Support for Operation Phakisa: Mining (PN878) | Gov | Gov |
| Implementation evaluation of National Curriculum Statement (CAPS) | 3 | 17 |
| Implementation Evaluation of the Extension Recovery Plan | 3 | 1 |
| Draft of chapter on role of centre of government in planning processes etc. | 3 | 1 |
| Implementation evaluation frameworks for the Strategic and Annual Performance Plans | 1 | 6 |
| Enhancement of MPAT | 3 | 2 |
| Application Developer | 3 | 1 |
| Rapid Research on the use of ICT in education | 4 | 2 |
| Implementation evaluation of 2013-2017 national drug master plan | 2 | 5 |
| Investigating modalities for national minimum wage | 5 | 2 |
| NIDS Wave 4 - additional work | 5 | 2 |
| National Income Dynamics Study (NIDS) wave 5 | 5 | 16 |
| Content editor for urban innovation publication | 4 | 3 |
| Terms of reference for rapporteur (Urban Innovation Project Conference) | 1 | 2 |

Note: On 7 December 2011, the revised PPPFA regulations came into effect and HDI status was replaced by Broad-Based Black Economic Empowerment (B-BBEE) status level contribution for contracts from R30,000.



Table 3.15.3 – Report on consultant appointments using Donor funds

| PROJECT TITLE | | Total number of consultants that worked on project | Duration: Work days | Contract value in Rand |
|---|---------------------------|--|--------------------------|------------------------|
| Implementation Evaluation of Citizen-Based Monitoring Model | | 7 | 215 | 998,884.00 |
| Development MPAT toolkit | | 5 | 117 | 1,471,512.00 |
| Total individual consultants | Total duration: Work days | Total contract value in Rand | Total number of projects | |
| 12 | 332 | 2,470,396.00 | 2 | |

Note: This table only refers to contracts concluded in the 2015/2015 financial year. Contract duration and value includes full duration of contract and may span more than one financial year. Working days refer to the full duration of the contract.

Table 3.15.4 – Analysis of consultant appointments using Donor funds, in terms of HDIs

| PROJECT TITLE | BBBEE Level | Number of consultants from HDI groups that work on the project |
|---|-------------|--|
| Implementation Evaluation of Citizen-Based Monitoring Model | I | 4 |
| Development MPAT toolkit | I | 2 |

Note: On 7 December 2011, the revised PPPFA regulations came into effect and HDI status was replaced by B-BEEE status level contribution for contracts from R30, 000.

3.16 Severance Packages

Granting of employee initiated severance packages for the period 1 April 2015 and 31 March 2016

None

PART E





FINANCIAL INFORMATION

Annual financial statements for the department of planning, monitoring and evaluation

For the year ended 31 March 2016

Index

| | | |
|----|--|-----|
| 1 | Report of the Auditor-General | 96 |
| 2 | Appropriation Statement for the year ended 31 March 2016 | 99 |
| 3 | Notes to the Appropriation Statement | 113 |
| 4 | Statement of Financial Performance (R'000) | 114 |
| 5 | Statement of Financial Position (R'000) | 115 |
| 6 | Statement of Changes in Net Assets | 115 |
| 7 | Cash Flow Statement (R'000) | 116 |
| 8 | Statement of Accounting Policies and Related matters | 117 |
| 9 | Notes to the Annual Financial Statements (R'000) | 122 |
| 10 | Annexures to the Financial Statements (R'000) | 136 |

I. Report of the Auditor-General

Report of the Auditor-General to Parliament on vote no. 8: Department of Planning, Monitoring and Evaluation

Report on the financial statements

Introduction

1. I have audited the financial statements of the Department of Planning, Monitoring and Evaluation (DPME) set out on pages 99 to 135, which comprise the appropriation statement, the statement of financial position as at 31 March 2016, the statement of financial performance, of changes in net assets and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for the financial statements

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

Auditor-General's responsibility

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

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Planning, Monitoring and Evaluation as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standards as prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999(Act No. 1 of 1999) (PFMA).

Report on other legal and regulatory requirements

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

Predetermined objectives

8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected programmes presented in the annual performance report of the Department for the year ended 31 March 2016:
 - Programme 2 : Outcomes, Monitoring and Evaluation on pages 30 to 41
 - Programme 3 : Institutional Performance Monitoring and Evaluation on pages 41 to 50
 - Programme 4 : National Planning on pages 50 to 55
9. 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* (FMPPPI).
10. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
11. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:
 - Programme 2 : Outcomes, Monitoring and Evaluation on pages 30 to 41
 - Programme 3 : Institutional Performance Monitoring and Evaluation on pages 41 to 50
 - Programme 4 : National Planning on pages 50 to 55

Additional matters

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

Achievement of planned targets

13. Refer to the annual performance report on page(s) 22 to 57 for information on the achievement of the planned targets for the year.

Adjustment of material misstatements

14. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 2: Outcomes, Monitoring and Evaluation, Programme 3: Institutional Performance Monitoring and Evaluation and Programme 4: National Planning. As management subsequently corrected the misstatements, I did not identify any material findings on the usefulness and reliability of the reported performance information.

Unaudited supplementary information

15. The supplementary information set out on pages 136 to 138 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report on them.

Compliance with legislation

16. I performed procedures to obtain evidence that the Department of Planning, Monitoring and Evaluation had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Internal control

17. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Auditor-General

Pretoria

29 July 2016



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

2. Appropriation Statement for the year ended 31 March 2016

| DEPARTMENTAL APPROPRIATION PER PROGRAMME | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|---------------------------|----------------------|----------|------------------------|-----------------------|--------------|-----------------------------|------------------------|-----------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| 1. Administration | 104 185 | - | 7 687 | 111 872 | 111 872 | - | 100.0% | 85 851 | 80 915 |
| 2. Outcomes Monitoring & Evaluation | 92 324 | - | (2 237) | 90 087 | 89 560 | 527 | 99.4% | 89 343 | 83 950 |
| 3. Institutional Performance Monitoring & Evaluation | 60 431 | - | 195 | 60 626 | 60 626 | - | 100.0% | 63 466 | 62 311 |
| 4. National Planning | 82 197 | - | (6 565) | 75 632 | 70 736 | 4 896 | 93.5% | 81 872 | 68 661 |
| 5. National Youth Development | 415 063 | - | 920 | 415 983 | 415 983 | - | 100.0% | 413 310 | 413 310 |
| SUBTOTAL | 754 200 | - | - | 754 200 | 748 777 | 5 423 | 99.3% | 733 842 | 709 147 |
| Statutory Appropriation | - | - | - | - | - | - | 0.0% | - | - |
| TOTAL | 754 200 | - | - | 754 200 | 748 777 | 5 423 | 99.3% | 733 842 | 709 147 |
| Reconciliation with Statement of Financial Performance | | | | | | | | | |
| ADD | | | | | | | | | |
| Departmental receipts | | | | 417 | | | | 88 | |
| Aid assistance | | | | 34 021 | | | | 26 826 | |
| Actual amounts per statement of financial performance (total revenue) | | | | 788 638 | | | | 760 756 | |
| ADD | | | | | | | | | |
| Aid assistance | | | | | 26 692 | | | | 13 011 |
| Actual amount per statement of financial performance (expenditure) | | | | | 775 469 | | | | 722 158 |

| DEPARTMENTAL APPROPRIATION PER ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|----------------|---------------------|--------------------|--------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 340 861 | (5 251) | (5 223) | 330 387 | 324 964 | 5 423 | 98.4% | 295 318 | 270 623 |
| Compensation of employees | 192 264 | (14 827) | - | 177 437 | 176 910 | 527 | 99.7% | 153 751 | 143 375 |
| Salaries and wages | 165 039 | (6 281) | - | 158 758 | 158 334 | 424 | 99.7% | 134 024 | 128 472 |
| Social contributions | 27 225 | (8 546) | - | 18 679 | 18 576 | 103 | 99.4% | 19 727 | 14 903 |
| Goods and services | 148 597 | 9 576 | (5 223) | 152 950 | 148 054 | 4 896 | 96.8% | 141 567 | 127 248 |
| Administrative fees | 1 080 | 191 | - | 1 271 | 1 271 | - | 100.0% | 1 137 | 1 137 |
| Advertising | 1 843 | 96 | (341) | 1 598 | 1 598 | - | 100.0% | 1 891 | 1 625 |
| Minor assets | 1 080 | (328) | - | 752 | 752 | - | 100.0% | 2 432 | 2 402 |
| Audit costs: External | 2 600 | (432) | - | 2 168 | 2 168 | - | 100.0% | 2 969 | 2 969 |
| Bursaries: Employees | 500 | (36) | - | 464 | 464 | - | 100.0% | 337 | 337 |
| Catering: Departmental activities | 1 204 | 1 403 | - | 2 607 | 2 607 | - | 100.0% | 3 008 | 2 524 |
| Communication | 5 040 | 545 | - | 5 585 | 5 585 | - | 100.0% | 5 147 | 3 789 |
| Computer services | 20 322 | 699 | 2 464 | 23 485 | 23 485 | - | 100.0% | 21 528 | 21 101 |
| Consultants: Business & advisory services | 65 007 | (3 681) | (7 385) | 53 941 | 51 168 | 2 773 | 94.9% | 53 086 | 52 545 |
| Contractors | 1 487 | 74 | - | 1 561 | 1 561 | - | 100.0% | 2 077 | 2 062 |
| Agency & support/outsourced services | 681 | 198 | - | 879 | 879 | - | 100.0% | 1 120 | 1 120 |
| Entertainment | 176 | (137) | - | 39 | 39 | - | 100.0% | 243 | 27 |
| Fleet services | 586 | 293 | - | 879 | 879 | - | 100.0% | 98 | 98 |
| Consumable supplies | 292 | 68 | - | 360 | 360 | - | 100.0% | 263 | 117 |
| Consumable: Stationery, printing, office supplies | 1 507 | 28 | - | 1 535 | 1 535 | - | 100.0% | 1 338 | 982 |
| Operating leases | 5 602 | 1 053 | - | 6 655 | 6 655 | - | 100.0% | 2 290 | 2 062 |
| Property payments | 900 | 1 325 | - | 2 225 | 2 225 | - | 100.0% | 360 | 360 |
| Travel and subsistence | 31 762 | 4 405 | (881) | 35 286 | 33 163 | 2 123 | 94.0% | 25 968 | 19 524 |
| Training and development | 906 | (12) | - | 894 | 894 | - | 100.0% | 1 704 | 1 544 |
| Operating payments | 2 795 | 3 469 | - | 6 264 | 6 264 | - | 100.0% | 8 841 | 5 348 |
| Venues and facilities | 3 227 | 195 | 920 | 4 342 | 4 342 | - | 100.0% | 5 290 | 5 135 |
| Rental and hiring | - | 160 | - | 160 | 160 | - | 100.0% | 440 | 440 |
| Transfers and subsidies | 409 930 | 132 | - | 410 062 | 410 062 | - | 100.0% | 420 444 | 420 444 |
| Provinces and municipalities | 6 | (4) | - | 2 | 2 | - | 100.0% | 1 | 1 |
| Departmental agencies and accounts | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 437 | 408 437 |
| Non-profit institutions | - | - | - | - | - | - | 0.0% | 10 000 | 10 000 |
| Households | 135 | 136 | - | 271 | 271 | - | 100.0% | 2 006 | 2 006 |
| Payments for capital assets | 3 409 | 5 119 | 5 223 | 13 751 | 13 751 | - | 100.0% | 18 078 | 18 078 |
| Buildings and other fixed structures | - | 435 | - | 435 | 435 | - | 100.0% | 8 676 | 8 676 |
| Transport equipment | - | - | - | - | - | - | 0.0% | 791 | 791 |
| Other machinery and equipment | 2 909 | 3 760 | 5 223 | 11 892 | 11 892 | - | 100.0% | 7 480 | 7 480 |
| Intangible assets | 500 | 924 | - | 1 424 | 1 424 | - | 100.0% | 1 131 | 1 131 |
| Payments for financial assets: Thefts and losses | - | - | - | - | - | - | 0.0% | 2 | 2 |
| Total for Department | 754 200 | - | - | 754 200 | 748 777 | 5 423 | 99.3% | 733 842 | 709 147 |

| PROGRAMME 1: ADMINISTRATION APPROPRIATION PER SUB-PROGRAMME AND ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|---------------------------|----------------------|--------------|------------------------|-----------------------|----------------|-----------------------------|------------------------|-----------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Departmental Management | 9 822 | (1 605) | - | 8 217 | 8 217 | - | 100.0% | 16 405 | 12 091 |
| Corporate and Financial Services | 36 386 | 2 080 | - | 38 466 | 38 466 | - | 100.0% | 40 822 | 40 631 |
| Information Technology Support | 20 197 | (1 878) | 7 687 | 26 006 | 26 006 | - | 100.0% | 25 648 | 25 289 |
| Internal Auditing | 3 379 | (241) | - | 3 138 | 3 138 | - | 100.0% | 2 976 | 2 904 |
| Ministerial Support | 34 401 | 1 644 | - | 36 045 | 36 045 | - | 100.0% | - | - |
| Total for Sub-programmes | 104 185 | - | 7 687 | 111 872 | 111 872 | - | 100.0% | 85 851 | 80 915 |
| Current payments | 101 615 | (536) | 2 464 | 103 543 | 103 543 | - | 100.0% | 69 014 | 64 078 |
| Compensation of employees | 58 965 | (6 208) | - | 52 757 | 52 757 | - | 100.0% | 37 840 | 36 045 |
| Salaries and wages | 50 660 | (4 130) | - | 46 530 | 46 530 | - | 100.0% | 32 850 | 31 704 |
| Social contributions | 8 305 | (2 078) | - | 6 227 | 6 227 | - | 100.0% | 4 990 | 4 341 |
| Goods and services | 42 650 | 5 672 | 2 464 | 50 786 | 50 786 | - | 100.0% | 31 174 | 28 033 |
| Administrative fees | 118 | 331 | - | 449 | 449 | - | 100.0% | 109 | 109 |
| Advertising | 843 | 219 | - | 1 062 | 1 062 | - | 100.0% | 1 639 | 1 383 |
| Minor assets | 1 080 | (329) | - | 751 | 751 | - | 100.0% | 2 402 | 2 392 |
| Audit costs: External | 2 600 | (432) | - | 2 168 | 2 168 | - | 100.0% | 2 969 | 2 969 |
| Bursaries: Employees | 500 | (36) | - | 464 | 464 | - | 100.0% | 337 | 337 |
| Catering: Departmental activities | 503 | 298 | - | 801 | 801 | - | 100.0% | 313 | 248 |
| Communication | 1 630 | 931 | - | 2 561 | 2 561 | - | 100.0% | 1 703 | 871 |
| Computer services | 7 592 | 535 | 2 464 | 10 591 | 10 591 | - | 100.0% | 8 353 | 8 046 |
| Consultants: Business & advisory services | 353 | 1 018 | - | 1 371 | 1 371 | - | 100.0% | 755 | 755 |
| Contractors | 1 476 | (380) | - | 1 096 | 1 096 | - | 100.0% | 1 875 | 1 875 |
| Agency & support/outsourced services | 680 | 199 | - | 879 | 879 | - | 100.0% | 1 120 | 1 120 |
| Entertainment | 81 | (46) | - | 35 | 35 | - | 100.0% | 7 | 2 |
| Fleet services | 586 | 203 | - | 789 | 789 | - | 100.0% | 46 | 46 |
| Consumable supplies | 201 | 87 | - | 288 | 288 | - | 100.0% | 99 | 74 |
| Consumable: Stationery, printing, office supplies | 852 | 336 | - | 1 188 | 1 188 | - | 100.0% | 810 | 733 |
| Operating leases | 5 602 | 1 024 | - | 6 626 | 6 626 | - | 100.0% | 2 032 | 2 032 |
| Property payments | 900 | 1 325 | - | 2 225 | 2 225 | - | 100.0% | 360 | 360 |
| Travel and subsistence | 15 107 | 179 | - | 15 286 | 15 286 | - | 100.0% | 1 999 | 1 644 |
| Training and development | 906 | (121) | - | 785 | 785 | - | 100.0% | 1 020 | 980 |
| Operating payments | 785 | 63 | - | 848 | 848 | - | 100.0% | 3 052 | 1 883 |
| Venues and facilities | 255 | 240 | - | 495 | 495 | - | 100.0% | 110 | 110 |
| Rental and hiring | - | 28 | - | 28 | 28 | - | 100.0% | 64 | 64 |
| Transfers and subsidies | 59 | 70 | - | 129 | 129 | - | 100.0% | 227 | 227 |
| Provinces and municipalities | 6 | (4) | - | 2 | 2 | - | 100.0% | 1 | 1 |
| Departmental agencies and accounts | - | - | - | - | - | - | 0.0% | 200 | 200 |
| Households: Social benefits | 53 | 74 | - | 127 | 127 | - | 100.0% | 26 | 26 |
| Payments for capital assets | 2 511 | 466 | 5 223 | 8 200 | 8 200 | - | 100.0% | 16 610 | 16 610 |
| Buildings and other fixed structures | - | 435 | - | 435 | 435 | - | 100.0% | 8 676 | 8 676 |
| Transport equipment | - | - | - | - | - | - | 0.0% | 791 | 791 |
| Other machinery and equipment | 2 511 | 31 | 5 223 | 7 765 | 7 765 | - | 100.0% | 6 827 | 6 827 |
| Intangible assets | - | - | - | - | - | - | 0.0% | 316 | 316 |
| Total for Programme | 104 185 | - | 7 687 | 111 872 | 111 872 | - | 100.0% | 85 851 | 80 915 |

| SUB-PROGRAMME 1.1: DEPARTMENTAL MANAGEMENT | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|--|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 9 762 | (1 817) | - | 7 945 | 7 945 | - | 100.0% | 16 301 | 11 987 |
| Compensation of employees | 7 815 | (3 486) | - | 4 329 | 4 329 | - | 100.0% | 8 469 | 7 296 |
| Goods and services | 1 947 | 1 669 | - | 3 616 | 3 616 | - | 100.0% | 7 832 | 4 691 |
| Transfers and subsidies | - | - | - | - | - | - | 0.0% | 6 | 6 |
| Households: Social Benefits | - | - | - | - | - | - | 0.0% | 6 | 6 |
| Payments for capital assets | 60 | 212 | - | 272 | 272 | - | 100.0% | 98 | 98 |
| Other machinery and equipment | 60 | 212 | - | 272 | 272 | - | 100.0% | 98 | 98 |
| Total | 9 822 | (1 605) | - | 8 217 | 8 217 | - | 100.0% | 16 405 | 12 091 |

| SUB-PROGRAMME 1.2: CORPORATE AND FINANCIAL SERVICES | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 35 788 | 1 653 | - | 37 441 | 37 441 | - | 100.0% | 30 633 | 30 442 |
| Compensation of employees | 22 213 | (414) | - | 21 799 | 21 799 | - | 100.0% | 18 347 | 18 156 |
| Goods and services | 13 575 | 2 067 | - | 15 642 | 15 642 | - | 100.0% | 12 286 | 12 286 |
| Transfers and subsidies | 38 | 32 | - | 70 | 70 | - | 100.0% | 221 | 221 |
| Provinces and municipalities | 2 | - | - | 2 | 2 | - | 100.0% | 1 | 1 |
| Departmental agencies and accounts | - | - | - | - | - | - | 0.0% | 200 | 200 |
| Households: Social Benefits | 36 | 32 | - | 68 | 68 | - | 100.0% | 20 | 20 |
| Payments for capital assets | 560 | 395 | - | 955 | 955 | - | 100.0% | 9 968 | 9 968 |
| Buildings and other fixed structures | - | 435 | - | 435 | 435 | - | 100.0% | 6 624 | 6 624 |
| Transport equipment | - | - | - | - | - | - | 0.0% | 791 | 791 |
| Other machinery and equipment | 560 | (40) | - | 520 | 520 | - | 100.0% | 2 553 | 2 553 |
| Total | 36 386 | 2 080 | - | 38 466 | 38 466 | - | 100.0% | 40 822 | 40 631 |

| SUB-PROGRAMME 1.3: INFORMATION TECHNOLOGY SUPPORT | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|--------------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 18 797 | (1 910) | 2 464 | 19 351 | 19 351 | - | 100.0% | 19 107 | 18 748 |
| Compensation of employees | 9 807 | (2 604) | - | 7 203 | 7 203 | - | 100.0% | 9 002 | 8 643 |
| Goods and services | 8 990 | 694 | 2 464 | 12 148 | 12 148 | - | 100.0% | 10 105 | 10 105 |
| Transfers and subsidies | - | 32 | - | 32 | 32 | - | 100.0% | - | - |
| Households: Social Benefits | - | 32 | - | 32 | 32 | - | 100.0% | - | - |
| Payments for capital assets | 1 400 | - | 5 223 | 6 623 | 6 623 | - | 100.0% | 6 541 | 6 541 |
| Buildings and other fixed structures | - | - | - | - | - | - | 0.0% | 2 052 | 2 052 |
| Other machinery and equipment | 1 400 | - | 5 223 | 6 623 | 6 623 | - | 100.0% | 4 173 | 4 173 |
| Intangible assets | - | - | - | - | - | - | 0.0% | 316 | 316 |
| Total | 20 197 | (1 878) | 7 687 | 26 006 | 26 006 | - | 100.0% | 25 648 | 25 289 |

| SUB-PROGRAMME 1.4: INTERNAL AUDITING | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|--------------------------------------|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 3 362 | (270) | - | 3 092 | 3 092 | - | 100.0% | 2 973 | 2 901 |
| Compensation of employees | 2 419 | (636) | - | 1 783 | 1 783 | - | 100.0% | 2 022 | 1 950 |
| Goods and services | 943 | 366 | - | 1 309 | 1 309 | - | 100.0% | 951 | 951 |
| Transfers and subsidies | 17 | - | - | 17 | 17 | - | 100.0% | - | - |
| Households: Social Benefits | 17 | - | - | 17 | 17 | - | 100.0% | - | - |
| Payments for capital assets | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Other machinery and equipment | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Total | 3 379 | (241) | - | 3 138 | 3 138 | - | 100.0% | 2 976 | 2 904 |

| SUB-PROGRAMME 1.5: MINISTRY | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|------------------------------------|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 33 906 | 1 808 | - | 35 714 | 35 714 | - | 100.0% | - | - |
| Compensation of employees | 16 711 | 932 | - | 17 643 | 17 643 | - | 100.0% | - | - |
| Goods and services | 17 195 | 876 | - | 18 071 | 18 071 | - | 100.0% | - | - |
| Transfers and subsidies | 4 | 6 | - | 10 | 10 | - | 100.0% | - | - |
| Provinces and municipalities | 4 | (4) | - | - | - | - | 0.0% | - | - |
| Households: Social Benefits | - | 10 | - | 10 | 10 | - | 100.0% | - | - |
| Payments for capital assets | 491 | (170) | - | 321 | 321 | - | 100.0% | - | - |
| Other machinery and equipment | 491 | (170) | - | 321 | 321 | - | 100.0% | - | - |
| Total | 34 401 | 1 644 | - | 36 045 | 36 045 | - | 100.0% | - | - |

*Note: The offices of the Minister and Deputy Minister were transferred from the Presidency to DPME on 1 October 2015. Historical appropriation and expenditure are disclosed in the financial statements of the Presidency.

| PROGRAMME 2: OUTCOMES M&E APPROPRIATION PER SUB-PROGRAMME AND ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|---------------------------|----------------------|----------------|------------------------|-----------------------|----------------|-----------------------------|------------------------|-----------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Programme Management for OME | 2 628 | (238) | - | 2 390 | 2 390 | - | 100.0% | 3 182 | 3 182 |
| Outcomes Support | 64 430 | (202) | - | 64 228 | 63 701 | 527 | 99.2% | 63 788 | 58 630 |
| Evaluation and Research | 25 266 | 440 | (2 237) | 23 469 | 23 469 | - | 100.0% | 22 373 | 22 138 |
| Total for Sub-programmes | 92 324 | - | (2 237) | 90 087 | 89 560 | 527 | 99.4% | 89 343 | 83 950 |
| Current payments | 91 925 | (729) | (2 237) | 88 959 | 88 432 | 527 | 99.4% | 89 040 | 83 647 |
| Compensation of employees | 64 673 | (2 808) | - | 61 865 | 61 338 | 527 | 99.1% | 55 457 | 50 064 |
| Salaries and wages | 55 353 | 506 | - | 55 859 | 55 435 | 424 | 99.2% | 48 357 | 45 351 |
| Social contributions | 9 320 | (3 314) | - | 6 006 | 5 903 | 103 | 98.3% | 7 100 | 4 713 |
| Goods and services | 27 252 | 2 079 | (2 237) | 27 094 | 27 094 | - | 100.0% | 33 583 | 33 583 |
| Administrative fees | 321 | (7) | - | 314 | 314 | - | 100.0% | 723 | 723 |
| Advertising | - | 191 | - | 191 | 191 | - | 100.0% | 36 | 36 |
| Minor assets | - | 1 | - | 1 | 1 | - | 100.0% | 8 | 8 |
| Catering; Departmental activities | 183 | 790 | - | 973 | 973 | - | 100.0% | 1 303 | 1 303 |
| Communication | 746 | 216 | - | 962 | 962 | - | 100.0% | 709 | 709 |
| Computer services | 130 | (37) | - | 93 | 93 | - | 100.0% | 357 | 357 |
| Consultants; Business & advisory services | 17 660 | (909) | (2 237) | 14 514 | 14 514 | - | 100.0% | 16 287 | 16 287 |
| Contractors | - | 113 | - | 113 | 113 | - | 100.0% | 10 | 10 |
| Agency & support/outourced services | 1 | (1) | - | - | - | - | 0.0% | - | - |
| Entertainment | 43 | (39) | - | 4 | 4 | - | 100.0% | 3 | 3 |
| Fleet services | - | 14 | - | 14 | 14 | - | 100.0% | 4 | 4 |
| Consumable supplies | 8 | 37 | - | 45 | 45 | - | 100.0% | 24 | 24 |
| Consumable; Stationery; printing; office supplies | 339 | (130) | - | 209 | 209 | - | 100.0% | 144 | 144 |
| Operating leases | - | 17 | - | 17 | 17 | - | 100.0% | - | - |
| Travel and subsistence | 5 735 | 1 974 | - | 7 709 | 7 709 | - | 100.0% | 8 521 | 8 521 |
| Training and development | - | 56 | - | 56 | 56 | - | 100.0% | 556 | 556 |
| Operating payments | 560 | 423 | - | 983 | 983 | - | 100.0% | 968 | 968 |
| Venues and facilities | 1 526 | (662) | - | 864 | 864 | - | 100.0% | 3 658 | 3 658 |
| Rental and hiring | - | 32 | - | 32 | 32 | - | 100.0% | 272 | 272 |
| Transfers and subsidies | 24 | - | - | 24 | 24 | - | 100.0% | 108 | 108 |
| Households; Social Benefits | 24 | - | - | 24 | 24 | - | 100.0% | 108 | 108 |
| Payments for capital assets | 375 | 729 | - | 1 104 | 1 104 | - | 100.0% | 195 | 195 |
| Other machinery and equipment | 175 | (25) | - | 150 | 150 | - | 100.0% | 170 | 170 |
| Intangible assets | 200 | 754 | - | 954 | 954 | - | 100.0% | 25 | 25 |
| Total for Programme | 92 324 | - | (2 237) | 90 087 | 89 560 | 527 | 99.4% | 89 343 | 83 950 |

| SUB-PROGRAMME 2.1: PROGRAMME MANAGEMENT FOR OME | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 2 628 | (238) | - | 2 390 | 2 390 | - | 100.0% | 3 182 | 3 182 |
| Compensation of employees | 2 145 | (159) | - | 1 986 | 1 986 | - | 100.0% | 2 099 | 2 099 |
| Goods and services | 483 | (79) | - | 404 | 404 | - | 100.0% | 1 083 | 1 083 |
| Total | 2 628 | (238) | - | 2 390 | 2 390 | - | 100.0% | 3 182 | 3 182 |

| SUB-PROGRAMME 2.2: OUTCOMES SUPPORT | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|-------------------------------------|------------------------|-------------------|----------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 64 109 | (980) | - | 63 129 | 62 602 | 527 | 99.2% | 63 552 | 58 394 |
| Compensation of employees | 53 095 | (2 416) | - | 50 679 | 50 152 | 527 | 99.0% | 44 897 | 39 739 |
| Goods and services | 11 014 | 1 436 | - | 12 450 | 12 450 | - | 100.0% | 18 655 | 18 655 |
| Transfers and subsidies | 5 | - | - | 5 | 5 | - | 100.0% | 108 | 108 |
| Households: Social Benefits | 5 | - | - | 5 | 5 | - | 100.0% | 108 | 108 |
| Payments for capital assets | 316 | 778 | - | 1 094 | 1 094 | - | 100.0% | 128 | 128 |
| Other machinery and equipment | 116 | 24 | - | 140 | 140 | - | 100.0% | 103 | 103 |
| Intangible assets | 200 | 754 | - | 954 | 954 | - | 100.0% | 25 | 25 |
| Total | 64 430 | (202) | - | 64 228 | 63 701 | 527 | 99.2% | 63 788 | 58 630 |

| SUB-PROGRAMME 2.3: EVALUATION AND RESEARCH | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|--|------------------------|-------------------|----------------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 25 188 | 489 | (2 237) | 23 440 | 23 440 | - | 100.0% | 22 306 | 22 071 |
| Compensation of employees | 9 433 | (233) | - | 9 200 | 9 200 | - | 100.0% | 8 461 | 8 226 |
| Goods and services | 15 755 | 722 | (2 237) | 14 240 | 14 240 | - | 100.0% | 13 845 | 13 845 |
| Transfers and subsidies | 19 | - | - | 19 | 19 | - | 100.0% | - | - |
| Households: Social Benefits | 19 | - | - | 19 | 19 | - | 100.0% | - | - |
| Payments for capital assets | 59 | (49) | - | 10 | 10 | - | 100.0% | 67 | 67 |
| Other machinery and equipment | 59 | (49) | - | 10 | 10 | - | 100.0% | 67 | 67 |
| Total | 25 266 | 440 | (2 237) | 23 469 | 23 469 | - | 100.0% | 22 373 | 22 138 |

| PROGRAMME 3: INSTITUTIONAL PERFORMANCE M&E APPROPRIATION PER SUB-PROGRAMME AND ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | 2014/15 ('000) | | | | |
|--|------------------------|-------------------|------------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure | Actual Expenditure |
| Programme Management for IPM&E | 2 880 | (794) | - | 2 086 | 2 086 | - | 100.0% | 2 413 | 1 954 | 1 954 |
| Management Performance Monitoring & Support | 10 674 | 2 185 | 195 | 13 054 | 13 054 | - | 100.0% | 15 467 | 14 771 | 14 771 |
| Presidential FSDM & Support | 40 342 | (1 583) | - | 38 759 | 38 759 | - | 100.0% | 37 887 | 37 887 | 37 887 |
| M&E Policy and Capacity Building | 6 535 | 192 | - | 6 727 | 6 727 | - | 100.0% | 7 699 | 7 699 | 7 699 |
| Total for Sub-programmes | 60 431 | - | 195 | 60 626 | 60 626 | - | 100.0% | 63 466 | 62 311 | 62 311 |
| Current payments | 59 928 | (192) | 195 | 59 931 | 59 931 | - | 100.0% | 62 456 | 61 301 | 61 301 |
| Compensation of employees | 39 146 | (1 079) | - | 38 067 | 38 067 | - | 100.0% | 39 872 | 38 779 | 38 779 |
| Salaries and wages | 33 666 | 174 | - | 33 840 | 33 840 | - | 100.0% | 35 114 | 34 346 | 34 346 |
| Social contributions | 5 480 | (1 253) | - | 4 227 | 4 227 | - | 100.0% | 4 758 | 4 433 | 4 433 |
| Goods and services | 20 782 | 887 | 195 | 21 864 | 21 864 | - | 100.0% | 22 584 | 22 522 | 22 522 |
| Administrative fees | 362 | (82) | - | 280 | 280 | - | 100.0% | 241 | 241 | 241 |
| Advertising | - | 91 | - | 91 | 91 | - | 100.0% | 137 | 137 | 137 |
| Minor assets | - | - | - | - | - | - | 0.0% | 2 | 2 | 2 |
| Catering: Departmental activities | 28 | 284 | - | 312 | 312 | - | 100.0% | 479 | 479 | 479 |
| Communication | 2 169 | (420) | - | 1 749 | 1 749 | - | 100.0% | 1 937 | 1 937 | 1 937 |
| Computer services | 12 000 | (510) | - | 11 490 | 11 490 | - | 100.0% | 12 208 | 12 208 | 12 208 |
| Consultants: Business & advisory services | 1 000 | (402) | - | 598 | 598 | - | 100.0% | 864 | 864 | 864 |
| Contractors | 1 | (1) | - | - | - | - | 0.0% | 169 | 169 | 169 |
| Entertainment | 10 | (10) | - | - | - | - | 0.0% | 3 | 3 | 3 |
| Fleet services | - | 76 | - | 76 | 76 | - | 100.0% | 40 | 40 | 40 |
| Consumable supplies | 7 | 12 | - | 19 | 19 | - | 100.0% | 16 | 16 | 16 |
| Consumable: Stationery, printing, office supplies | 68 | (10) | - | 58 | 58 | - | 100.0% | 57 | 57 | 57 |
| Operating leases | - | 12 | - | 12 | 12 | - | 100.0% | - | - | - |
| Travel and subsistence | 3 916 | 1 883 | 195 | 5 994 | 5 994 | - | 100.0% | 5 327 | 5 265 | 5 265 |
| Training and development | - | 53 | - | 53 | 53 | - | 100.0% | - | - | - |
| Operating payments | 425 | 107 | - | 532 | 532 | - | 100.0% | 367 | 367 | 367 |
| Venues and facilities | 796 | (232) | - | 564 | 564 | - | 100.0% | 683 | 683 | 683 |
| Rental and hiring | - | 36 | - | 36 | 36 | - | 100.0% | 54 | 54 | 54 |
| Transfers and subsidies | 30 | 55 | - | 85 | 85 | - | 100.0% | 72 | 72 | 72 |
| Households: Social Benefits | - | 55 | - | 55 | 55 | - | 100.0% | 72 | 72 | 72 |
| Households: Other transfers to households | 30 | - | - | 30 | 30 | - | 100.0% | - | - | - |
| Payments for capital assets | 473 | 137 | - | 610 | 610 | - | 100.0% | 937 | 937 | 937 |
| Other machinery and equipment | 173 | (33) | - | 140 | 140 | - | 100.0% | 147 | 147 | 147 |
| Intangible assets | 300 | 170 | - | 470 | 470 | - | 100.0% | 790 | 790 | 790 |
| Payments for financial assets: Thefts and losses | - | - | - | - | - | - | 0.0% | 1 | 1 | 1 |
| Total for Programme | 60 431 | - | 195 | 60 626 | 60 626 | - | 100.0% | 63 466 | 62 311 | 62 311 |

| SUB-PROGRAMME 3.1: PROGRAMME MANAGEMENT FOR IPM&E | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 2 880 | (823) | - | 2 057 | 2 057 | - | 100.0% | 2 338 | 1 879 |
| Compensation of employees | 2 440 | (1 112) | - | 1 328 | 1 328 | - | 100.0% | 1 893 | 1 496 |
| Goods and services | 440 | 289 | - | 729 | 729 | - | 100.0% | 445 | 383 |
| Transfers and subsidies | - | - | - | - | - | - | 0.0% | 72 | 72 |
| Households: Social Benefits | - | - | - | - | - | - | 0.0% | 72 | 72 |
| Payments for capital assets | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Other machinery and equipment | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Total | 2 880 | (794) | - | 2 086 | 2 086 | - | 100.0% | 2 413 | 1 954 |

| SUB-PROGRAMME 3.2: MANAGEMENT PERFORMANCE MONITORING & SUPPORT | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|--|------------------------|-------------------|------------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 10 316 | 1 999 | 195 | 12 510 | 12 510 | - | 100.0% | 14 648 | 13 952 |
| Compensation of employees | 8 631 | 751 | - | 9 382 | 9 382 | - | 100.0% | 12 007 | 11 311 |
| Goods and services | 1 685 | 1 248 | 195 | 3 128 | 3 128 | - | 100.0% | 2 641 | 2 641 |
| Transfers and subsidies | - | 48 | - | 48 | 48 | - | 100.0% | - | - |
| Households: Social Benefits | - | 48 | - | 48 | 48 | - | 100.0% | - | - |
| Payments for capital assets | 358 | 138 | - | 496 | 496 | - | 100.0% | 819 | 819 |
| Other machinery and equipment | 58 | (32) | - | 26 | 26 | - | 100.0% | 29 | 29 |
| Intangible assets | 300 | 170 | - | 470 | 470 | - | 100.0% | 790 | 790 |
| Total | 10 674 | 2 185 | 195 | 13 054 | 13 054 | - | 100.0% | 15 467 | 14 771 |

| SUB-PROGRAMME 3.3: PRESIDENTIAL FRONTLINE SERVICE DELIVERY PERFORMANCE MONITORING & SUPPORT | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 40 197 | (1 531) | - | 38 666 | 38 666 | - | 100.0% | 37 774 | 37 774 |
| Compensation of employees | 22 317 | (778) | - | 21 539 | 21 539 | - | 100.0% | 20 819 | 20 819 |
| Goods and services | 17 880 | (753) | - | 17 127 | 17 127 | - | 100.0% | 16 955 | 16 955 |
| Transfers and subsidies | 30 | 7 | - | 37 | 37 | - | 100.0% | - | - |
| Non-profit institutions | 30 | (30) | - | - | - | - | 0.0% | - | - |
| Households: Social Benefits | - | 37 | - | 37 | 37 | - | 100.0% | - | - |
| Payments for capital assets | 115 | (59) | - | 56 | 56 | - | 100.0% | 112 | 112 |
| Other machinery and equipment | 115 | (59) | - | 56 | 56 | - | 100.0% | 112 | 112 |
| Payments for financial assets: Thefts and losses | - | - | - | - | - | - | 0.0% | 1 | 1 |
| Total | 40 342 | (1 583) | - | 38 759 | 38 759 | - | 100.0% | 37 887 | 37 887 |

| SUB-PROGRAMME 3.4: M&E POLICY AND CAPACITY BUILDING | 2015/16 ('000) | | | | | 2014/15 ('000) | | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 6 535 | 163 | - | 6 698 | 6 698 | - | 100.0% | 7 696 | 7 696 |
| Compensation of employees | 5 758 | 60 | - | 5 818 | 5 818 | - | 100.0% | 5 153 | 5 153 |
| Goods and services | 777 | 103 | - | 880 | 880 | - | 100.0% | 2 543 | 2 543 |
| Payments for capital assets | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Other machinery and equipment | - | 29 | - | 29 | 29 | - | 100.0% | 3 | 3 |
| Total | 6 535 | 192 | - | 6 727 | 6 727 | - | 100.0% | 7 699 | 7 699 |

| PROGRAMME 4: NATIONAL PLANNING APPROPRIATION PER SUB-PROGRAMME AND ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|--|---------------------------|----------------------|----------------|------------------------|-----------------------|--------------|-----------------------------|------------------------|-----------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Programme Management for National Planning | 26 490 | (693) | (5 450) | 20 347 | 17 451 | 2 896 | 85.8% | 26 262 | 16 229 |
| Research and Policy Services | 48 421 | 2 349 | (1 115) | 49 655 | 47 655 | 2 000 | 96.0% | 52 965 | 49 793 |
| Government Performance Information | 7 286 | (1 656) | - | 5 630 | 5 630 | - | 100.0% | 2 645 | 2 639 |
| Total for Sub-programmes | 82 197 | - | (6 565) | 75 632 | 70 736 | 4 896 | 93.5% | 81 872 | 68 661 |
| Current payments | 82 169 | (3 806) | (6 565) | 71 798 | 66 902 | 4 896 | 93.2% | 69 765 | 56 554 |
| Compensation of employees | 27 311 | (4 644) | - | 22 667 | 22 667 | - | 100.0% | 19 231 | 17 136 |
| Salaries and wages | 23 424 | (2 836) | - | 20 588 | 20 588 | - | 100.0% | 16 463 | 15 831 |
| Social contributions | 3 887 | (1 808) | - | 2 079 | 2 079 | - | 100.0% | 2 768 | 1 305 |
| Goods and services | 54 858 | 838 | (6 565) | 49 131 | 44 235 | 4 896 | 90.0% | 50 534 | 39 418 |
| Administrative fees | 270 | (50) | - | 220 | 220 | - | 100.0% | 59 | 59 |
| Advertising | 1 000 | (405) | (341) | 254 | 254 | - | 100.0% | 66 | 56 |
| Minor assets | - | - | - | - | - | - | 0.0% | 20 | - |
| Catering: Departmental activities | 490 | (158) | - | 332 | 332 | - | 100.0% | 605 | 186 |
| Communication | 445 | (163) | - | 282 | 282 | - | 100.0% | 766 | 240 |
| Computer services | 600 | 711 | - | 1 311 | 1 311 | - | 100.0% | 610 | 490 |
| Consultants: Business & advisory services | 43 218 | (612) | (5 148) | 37 458 | 34 685 | 2 773 | 92.6% | 35 180 | 34 639 |
| Contractors | 10 | 165 | - | 175 | 175 | - | 100.0% | 23 | 8 |
| Entertainment | 42 | (42) | - | - | - | - | 0.0% | 230 | 19 |
| Fleet services | - | - | - | - | - | - | 0.0% | 8 | 8 |
| Consumable supplies | 76 | (68) | - | 8 | 8 | - | 100.0% | 124 | 3 |
| Consumable: Stationery, printing, office supplies | 228 | (148) | - | 80 | 80 | - | 100.0% | 327 | 48 |
| Operating leases | - | - | - | - | - | - | 0.0% | 258 | 30 |
| Travel and subsistence | 6 804 | 100 | (1 076) | 5 828 | 3 705 | 2 123 | 63.6% | 9 325 | 3 298 |
| Training and development | - | - | - | - | - | - | 0.0% | 128 | 8 |
| Operating payments | 1 025 | 675 | - | 1 700 | 1 700 | - | 100.0% | 2 419 | 95 |
| Venues and facilities | 650 | 769 | - | 1 419 | 1 419 | - | 100.0% | 370 | 215 |
| Rental and hiring | - | 64 | - | 64 | 64 | - | 100.0% | 16 | 16 |
| Transfers and subsidies | 28 | 7 | - | 35 | 35 | - | 100.0% | 11 800 | 11 800 |
| Non-profit institutions | - | - | - | - | - | - | 0.0% | 10 000 | 10 000 |
| Households: Social Benefits | 28 | 7 | - | 35 | 35 | - | 100.0% | 1 800 | 1 800 |
| Payments for capital assets | - | 3 799 | - | 3 799 | 3 799 | - | 100.0% | 307 | 307 |
| Other machinery and equipment | - | 3 799 | - | 3 799 | 3 799 | - | 100.0% | 307 | 307 |
| Total for Programme | 82 197 | - | (6 565) | 75 632 | 70 736 | 4 896 | 93.5% | 81 872 | 68 661 |

| SUB-PROGRAMME 4.1: PROGRAMME MANAGEMENT FOR NATIONAL PLANNING | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|----------------|---------------------|--------------------|--------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 26 490 | (814) | (5 450) | 20 226 | 17 330 | 2 896 | 85.7% | 24 263 | 14 230 |
| Compensation of employees | 7 579 | (561) | - | 7 018 | 7 018 | - | 100.0% | 7 116 | 6 712 |
| Goods and services | 18 911 | (253) | (5 450) | 13 208 | 10 312 | 2 896 | 78.1% | 17 147 | 7 518 |
| Transfers and subsidies | - | 7 | - | 7 | 7 | - | 100.0% | 1 800 | 1 800 |
| Households: Social Benefits | - | 7 | - | 7 | 7 | - | 100.0% | 1 800 | 1 800 |
| Payments for capital assets | - | 114 | - | 114 | 114 | - | 100.0% | 199 | 199 |
| Other machinery and equipment | - | 114 | - | 114 | 114 | - | 100.0% | 199 | 199 |
| Total | 26 490 | (693) | (5 450) | 20 347 | 17 451 | 2 896 | 85.8% | 26 262 | 16 229 |

| SUB-PROGRAMME 4.2: RESEARCH AND POLICY SERVICES | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|----------------|---------------------|--------------------|--------------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 48 393 | (1 336) | (1 115) | 45 942 | 43 942 | 2 000 | 95.6% | 42 857 | 39 685 |
| Compensation of employees | 13 635 | (2 723) | - | 10 912 | 10 912 | - | 100.0% | 10 260 | 8 575 |
| Goods and services | 34 758 | 1 387 | (1 115) | 35 030 | 33 030 | 2 000 | 94.3% | 32 597 | 31 110 |
| Transfers and subsidies | 28 | - | - | 28 | 28 | - | 100.0% | 10 000 | 10 000 |
| Non-profit institutions | - | - | - | - | - | - | 0.0% | 10 000 | 10 000 |
| Households: Social Benefits | 28 | - | - | 28 | 28 | - | 100.0% | - | - |
| Payments for capital assets | - | 3 685 | - | 3 685 | 3 685 | - | 100.0% | 108 | 108 |
| Other machinery and equipment | - | 3 685 | - | 3 685 | 3 685 | - | 100.0% | 108 | 108 |
| Total | 48 421 | 2 349 | (1 115) | 49 655 | 47 655 | 2 000 | 96.0% | 52 965 | 49 793 |

| SUB-PROGRAMME 4.3: GOVERNMENT PERFORMANCE INFORMATION | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Current payments | 7 286 | (1 656) | - | 5 630 | 5 630 | - | 100.0% | 2 645 | 2 639 |
| Compensation of employees | 6 097 | (1 360) | - | 4 737 | 4 737 | - | 100.0% | 1 855 | 1 849 |
| Goods and services | 1 189 | (296) | - | 893 | 893 | - | 100.0% | 790 | 790 |
| Total | 7 286 | (1 656) | - | 5 630 | 5 630 | - | 100.0% | 2 645 | 2 639 |

| PROGRAMME 5: NATIONAL YOUTH DEVELOPMENT APPROPRIATION PER SUB-PROGRAMME AND ECONOMIC CLASSIFICATION | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|------------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| Youth Development | 5 274 | - | 920 | 6 194 | 6 194 | - | 100.0% | 5 073 | 5 073 |
| NYDA Transfers | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |
| Total for Sub-programmes | 415 063 | - | 920 | 415 983 | 415 983 | - | 100.0% | 413 310 | 413 310 |
| Current payments | 5 224 | 12 | 920 | 6 156 | 6 156 | - | 100.0% | 5 043 | 5 043 |
| Compensation of employees | 2 169 | (88) | - | 2 081 | 2 081 | - | 100.0% | 1 351 | 1 351 |
| Salaries and wages | 1 936 | 5 | - | 1 941 | 1 941 | - | 100.0% | 1 240 | 1 240 |
| Social contributions | 233 | (93) | - | 140 | 140 | - | 100.0% | 111 | 111 |
| Goods and services | 3 055 | 100 | 920 | 4 075 | 4 075 | - | 100.0% | 3 692 | 3 692 |
| Administrative fees | 9 | (1) | - | 8 | 8 | - | 100.0% | 5 | 5 |
| Advertising | - | - | - | - | - | - | 0.0% | 13 | 13 |
| Catering: Departmental activities | - | 189 | - | 189 | 189 | - | 100.0% | 308 | 308 |
| Communication | 50 | (19) | - | 31 | 31 | - | 100.0% | 32 | 32 |
| Consultants: Business & advisory services | 2 776 | (2 776) | - | - | - | - | 0.0% | - | - |
| Contractors | - | 177 | - | 177 | 177 | - | 100.0% | - | - |
| Consumable: Stationery, printing, office supplies | 20 | (20) | - | - | - | - | 0.0% | - | - |
| Travel and subsistence | 200 | 269 | - | 469 | 469 | - | 100.0% | 796 | 796 |
| Training and development | - | - | - | - | - | - | 0.0% | - | - |
| Operating payments | - | 2 201 | - | 2 201 | 2 201 | - | 100.0% | 2 035 | 2 035 |
| Venues and facilities | - | 80 | 920 | 1 000 | 1 000 | - | 100.0% | 469 | 469 |
| Rental and hiring | - | - | - | - | - | - | 0.0% | 34 | 34 |
| Transfers and subsidies | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |
| Departmental agencies and accounts | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |
| Payments for capital assets | 50 | (12) | - | 38 | 38 | - | 100.0% | 29 | 29 |
| Other machinery and equipment | 50 | (12) | - | 38 | 38 | - | 100.0% | 29 | 29 |
| Payments for financial assets: Thefts and losses | - | - | - | - | - | - | 0.0% | 1 | 1 |
| Total for Programme | 415 063 | - | 920 | 415 983 | 415 983 | - | 100.0% | 413 310 | 413 310 |

| | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|---|------------------------|-------------------|------------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| SUB-PROGRAMME 5.1: YOUTH DEVELOPMENT | | | | | | | | | |
| Current payments | 5 224 | 12 | 920 | 6 156 | 6 156 | - | 100.0% | 5 043 | 5 043 |
| Compensation of employees | 2 169 | (88) | - | 2 081 | 2 081 | - | 100.0% | 1 351 | 1 351 |
| Goods and services | 3 055 | 100 | 920 | 4 075 | 4 075 | - | 100.0% | 3 692 | 3 692 |
| Payments for capital assets | 50 | (12) | - | 38 | 38 | - | 100.0% | 29 | 29 |
| Other machinery and equipment | 50 | (12) | - | 38 | 38 | - | 100.0% | 29 | 29 |
| Payments for financial assets: Thefts and losses | - | - | - | - | - | - | 0.0% | 1 | 1 |
| Total | 5 274 | - | 920 | 6 194 | 6 194 | - | 100.0% | 5 073 | 5 073 |

| | 2015/16 ('000) | | | | | | 2014/15 ('000) | | |
|--|------------------------|-------------------|----------|---------------------|--------------------|----------|--------------------------|---------------------|--------------------|
| | Adjusted Appropriation | Shifting of Funds | Virement | Final Appropriation | Actual Expenditure | Variance | Exp. as % of final appr. | Final Appropriation | Actual Expenditure |
| SUB-PROGRAMME 5.2: NYDA TRANSFERS | | | | | | | | | |
| Transfers and subsidies | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |
| Departmental agencies and accounts | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |
| Total | 409 789 | - | - | 409 789 | 409 789 | - | 100.0% | 408 237 | 408 237 |

3. Notes to the Appropriation Statement

The offices of the Minister and Deputy Minister were transferred from the Presidency to DPME on 1 October 2015. Historical appropriation and expenditure figures are disclosed in the financial statements of the Presidency.

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

Details of these transactions can be viewed in the note on Transfers and Subsidies and Annexure I to the Annual Financial Statements.

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

None

3. Detail on payments for financial assets

Detail of these transactions (if any) 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 (R'000) | Final Appropriation | Actual Expenditure | Variance | Variance as % of Final Appr. |
|---|---------------------|--------------------|--------------|------------------------------|
| Administration | 111 872 | 111 872 | - | 0.0% |
| Outcomes Monitoring and Evaluation | 90 087 | 89 560 | 527 | 0.6% |
| Institutional Performance Monitoring & Evaluation | 60 626 | 60 626 | - | 0.0% |
| National Planning | 75 632 | 70 736 | 4 896 | 6.5% |
| National Youth Development | 415 983 | 415 983 | - | 0.0% |
| Total | 754 200 | 748 777 | 5 423 | 0.7% |

| 4.2 PER ECONOMIC CLASSIFICATION (R'000) | Final Appropriation | Actual Expenditure | Variance | Variance as % of Final Appr. |
|---|---------------------|--------------------|--------------|------------------------------|
| Current Expenditure | 330 387 | 324 964 | 5 423 | 1.6% |
| Compensation of employees | 177 437 | 176 910 | 527 | 0.3% |
| Goods and services | 152 950 | 148 054 | 4 896 | 3.2% |
| Transfers and subsidies | 410 062 | 410 062 | - | 0.0% |
| Municipalities | 2 | 2 | - | 0.0% |
| Departmental agencies and accounts | 409 789 | 409 789 | - | 0.0% |
| Households; Social Benefits | 271 | 271 | - | 0.0% |
| Payments for capital assets | 13 751 | 13 751 | - | 0.0% |
| Buildings | 435 | 435 | - | 0.0% |
| Machinery and equipment | 11 892 | 11 892 | - | 0.0% |
| Intangible assets | 1 424 | 1 424 | - | 0.0% |
| Payments for financial assets | - | - | - | 0.0% |
| Total | 754 200 | 748 777 | 5 423 | 0.7% |

Under-expenditure on compensation of employees was due to normal turnover in staff. Under-expenditure under Programme 4 (National Planning) was due to the term of the previous National Planning Commission ending in May 2015 and the appointment of the new Commission in September 2015.

4. Statement of Financial Performance (R'000)

| | NOTE | 2015/2016 | 2014/2015 |
|---|------|----------------|----------------|
| REVENUE | | | |
| Annual appropriation | 1 | 754 200 | 733 842 |
| Departmental revenue | 2 | 417 | 88 |
| Aid assistance | 3 | 34 021 | 26 826 |
| TOTAL REVENUE | | 788 638 | 760 756 |
| EXPENDITURE | | | |
| Current expenditure | | 349 709 | 282 769 |
| Compensation of employees | 4 | 176 910 | 143 375 |
| Goods and services | 5 | 148 054 | 127 248 |
| Aid assistance | 3 | 24 745 | 12 146 |
| Transfers and subsidies | | 410 123 | 420 444 |
| Transfers and Subsidies | 7 | 410 062 | 420 444 |
| Aid Assistance | 3 | 61 | - |
| Expenditure on capital assets | | 15 637 | 18 943 |
| Tangible capital assets | 8 | 12 508 | 16 947 |
| Software and other intangible assets | 8 | 3 129 | 1 996 |
| Payments for financial assets | | - | 2 |
| TOTAL EXPENDITURE | | 775 469 | 722 158 |
| SURPLUS/(DEFICIT) FOR THE YEAR | | 13 169 | 38 598 |
| Reconciliation of Net Surplus/(Deficit) for the year | | | |
| Voted funds: Annual appropriation | | 5 423 | 24 695 |
| Departmental revenue and NRF Receipts | 2 | 417 | 88 |
| Aid assistance | 3 | 7 329 | 13 815 |
| SURPLUS/(DEFICIT) FOR THE YEAR | | 13 169 | 38 598 |

5. Statement of Financial Position (R'000)

| | NOTE | 2015/2016 | 2014/2015 |
|---|------|---------------|---------------|
| ASSETS | | | |
| Current assets | | | |
| Cash and cash equivalents | 9 | 7 624 | 35 235 |
| Prepayments and advances | 10 | 223 | 99 |
| Receivables | 11 | 4 870 | 3 237 |
| Aid assistance receivable | 3 | 60 | 131 |
| Non-current assets | | | |
| Receivables | | 88 | 5 |
| TOTAL ASSETS | | 12 865 | 38 707 |
| LIABILITIES | | | |
| Current liabilities | | | |
| Voted funds to be surrendered to the Revenue Fund | 12 | 5 423 | 24 695 |
| Departmental revenue/NRF Receipts to be surrendered to Revenue Fund | 13 | 28 | 10 |
| Payables | 14 | 48 | 37 |
| Aid assistance repayable | 3 | 2 438 | - |
| Aid assistance unutilised | 3 | 4 820 | 13 946 |
| TOTAL LIABILITIES | | 12 757 | 38 688 |
| NET ASSETS | | 108 | 19 |
| Represented by: Recoverable revenue | | 108 | 19 |

6. Statement of changes in Net Assets (R'000)

| | NOTE | 2015/2016 | 2014/2015 |
|----------------------------|------|------------|-----------|
| Recoverable revenue | | | |
| Opening balance | | 19 | 10 |
| Transfers: Debts raised | | 89 | 9 |
| Closing Balance | | 108 | 19 |

7. Cash Flow Statement (R'000)

| | NOTE | 2015/2016 | 2014/2015 |
|--|-----------|-----------------|-----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | | |
| Annual appropriated funds received | 1 | 754 200 | 733 842 |
| Departmental revenue received | 2 | 359 | 80 |
| Interest received | | 42 | 8 |
| Aid assistance received | 3 | 34 021 | 26 826 |
| Net (increase)/decrease in working capital | | (1 829) | (2 418) |
| Surrendered to Revenue Fund | | (25 094) | (1 103) |
| Surrendered to RDP Fund/Donor | | (13 946) | (6 876) |
| Current payments | | (349 709) | (282 769) |
| Payments for financial assets | | - | (2) |
| Transfers and subsidies paid | 7 | (410 123) | (420 444) |
| Net cash flow available from operating activities | 15 | (12 079) | 47 144 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Payments for capital assets | 8 | (15 637) | (18 943) |
| Proceeds from sale of capital assets | 2 | 16 | - |
| Net cash flows from investing activities | | (15 621) | (18 943) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Increase/(decrease) in net assets | | 89 | 9 |
| Net cash flows from financing activities | | 89 | 9 |
| Net increase/(decrease) in cash and cash equivalents | | (27 611) | 28 210 |
| Cash and cash equivalents at beginning of period | | 35 235 | 7 025 |
| Cash and cash equivalents at end of period | 16 | 7 624 | 35 235 |

8. Statement of Accounting Policies and Related matters

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the Department's primary and secondary information. The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the Annual Financial Statements. These are based on the best information available at the time of preparation. Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1. **Basis of preparation:** The financial statements have been prepared in accordance with the Modified Cash Standard.
2. **Going concern:** The financial statements have been prepared on a going concern basis.
3. **Presentation currency:** Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the Department.
4. **Rounding:** Unless otherwise stated, financial figures have been rounded to the nearest one thousand Rand (R'000).
5. **Foreign currency translation:** Cash flows arising from foreign currency transactions are translated into South African Rands using the exchange rates prevailing at the date of payment/receipt.
6. **Comparative information**

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

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

7. Revenue

- 7.1 **Appropriated funds:** Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to/from the relevant revenue fund at the reporting date is recognised as a payable/receivable in the statement of financial position.
- 7.2 **Departmental revenue:** Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
- 7.3 **Accrued departmental revenue:** Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:
 - it is probable that the economic benefits or service potential associated with the transaction will flow to the Department; and
 - the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and/penalties) is measured at amounts receivable from collecting agents.

8. Expenditure

8.1 Compensation of employees

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

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

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

8.3 Accrued expenditure payable: 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. Accrued expenditure payable is measured at cost.

8.4 Leases

8.4.1 Operating leases: Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. The operating lease commitments are recorded in the notes to the financial statements.

8.4.2 Finance leases: Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of: cost, being the fair value of the asset; or the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

8.5 Payments for financial assets: Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or under spending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements.

9. Aid Assistance

9.1 Aid assistance received: Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

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

10. Cash and cash equivalents: Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

11. Prepayments and advances: Prepayments and advances are recognised in the statement of financial position when the Department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost and are only expensed when invoices/interdepartmental claims are received.

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

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

14. Financial Assets

14.1 Financial assets (not covered elsewhere): A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

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

15. Payables: Loans and payables are recognised in the statement of financial position at cost.

16. Capital Assets

16.1 Immovable capital assets: 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. 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. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Immovable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. 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.

16.2 Movable capital assets: Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Biological assets are subsequently carried at fair value. Subsequent expenditure that is of a capital nature 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.

16.3 Intangible assets: Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition. Internally generated intangible assets are recorded in the notes to the financial statements when the Department commences the development phase of the project. Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure 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.

17. Provisions and Contingents

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

- 17.2 Contingent liabilities:** Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the Department, or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation, or the amount of the obligation cannot be measured reliably.
- 17.3 Contingent assets:** Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the Department.
- 17.4 Commitments:** 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.
- 18. Unauthorised expenditure:** Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:
- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
 - approved by Parliament or the Provincial Legislature without funding and is written-off against the appropriation in the statement of financial performance; or
 - transferred to receivables for recovery.
- Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.
- 19. Fruitless and wasteful expenditure:** recorded, is equal to the total value of the fruitless and or wasteful expenditure incurred. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery. Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.
- 20. Irregular expenditure:** 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 therefore are provided in the note. Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable. 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.
- 21. Changes in accounting estimates:** 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. Changes in accounting estimates are applied prospectively in accordance with MCS requirements. Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases, the Department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.
- 22. Events after the reporting date:** Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
- 23. Agent-Principal arrangements**

When the Department is the principal, it will recognise any payment made to the agent in the statement of financial performance. When the Department is the agent, it will recognise any fees received as departmental revenue in the statement of financial performance.



- 24. Departures from the MCS requirements:** Management has concluded that the financial statements present fairly the Department's primary and secondary information and has not departed from the Standard.
- 25. Capitalisation reserve:** The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.
- 26. Recoverable revenue:** Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.
- 27. Related party transactions:** 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.
- 28. Inventories (Effective from 1 April 2017):** At the date of acquisition, inventories are recorded at cost price in the notes to the financial statements. Where inventories are acquired as part of a non-exchange transaction, the cost of inventory is its fair value at the date of acquisition. Inventories are subsequently measured at the lower of cost and net realisable value or the lower of cost and current replacement value.
- 29. Public private partnerships**
- Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies. A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the Department are recorded in the notes to the financial statements.
- 30. Key management personnel**
- 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.

9. Notes to the Annual Financial Statements (R'000)

The offices of the Minister and Deputy Minister were transferred from the Presidency to DPME on 1 October 2015. Historical appropriation and expenditure figures are disclosed in the financial statements of the Presidency.

I. Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act and the Adjustments Appropriation Act:

| Programme | 2015/16 | | | 2014/15 | |
|------------------------------------|---------------------|-----------------------|-----------------------------------|---------------------|------------------------|
| | Final Appropriation | Actual Funds Received | Funds not requested, not received | Final Appropriation | Appropriation Received |
| Administration | 104 185 | 104 185 | - | 81 848 | 81 848 |
| Outcomes Monitoring and Evaluation | 92 324 | 92 324 | - | 89 343 | 89 343 |
| Institutional Performance M&E | 60 431 | 60 431 | - | 66 111 | 66 111 |
| National Planning | 82 197 | 82 197 | - | 88 303 | 88 303 |
| National Youth Development | 415 063 | 415 063 | - | 408 237 | 408 237 |
| Total | 754 200 | 754 200 | - | 733 842 | 733 842 |

2. Departmental revenue

| | Note 2 | 2015/2016 | 2014/2015 |
|---|--------|------------|-----------|
| Sales of goods and services other than capital assets | 2.1 | 88 | 54 |
| Interest, dividends and rent on land | 2.2 | 42 | 8 |
| Sales of capital assets | 2.3 | 16 | - |
| Transactions in financial assets and liabilities | 2.4 | 271 | 26 |
| Departmental revenue collected | | 417 | 88 |

2.1. Sales of goods and services other than capital assets

| | Note 2 | 2015/2016 | 2014/2015 |
|--|--------|-----------|-----------|
| Sales of goods and services produced by the Department | | | |
| Sales by market establishment | | 26 | 12 |
| Other sales | | 62 | 42 |
| Total | | 88 | 54 |

2.2 Interest, dividends and rent on land

| | Note 2 | 2015/2016 | 2014/2015 |
|----------|--------|-----------|-----------|
| Interest | | 42 | 8 |

2.3 Sales of capital assets

| | Note 2 | 2015/2016 | 2014/2015 |
|-------------------------|--------|-----------|-----------|
| Machinery and Equipment | | 16 | - |

2.4. Transactions in financial assets and liabilities

| | Note 2 | 2015/2016 | 2014/2015 |
|--|--------|------------|-----------|
| Receivables | | 38 | 18 |
| Other Receipts including Recoverable Revenue | | 233 | 8 |
| Total | | 271 | 26 |

3. Aid Assistance

| | Note 2 | 2015/2016 | 2014/2015 |
|---|--------|--------------|---------------|
| Opening Balance | | 13 815 | 6 876 |
| Transferred from statement of financial performance | | 7 329 | 13 815 |
| Paid during the year | | (13 946) | (6 876) |
| Total | | 7 198 | 13 815 |
| Analysis of balance by source | | | |
| Aid assistance from RDP | | 7 198 | 13 815 |
| Closing balance | | 7 198 | 13 815 |
| Analysis of balance | | | |
| Aid assistance receivable | | (60) | (131) |
| Aid assistance unutilised | | 4 820 | 13 946 |
| Aid assistance unutilised | | 2 438 | - |
| Closing balance | | 7 198 | 13 815 |

4. Compensation of employees

| | 2015/2016 | 2014/2015 |
|--|----------------|----------------|
| Salaries and Wages | 158 334 | 128 472 |
| Basic salary | 118 926 | 97 117 |
| Performance award | 2 503 | 1 802 |
| Service based | 101 | 85 |
| Compensative/circumstantial | 2 615 | 1 233 |
| Periodic payments | 2 201 | 2 173 |
| Other non-pensionable allowances | 31 988 | 26 062 |
| Social contributions (Employer) | 18 576 | 14 903 |
| Pension | 14 790 | 12 071 |
| Medical | 3 767 | 2 817 |
| Bargaining Council | 19 | 15 |
| Total compensation of Employees | 176 910 | 143 375 |
| Average numbers of employees | 265 | 222 |

5. Goods and services

| | Notes | 2015/2016 | 2014/2015 |
|---|-------|----------------|----------------|
| Administrative fees | | 1 271 | 1 137 |
| Advertising | | 1 598 | 1 625 |
| Minor Assets | 5.1 | 752 | 2 402 |
| Audit cost-external | 5.2 | 2 168 | 2 969 |
| Bursaries (employees) | | 464 | 337 |
| Catering | | 2 607 | 2 524 |
| Communication | | 5 585 | 3 789 |
| Computer services | 5.3 | 23 485 | 21 101 |
| Consultants: Business and advisory services | | 51 168 | 52 545 |
| Contractors | | 1 561 | 2 062 |
| Agency and support/outsourced services | | 879 | 1 120 |
| Entertainment | | 39 | 27 |
| Fleet services | | 879 | 98 |
| Consumables | 5.4 | 1 894 | 1 099 |
| Operating leases | | 6 655 | 2 062 |
| Property payments | 5.5 | 2 225 | 360 |
| Travel and subsistence | 5.6 | 33 163 | 19 524 |
| Training and staff development | | 894 | 1 544 |
| Venues and facilities | | 4 342 | 5 135 |
| Rental and hiring | | 160 | 440 |
| Other operating expenditure | 5.7 | 6 265 | 5 348 |
| Total | | 148 054 | 127 248 |

5.1 Minor Assets

| | Note | 2015/2016 | 2014/2015 |
|-------------------------|------|------------|--------------|
| Tangible assets | | 752 | 2 402 |
| Machinery and equipment | 28 | 752 | 2 402 |
| Transport assets | | - | - |
| Intangible assets | | - | - |
| Total | | 752 | 2 402 |

5.2 Audit cost – External

| | Note 5 | 2015/2016 | 2014/2015 |
|--------------------|--------|--------------|--------------|
| Regularity audits | | 2 168 | 2 969 |
| Performance audits | | - | - |
| Total | | 2 168 | 2 969 |

5.3 Computer services

| | Note 5 | 2015/2016 | 2014/2015 |
|-------------------------------------|--------|---------------|---------------|
| SITA computer services | | 16 073 | 14 475 |
| External computer service providers | | 7 412 | 6 626 |
| Total | | 23 485 | 21 101 |

5.4 Consumables

| | Note 5 | 2015/2016 | 2014/2015 |
|--|--------|--------------|--------------|
| Consumable supplies | | 359 | 117 |
| Uniform and clothing | | 53 | - |
| Household supplies | | 201 | 81 |
| Building material and supplies | | 8 | 1 |
| Communication accessories | | 6 | - |
| IT consumables | | 71 | 29 |
| Other consumables | | 20 | 6 |
| Stationery, printing and office supplies | | 1 535 | 982 |
| Total | | 1 894 | 1 099 |

5.5 Property Payments

| | Note 5 | 2015/2016 | 2014/2015 |
|----------------------------------|--------|--------------|------------|
| Municipal services | | 340 | 95 |
| Property maintenance and repairs | | 5 | - |
| Other | | 1 880 | 265 |
| Total | | 2 225 | 360 |

5.6 Travel and subsistence

| | Note 5 | 2015/2016 | 2014/2015 |
|--------------|--------|---------------|---------------|
| Local | | 24 550 | 17 099 |
| Foreign | | 8 613 | 2 425 |
| Total | | 33 163 | 19 524 |

5.7 Other operating expenditure

| | Note 5 | 2015/2016 | 2014/2015 |
|--|--------|--------------|--------------|
| Professional bodies, membership and subscription fees* | | 2 153 | 1 859 |
| Resettlement costs | | 387 | 336 |
| Other | | 3 725 | 3 153 |
| Total | | 6 265 | 5 348 |

*Note: Includes payment to Commonwealth Youth Programme.

6. Payments for financial assets

| | Note | 2015/2016 | 2014/2015 |
|--|------|-----------|-----------|
| Debts written-off i.t.o. Departmental Policy | | - | 2 |
| Total | | - | 2 |

7. Transfers and subsidies

| | | 2015/2016 | 2014/2015 |
|------------------------------------|----------|----------------|----------------|
| Provinces and municipalities | Annex IA | 2 | 1 |
| Departmental agencies and accounts | Annex IB | 409 789 | 408 437 |
| Non-profit institutions | Annex ID | - | 10 000 |
| Households | Annex IC | 271 | 2 006 |
| Total | | 410 062 | 420 444 |

8. Expenditure on capital assets

| | Note | 2015/2016 | 2014/2015 |
|---|------|---------------|---------------|
| Tangible assets | | 12 508 | 16 947 |
| Buildings and other fixed structures | 30 | 435 | 8 676 |
| Machinery and equipment | 27 | 12 073 | 8 271 |
| Software and other intangible assets | | | |
| Computer software | 29 | 3 129 | 1 996 |
| Total | | 15 637 | 18 943 |

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

| | Voted funds | Aid assistance | Total |
|--------------------------------------|---------------|----------------|---------------|
| Tangible assets | 12 327 | 181 | 12 508 |
| Buildings and other fixed structures | 435 | - | 435 |
| Machinery and equipment | 11 892 | 181 | 12 073 |
| Intangible assets | | | |
| Software | 1 424 | 1 705 | 3 129 |
| Total | 13 751 | 1 886 | 15 637 |

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

| | Voted funds | Aid assistance | Total |
|--------------------------------------|---------------|----------------|---------------|
| Tangible assets | 16 947 | - | 16 947 |
| Buildings and other fixed structures | 8 676 | - | 8 676 |
| Machinery and equipment | 8 271 | - | 8 271 |
| Intangible assets | | | |
| Software | 1 131 | 865 | 1 996 |
| Total | 18 078 | 865 | 18 943 |

8.3 Finance lease expenditure included in Expenditure for capital assets

| | Note | 2015/2016 | 2014/2015 |
|-------------------------|------|--------------|------------|
| Tangible assets | | | |
| Machinery and equipment | 27 | 1 036 | 868 |
| Total | | 1 036 | 868 |

9. Cash and cash equivalents

| | Note | 2015/2016 | 2014/2015 |
|--|------|--------------|---------------|
| Consolidated Paymaster General Account | | 7 604 | 35 215 |
| Cash on hand | | 20 | 20 |
| Total | | 7 624 | 35 235 |

10. Prepayments and Advances

| | Note | 2015/2016 | 2014/2015 |
|-------------------------------------|---------|------------|-----------|
| Advances for travel and subsistence | | 23 | 9 |
| Advances paid: National Departments | Annex 5 | 200 | 90 |
| Total | | 223 | 99 |

11. Receivables

| | Note | 2015/2016 | | | 2014/2015 | | |
|------------------------------------|-----------------|--------------|-------------|--------------|--------------|-------------|--------------|
| | | Current | Non-current | Total | Current | Non-current | Total |
| Claims recoverable | 11.1 | 4 543 | - | 4 543 | 2 539 | - | 2 539 |
| Recoverable expenditure | Annex 3 11.2 | 202 | 88 | 290 | 272 | 5 | 277 |
| Staff debt | 11.3 | - | - | - | 1 | - | 1 |
| Fruitless and wasteful expenditure | 11.5 | - | - | - | 3 | - | 3 |
| Other debtors | 11.4 | 125 | - | 125 | 422 | - | 422 |
| Total | | 4 870 | 88 | 4 958 | 3 237 | 5 | 3 242 |

11.1 Claims recoverable

| | Note | 2015/2016 | 2014/2015 |
|------------------------|------|--------------|--------------|
| National departments | | 4 532 | 2 538 |
| Provincial departments | | - | 1 |
| Local governments | | 11 | - |
| Total | | 4 543 | 2 539 |

11.2 Recoverable expenditure (disallowance accounts)

| | Note | 2015/2016 | 2014/2015 |
|---|------|------------|------------|
| Private expenses | | 83 | 172 |
| Contractual debt (Bursaries, salary overpayments) | | 207 | 105 |
| Total | | 290 | 277 |

11.3 Staff debt

| | Note 11 | 2015/2016 | 2014/2015 |
|----------|---------|-----------|-----------|
| Tax debt | | - | 1 |

11.4 Other debtors

| | Note 11 | 2015/2016 | 2014/2015 |
|------------|---------|-----------|-----------|
| SARS – VAT | | 125 | 422 |

11.5 Fruitless and wasteful expenditure

| | Note 11 | 2015/2016 | 2014/2015 |
|--|---------|-----------|-----------|
| Opening balance | | 3 | 10 |
| Less amounts recovered | | (3) | (10) |
| Less amounts written-off | | - | - |
| Transfers from note 23: Fruitless and Wasteful Expenditure | | - | 3 |
| Total | | - | 3 |

12. Voted funds to be surrendered to the Revenue Fund

| | Note 12 | 2015/2016 | 2014/2015 |
|--|---------|--------------|---------------|
| Opening balance | | 24 695 | 1 018 |
| Transfer from statement of financial performance | | 5 423 | 24 695 |
| Paid during the year | | (24 695) | (1 018) |
| Closing balance | | 5 423 | 24 695 |

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

| | Note | 2015/2016 | 2014/2015 |
|--|------|-----------|-----------|
| Opening balance | | 10 | 7 |
| Transfer from statement of financial performance | | 417 | 88 |
| Paid during the year | | (399) | (85) |
| Closing balance | | 28 | 10 |

14. Payables – current

| | Note | 2015/2016 | 2014/2015 |
|---|------|-----------|-----------|
| Clearing accounts – Salary related accounts | | 48 | 37 |
| Total | | 48 | 37 |

15. Net cash flow available from operating activities

| | Note | 2015/2016 | 2014/2015 |
|--|--------|-----------------|---------------|
| Net surplus/(deficit) as per Statement of Financial Performance | | 13 169 | 38 598 |
| Add back non cash/cash movements not deemed operating activities | | (25 248) | 8 546 |
| (Increase)/decrease in receivables – current | 11 | (1 716) | (2 439) |
| (Increase)/decrease in prepayments and advances | 10 | (124) | (2) |
| (Increase)/decrease in other current assets | | - | - |
| Increase/(decrease) in payables – current | 14 | 11 | 23 |
| Proceeds from sale of capital assets | | (16) | - |
| Proceeds from sale of investments | | - | - |
| (Increase)/decrease in other financial assets | | - | - |
| Expenditure on capital assets | 8 | 15 637 | 18 943 |
| Surrenders to Revenue Fund | 12, 13 | (25 094) | (1 103) |
| Surrenders to RDP Fund/Donor | | (13 946) | (6 876) |
| Voted funds not requested/not received | | - | - |
| Own revenue included in appropriation | | - | - |
| Other non-cash items | | - | - |
| Net cash flow generated by operating activities | | (12 079) | 47 144 |

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

| | Note | 2015/2016 | 2014/2015 |
|--|------|--------------|---------------|
| Consolidated Paymaster General account | | 7 604 | 35 215 |
| Cash on hand | | 20 | 20 |
| Total | | 7 624 | 35 235 |

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

| Liable to | Nature | Note | 2015/2016 | 2014/2015 |
|-------------------|--|---------|-----------|------------|
| Other departments | (interdepartmental unconfirmed balances) | Annex 4 | 62 | 233 |
| Total | | | 62 | 233 |

18. Commitments

| | Note | 2015/2016 | 2014/2015 |
|---|------|----------------|---------------|
| Current expenditure | | 162 983 | 90 927 |
| Approved and contracted | | 162 983 | 73 053 |
| Approved but not yet contracted | | - | 17 874 |
| Capital expenditure (Including transfers) | | 398 | 530 |
| Approved and contracted | | 398 | 530 |
| Approved but not yet contracted | | - | - |
| Total Commitments | | 163 381 | 91 457 |

Notes: Excludes operating and finance lease commitments disclosed under note 21. Excludes commitments for payments related to evaluations that will be recovered from other government departments in terms of co-funding agreements or commitments on donor funding. Material commitments longer than 12 months includes the National Income Dynamics Study (R1 17.7 million over three years), SITA for computer services (R32.6 million over two years) and outsourced security and cleaning services (R3.3 million over two years).

19. Accruals and payables not recognised

| Listed by economic classification | 2015/2016 | | | 2014/2015 | |
|-----------------------------------|--------------|--------------|--------------|--------------|--|
| | <30 Days | 30+ Days | Total | Total | |
| Goods and services | 4 285 | 1 973 | 6 258 | 3 601 | |
| Capital assets | 26 | 24 | 50 | 28 | |
| Total | 4 311 | 1 997 | 6 308 | 3 629 | |

Listed by programme level

| | | | |
|---|--|--------------|--------------|
| Administration | | 3 873 | 1 500 |
| Outcomes Monitoring and Evaluation | | 1 298 | 809 |
| Institutional Performance Monitoring and Evaluation | | 455 | 616 |
| National Planning | | 240 | 704 |
| National Youth Development | | 442 | - |
| Total | | 6 308 | 3 629 |

| | | | |
|--|---------|--------------|-----------|
| Confirmed balances with other departments not included above | Annex 4 | 1 867 | - |
| Confirmed balances with other government entities not included above | | - | 65 |
| Total | | 1 867 | 65 |

*Note: Includes accruals for operating & finance leases. Excludes accruals related to evaluations that will be recovered from other government departments in terms of co-funding agreements and accruals on projects that are donor funded. Accruals older than 30 days refer to goods/services received but invoices not yet received (mostly travel related expenditure).

20. Employee benefits (Provisions)

| | Note | 2015/16 | 2014/15 |
|-----------------------------------|------|---------------|---------------|
| Leave entitlement* | | 5 753 | 3 739 |
| Service bonus (Thirteenth cheque) | | 3 880 | 3 138 |
| Performance awards | | 2 884 | 2 354 |
| Capped leave commitments | | 1 962 | 1 354 |
| Other | | 56 | 44 |
| Total | | 14 535 | 10 630 |

*Note: Includes negative leave credits amounting to R1 65,000.



21. Lease commitments

21.1 Operating leases commitments

Not later than 1 year

| | |
|------------------------------------|--|
| Buildings & other fixed structures | |
| Machinery and equipment | |

Later than 1 year, not more than 5 years

| | |
|------------------------------------|--|
| Buildings & other fixed structures | |
| Machinery and equipment | |

Total

| | 2015/16 | 2014/15 |
|---------------|---------------|---------|
| 6 138 | 5 731 | |
| 6 050 | 5 707 | |
| 88 | 24 | |
| 17 920 | 23 978 | |
| 17 920 | 23 970 | |
| - | 8 | |
| 24 058 | 29 709 | |

21.2 Finance leases commitments

Machinery and Equipment

Not later than 1 year

Later than 1 year, not more than 5 years

Total

| | 2015/16 | 2014/15 |
|--------------|--------------|---------|
| 868 | 647 | |
| 874 | 723 | |
| 1 742 | 1 370 | |

Note: Projected expenditure on lease of photocopiers as well as cell phones and data modems included in contracts.

22. Irregular expenditure

22.1 Reconciliation of irregular expenditure

Opening balance

Prior period error

As restated

Add: Irregular expenditure – relating to prior year

Add: Irregular expenditure – relating to current year

Less: Prior year amounts condoned

Less: Current year amounts condoned

Less: Amounts not condoned and recoverable

Less: Amounts not condoned and not recoverable

Closing Balance

| Note | 2015/2016 | 2014/2015 |
|------|-----------|------------|
| | - | 204 |
| | - | - |
| | - | 204 |
| | - | - |
| 22.2 | 146 | 37 |
| | - | - |
| 22.3 | (120) | (37) |
| | - | - |
| | - | (204) |
| | 26 | - |

Analysis of awaiting condonation per age classification

Current year

Prior years

Total

| | |
|-----------|----------|
| 26 | - |
| - | - |
| 26 | - |

22.2 Details of irregular expenditure – current year

Incident

Procurement procedures not followed

Procurement procedures not followed

Functional criteria not correctly specified

Total

Disciplinary steps /criminal proceedings

Warning letters issued

Not applicable

Warning letter issued

2015/2016

110

10

26

146

22.3 Details of irregular expenditure condoned

Incident

Procurement procedures not followed

Procurement procedures not followed

Total

Condoned by (condoning authority)

Loss Control Committee

Loss Control Committee

2014/2015

110

10

120

23. Fruitless and wasteful expenditure

23.1 Reconciliation of fruitless and wasteful expenditure

| | Note | 2015/2016 | 2014/2015 |
|---|------|------------|-----------|
| Opening balance | | 2 | 21 |
| Prior period error | | - | - |
| As restated | | 2 | 21 |
| Fruitless and wasteful expenditure – relating to prior years | | 17 | - |
| Fruitless and wasteful expenditure – relating to current year | 23.3 | 330 | 3 |
| Less: Amounts resolved | | (9) | (19) |
| Less: Amounts transferred to receivables for recovery | | - | (3) |
| Fruitless and wasteful expenditure awaiting resolution | 23.2 | 340 | 2 |

23.2 Analysis of awaiting resolution per economic classification

| | Note | 2015/2016 | 2014/2015 |
|---------|------|------------|-----------|
| Current | | 340 | 2 |

23.3 Analysis of current year's fruitless and wasteful expenditure

| Incident | Disciplinary steps/criminal proceedings | 2015/2016 |
|--------------------------------------|--|------------|
| Cancellation fees – conference venue | Under investigation | 258 |
| No Show/Cancellation – Travel | Officials held liable in cases of negligence | 69 |
| Damages to rented vehicles | Officials held liable in cases of negligence | 3 |
| Total | | 330 |

24. Related party transactions

All departments and public entities in the national sphere of government are related parties. The value of transactions are disclosed when these transactions are not undertaken at arm's length. National Youth Development Agency (NYDA) are reported under transfer payments. The Department of Public Works (DPW) provides the Presidency, who in turn provides DPME with office accommodation at the Union Buildings at no cost to DPME.

25. Key management personnel

| | No. of Individuals | 2015/2016 | 2014/2015 |
|--|--------------------|---------------|---------------|
| Political office bearers (Minister and Deputy Minister) ¹ | 2 | 4 098 | - |
| Officials: | | | |
| Level 15 to 16 ^{2,3} | 21 | 23 271 | 23 372 |
| Level 14 ^{2,3} | 16 | 14 796 | 11 329 |
| Family members of key management personnel | | - | - |
| Total | | 42 165 | 34 701 |

Note 1: The Offices of the Minister and Deputy Minister were transferred to DPME from The Presidency on 1 October 2015.

Note 2: Remuneration only includes amounts expensed during the financial year. Figures include key management personnel and specialists at salary levels 14, 15 and above (including contract and seconded personnel) as well as other staff members at lower levels.

Note 3: Includes 2 officials that are related and therefore not included under "Family members of key management personnel".

26. Public Private Partnership

| | Note | 2015/2016 | 2014/2015 |
|---|------|-----------|------------|
| Contract fee paid: Indexed component | | - | 286 |
| Goods and services (excluding lease payments) | | - | 163 |
| Operating leases | | - | - |
| Total | | - | 449 |

Note: The Department participated in the PPP Vehicle Fleet Contract (RTG718) between the Department of Transport and Phakisaworld Fleet Solutions for the lease of long-term vehicles. DPME participation ended in the 2014/15 financial year.

27. Movable Tangible Capital Assets

27.1 Movable Tangible Capital Assets: Movement for 2015/16

Movement in movable tangible capital assets per asset register for the year ended 31 March 2016

| Machinery and equipment | Opening balance | Value adjustments | Additions | Disposals | Closing Balance |
|--------------------------------|-----------------|-------------------|---------------|----------------|-----------------|
| Transport assets | 833 | - | 2 728 | (1 091) | 2 470 |
| Computer equipment | 24 658 | - | 10 581 | (593) | 34 646 |
| Furniture and office equipment | 5 046 | - | 638 | (149) | 5 535 |
| Other machinery and equipment | 4 138 | - | 629 | (66) | 4 701 |
| Total | 34 675 | - | 14 576 | (1 899) | 47 352 |

27.2 Movable Tangible Capital Assets: Additions

Additions to movable tangible capital assets per asset register for the year ended 31 March 2016

| Machinery and equipment | Cash | Non-cash | (Finance lease payments) | Rcd. current, not paid (Paid current, rcd. prior) | Total |
|--------------------------------|---------------|--------------|--------------------------|---|---------------|
| Transport assets | - | 2 728 | - | - | 2 728 |
| Computer equipment | 10 101 | 480 | - | - | 10 581 |
| Furniture and office equipment | 477 | 161 | - | - | 638 |
| Other machinery and equipment | 1 495 | 170 | (1 036) | - | 629 |
| Total | 12 073 | 3 539 | (1 036) | - | 14 576 |

27.3 Movable Tangible Capital Assets: Disposals

Disposals of movable tangible capital assets per asset register for the year ended 31 March 2016

| Machinery and equipment | Sold for cash | Non-cash disposal* | Total disposals | Cash Received Actual |
|--------------------------------|---------------|--------------------|-----------------|----------------------|
| Transport assets | - | 1 091 | 1 091 | - |
| Computer equipment | 360 | 233 | 593 | 16 |
| Furniture and office equipment | - | 149 | 149 | - |
| Other machinery and equipment | - | 66 | 66 | - |
| Total | 360 | 1 539 | 1 899 | 16 |

* Includes assets written-off due to theft/losses 124

27.4 Movable Tangible Capital Assets: Movement for 2014/15

Movement in movable tangible capital assets per asset register for the year ended 31 March 2015

| Machinery and equipment | Opening balance | Prior period error | Additions | Disposals | Closing Balance |
|--------------------------------|-----------------|--------------------|--------------|--------------|-----------------|
| Transport assets | 42 | - | 791 | - | 833 |
| Computer equipment | 21 382 | - | 3 383 | (107) | 24 658 |
| Furniture and office equipment | 2 714 | - | 2 446 | (114) | 5 046 |
| Other machinery and equipment | 2 093 | - | 2 045 | - | 4 138 |
| Total | 26 231 | - | 8 665 | (221) | 34 675 |

28. Minor Assets

28.1 Minor Assets: Movement for 2015/16

Movement in minor assets per asset register for the year ended 31 March 2016

| | Intangible assets | Machinery and equipment | TOTAL |
|--------------------------------|-------------------|-------------------------|--------------|
| Opening Balance | 333 | 6 390 | 6 723 |
| Value adjustments | - | 26 | 26 |
| Additions | - | 1 146 | 1 146 |
| Disposals | - | (66) | (66) |
| Total | 333 | 7 496 | 7 829 |
| Number of R1 minor assets | - | - | - |
| Number of minor assets at cost | 325 | 4 475 | 4 800 |
| Total | 325 | 4 475 | 4 800 |

28.2 Minor Assets: Movement for 2014/15

Movement in minor assets per asset register for the year ended 31 March 2015

| | Intangible assets | Machinery and equipment | TOTAL |
|--------------------------------|-------------------|-------------------------|--------------|
| Opening Balance | 333 | 3 698 | 4 031 |
| Value adjustments | - | - | - |
| Additions | - | 2 876 | 2 876 |
| Disposals | - | (184) | (184) |
| Total | 333 | 6 390 | 6 723 |
| Number of R1 minor assets | - | - | - |
| Number of minor assets at cost | 325 | 3 634 | 3 959 |
| Total | 325 | 3 634 | 3 959 |

29. Intangible Capital Asset

29.1 Intangible Capital Assets: Movement for 2015/16

Movement in intangible capital assets per asset register for the year ended 31 March 2016

| | Opening balance | Value adjustments | Additions | Disposals | Closing Balance |
|--------------|-----------------|-------------------|--------------|-----------|-----------------|
| Software | 8 051 | - | 3 129 | - | 11 180 |
| Total | 8 051 | - | 3 129 | - | 11 180 |

29.2 Intangible Capital Assets: Additions for 2015/16

Additions to intangible capital assets per asset register for the year ended 31 March 2016

| | Cash | Non-cash | (Finance lease payments) | Rcd. current, not paid (Paid current, rcd. prior) | Total |
|--------------|--------------|----------|--------------------------|---|--------------|
| Software | 3 129 | - | - | - | 3 129 |
| Total | 3 129 | - | - | - | 3 129 |

29.3 Intangible Capital Assets: 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 |
|--------------|-----------------|--------------------|--------------|-----------|-----------------|
| Software | 6 055 | - | 1 996 | - | 8 051 |
| Total | 6 055 | - | 1 996 | - | 8 051 |

30. Immovable Tangible Capital Asset

30.1 Immovable Tangible Capital Assets: Movement for 2015/16

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2016

| | Opening balance | Value adjustments | Additions | Disposals | Closing Balance |
|---------------------------|-----------------|-------------------|------------|-----------|-----------------|
| Non-residential buildings | 8 676 | - | 435 | - | 9 111 |
| Total | 8 676 | - | 435 | - | 9 111 |

30.2 Immovable Tangible Capital Assets: Additions

Additions to immovable tangible capital assets per asset register for the year ended 31 March 2016

| | Cash* | Non-cash | (Finance lease payments) | Rcd. current, not paid (Paid current, rcd. prior) | Total |
|---------------------------|------------|----------|--------------------------|---|------------|
| Non-residential buildings | 435 | - | - | - | 435 |
| Total | 435 | - | - | - | 435 |

*Note: Payments made for improvements to office accommodation leased by DPW for DPME.

30.3 Immovable Tangible Capital Assets: Movement for 2014/15

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2015

| | Opening balance | Value adjustments | Additions* | Disposals | Closing Balance |
|---------------------------|-----------------|-------------------|--------------|-----------|-----------------|
| Non-residential buildings | - | - | 8 676 | - | 8 676 |
| Total | - | - | 8 676 | - | 8 676 |

*Note: Payments made for tenant installation (ICT installation, partitioning, energy saving measures etc.) at office accommodation leased by DPW for DPME.

31. Transfer of functions

The National Planning Programme transferred from The Presidency to DPME on 1 October 2014 (see notes 31.3 and 31.4), retrospectively to 1 April 2014.

The Offices of the Minister and Deputy Minister for Planning, Monitoring and Evaluation transferred from The Presidency to DPME on 1 October 2015 (see notes 31.1 and 31.2), retrospectively to 1 April 2015.

31.1 Statement of Financial Position: 2014/15 comparatives

| Transfer of the Offices of the Minister and Deputy Minister | Note | Bal per dept. 2014/15 AFS before transfer* 2014/15 | Functions per dept. (transferred)/ received 2014/15 | 2014/15 Balance after transfer 2014/15 |
|---|------|---|--|---|
| ASSETS | | | | |
| Current Assets | | 38 702 | - | 38 702 |
| Cash and cash equivalents | | 35 235 | - | 35 235 |
| Other financial assets | | - | - | - |
| Prepayments and advances | | 99 | - | 99 |
| Receivables | | 3 237 | - | 3 237 |
| Aid assistance receivable | | 131 | - | 131 |
| Non-Current Assets | | 5 | - | 5 |
| Receivables | | 5 | - | 5 |
| Other financial assets | | - | - | - |
| TOTAL ASSETS | | 38 707 | - | 38 707 |
| LIABILITIES | | | | |
| Current Liabilities | | 38 688 | - | 38 688 |
| Voted funds to be surrendered to the Revenue Fund | | 24 695 | - | 24 695 |
| Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund | | 10 | - | 10 |
| Payables | | 37 | - | 37 |
| Aid assistance unutilised | | 13 946 | - | 13 946 |
| Non-Current Liabilities: Payables | | - | - | - |
| TOTAL LIABILITIES | | 38 688 | - | 38 688 |
| NET ASSETS | | 19 | - | 19 |

*As disclosed in the 2014/15 Annual Financial Statements.

31.2 Transfer of functions: Notes: 2014/15 comparatives

| Transfer of the Offices of the Minister and Deputy Minister | Note | Bal per dept. 2014/15 AFS before transfer* 2014/15 | Functions per dept. (transferred)/ received 2014/15 | 2014/15 Balance after transfer 2014/15 |
|---|------|---|--|---|
| Contingent liabilities | | 233 | - | 233 |
| Commitments | | 91 457 | 151 | 91 608 |
| Accruals | | 3 629 | 2 344 | 5 973 |
| Employee benefits | | 10 630 | 2 334 | 12 964 |
| Lease commitments – Operating lease | | 29 709 | 1 | 29 710 |
| Lease commitments – Finance lease | | 1 370 | 474 | 1 844 |
| Irregular expenditure | | - | - | - |
| Fruitless and wasteful expenditure | | 2 | - | 2 |
| Movable tangible capital assets | | 34 675 | 3 536 | 38 211 |
| Immovable tangible capital assets | | 8 676 | - | 8 676 |
| Intangible capital assets | | 8 051 | - | 8 051 |

*As disclosed in the 2014/15 Annual Financial Statements.

31.3 Statement of Financial Position: 2013/14 comparatives

| Transfer of the National Planning Programme | Note | Bal per dept. 2013/14 AFS before transfer* | Functions per dept. (transferred)/ received | 2013/14 Balance after transfer |
|---|------|---|--|--------------------------------------|
| | | 2013/14 | 2013/14 | 2013/14 |
| ASSETS | | 9 449 | 16 | 9 465 |
| Current Assets | | | | |
| Cash and cash equivalents | | 7 025 | - | 7 025 |
| Other financial assets | | - | - | - |
| Prepayments and advances | | 97 | - | 97 |
| Receivables | | 803 | 16 | 819 |
| Aid assistance receivable | | 1 524 | - | 1 524 |
| Non-Current Assets | | - | - | - |
| Receivables | | - | - | - |
| Other financial assets | | - | - | - |
| TOTAL ASSETS | | 9 449 | 16 | 9 465 |
| LIABILITIES | | | | |
| Current Liabilities | | 9 439 | - | 9 439 |
| Voted funds to be surrendered to the Revenue Fund | | 1 018 | - | 1 018 |
| Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund | | 7 | - | 7 |
| Payables | | 14 | - | 14 |
| Aid assistance unutilised | | 8 400 | - | 8 400 |
| Non-Current Liabilities: Payables | | - | - | - |
| TOTAL LIABILITIES | | 9 439 | - | 9 439 |
| NET ASSETS | | 10 | 16 | 26 |

*As disclosed in the 2013/14 Annual Financial Statements.

Transfer of the National Planning Programme

| Transfer of the National Planning Programme | Note | Bal per dept. 2013/14 AFS before transfer* | Functions per dept. (transferred)/ received | 2013/14 Balance after transfer |
|---|------|--|--|-----------------------------------|
| | | 2013/14 | 2013/14 | 2013/14 |
| Contingent liabilities | | - | - | - |
| Commitments | | 51 772 | 49 195 | 100 967 |
| Accruals | | 2 263 | 3 309 | 5 572 |
| Employee benefits | | 6 162 | 1 926 | 8 088 |
| Lease commitments – Operating lease | | 183 | 3 | 186 |
| Lease commitments – Finance lease | | 773 | 266 | 1 039 |
| Irregular expenditure | | 204 | - | 204 |
| Fruitless and wasteful expenditure | | 13 | - | 12 |
| Movable tangible capital assets | | 26 224 | 1 235 | 27 459 |
| Immovable tangible capital assets | | - | - | - |
| Intangible capital assets | | 6 055 | - | 6 055 |

*As disclosed in the 2013/14 Annual Financial Statements.

*As disclosed in the 2013/14 Annual Financial Statements.

10. Annexures to the Financial Statements (R'000)

ANNEXURE IA: STATEMENT OF TRANSFERS TO MUNICIPALITIES

| DEPARTMENT/AGENCY/ ACCOUNT | Transfer Allocation | | | Expenditure | | |
|-------------------------------|----------------------------|---------------|-------------|--------------------|--------------------|--|
| | Adjusted Approp. Act | Roll Overs | Adjustments | Total Available | Actual Transfer | % of Available funds Transferred |
| Tshwane Metro* | - | - | 2 | 2 | 2 | 100% |

*Note: Vehicle license fees.

ANNEXURE IB: STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

| DEPARTMENT/ AGENCY/ ACCOUNT | Transfer Allocation | | | | Expenditure | | 2014/15 |
|--------------------------------|----------------------------|---------------|------------------|--------------------|--------------------|--|------------------------|
| | Adjusted Approp. Act | Roll Overs | Adjust- ments | Total Available | Actual Transfer | % of Available Funds Transferred | Final Appropriation |
| NYDA | 409 789 | - | - | 409 789 | 409 789 | 100% | 408 237 |
| PSETA | - | - | - | - | - | - | 200 |
| TOTAL | 409 789 | - | - | 409 789 | 409 789 | 100% | 408 437 |

ANNEXURE IC: STATEMENT OF TRANSFERS TO HOUSEHOLDS

| TRANSFERS TO HOUSEHOLDS | Transfer Allocation | | | | Expenditure | | 2014/15 |
|----------------------------|----------------------------|---------------|------------------|--------------------|--------------------|--|------------------------|
| | Adjusted Approp. Act | Roll Overs | Adjust- ments | Total Available | Actual Transfer | % of Available Funds Transferred | Final Appropriation |
| Leave Gratuities | 105 | - | 136 | 241 | 241 | 100% | 2006 |
| Claims against the state | 30 | - | - | 30 | 30 | 100% | - |
| TOTAL | 135 | - | 136 | 271 | 271 | 100% | 2006 |

ANNEXURE ID: STATEMENT OF TRANSFERS TO NON-PROFIT ORGANISATIONS

| TRANSFERS TO HOUSEHOLDS | Transfer Allocation | | | | Expenditure | | 2014/15 |
|----------------------------|----------------------------|---------------|------------------|--------------------|--------------------|--|------------------------|
| | Adjusted Approp. Act | Roll Overs | Adjust- ments | Total Available | Actual Transfer | % of Available Funds Transferred | Final Appropriation |
| TIPS | - | - | - | - | - | - | 10 000 |
| TOTAL | - | - | - | - | - | - | 10 000 |

ANNEXURE IE: STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

| Name of Organisation | Nature of Gift, Donation or Sponsorship | 2015/16 | 2014/15 |
|------------------------------------|---|------------|------------|
| Received in cash | | - | 43 |
| Beijing Normal University | Travel expenses to attend conference in Beijing | - | 43 |
| Received in kind | | 922 | 178 |
| GIZ | Attendance of conferences in Peru by DPME staff | - | 71 |
| 3ie, GIZ, USAID, Uganda Government | Attendance of Uganda evaluation week | - | 49 |
| Knowledge Sector Initiative | Attendance of international conference by DPME staff | - | 58 |
| Broad Reach | Experts skill and materials provided for the War Room | 886 | - |
| M4Health Summit | Travel and Accommodation in Washington | 36 | - |
| TOTAL | | 922 | 221 |

ANNEXURE 2: STATEMENT OF AID ASSISTANCE RECEIVED

| Name of Donor | Purpose | Opening Balance | Revenue | Expenditure | Closing Balance |
|----------------------------------|--|-----------------|---------------|---------------|-----------------|
| Received in cash | | | | | |
| UK Government (DFID) | Non-budget support financial aid to support strengthening performance monitoring and evaluation for the poor in SA | 13 946 | 13 946 | 25 454 | 2 438 |
| Canadian Government (CIDA/DFATD) | Supporting the implementation of building a capable state project | (131) | 2 674 | 2 543 | - |
| GIZ | Governance Support Programme | - | 804 | 864 | (60) |
| EU | Programme to Support Pro Poor Development Phase II | - | 16 597 | 11 777 | 4 820 |
| TOTAL | | 13 815 | 34 021 | 40 638 | 7 198 |

Note: Revenue and expenditure in terms of donor agreements.

ANNEXURE 3: CLAIMS RECOVERABLE

| GOVERNMENT ENTITY: OUTSTANDING BALANCES | Confirmed | | Unconfirmed | | Total | |
|--|--------------|------------|--------------|--------------|--------------|--------------|
| | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 |
| Government Departments | | | | | | |
| Department of Cooperative Governance | 92 | - | - | 1 624 | 92 | 1 624 |
| Department of Environmental Affairs | - | 266 | - | 266 | - | 532 |
| The Presidency | - | 81 | 16 | - | 16 | 81 |
| Dep. of Health - North West Province | - | - | - | 1 | - | 1 |
| Department of Social Development | 432 | 301 | 704 | - | 1 136 | 301 |
| GCIS | 1 | - | - | - | 1 | - |
| Economic Development | - | - | 207 | - | 207 | - |
| Basic Education | 3 000 | - | - | - | 3 000 | - |
| Water and Sanitation | - | - | 3 | - | 3 | - |
| Public Works | 6 | - | - | - | 6 | - |
| Office of the Chief Justice | 71 | - | - | - | 71 | - |
| SUB-TOTAL | 3 602 | 648 | 930 | 1 891 | 4 532 | 2 539 |
| Other Government Entities | | | | | | |
| CIDA | - | 131 | - | - | - | 131 |
| SARS | - | - | 125 | 422 | 125 | 422 |
| GIZ | - | - | 60 | - | 60 | - |
| MISA | - | - | 11 | - | 11 | - |
| SUB-TOTAL | - | 131 | 196 | 422 | 196 | 553 |
| TOTAL | 3 602 | 779 | 1 126 | 2 313 | 4 728 | 3 092 |

ANNEXURE 4: INTER-GOVERNMENT PAYABLES

| GOVERNMENT ENTITY: OUTSTANDING BALANCES | Confirmed | | Unconfirmed | | Total | |
|--|--------------|------------|-------------|------------|--------------|------------|
| | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 |
| Departments (Current) | | | | | | |
| The Presidency | 583 | 65 | 58 | 42 | 641 | 107 |
| Government Printing Works | - | - | 4 | 138 | 4 | 138 |
| DIRCO | 1 249 | - | - | 53 | 1 249 | 53 |
| Parliament | 4 | - | - | - | 4 | - |
| IPID | 22 | - | - | - | 22 | - |
| Home Affairs | 9 | - | - | - | 9 | - |
| Other Government Entities (Current) | - | - | - | - | - | - |
| TOTAL | 1 867 | 65 | 62 | 233 | 1 929 | 298 |

ANNEXURE 5: INTER-ENTITY ADVANCES PAID

| GOVERNMENT ENTITY: OUTSTANDING BALANCES | Confirmed | | Unconfirmed | | Total | |
|--|------------|------------|-------------|------------|------------|------------|
| | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 | 31/03/2016 | 31/03/2015 |
| National Departments | | | | | | |
| GCIS | - | 90 | - | - | - | 90 |
| DIRCO | - | - | 200 | - | 200 | - |
| TOTAL | - | 90 | 200 | - | 200 | 90 |



**UNION BUILDING EASTWING
GOVERNMENT AVENUE**

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