









DEPARTMENT OF PERFORMANCE MONITORING AND EVALUATION

(Vote 6)

ANNUAL REPORT

For the Period

I April 2013 to 31 March 2014



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2. LIST OF ABBREVIATIONS/ACRONYMS

AGSA Auditor-General of South Africa

APP Annual Performance Plan

BBBEE Broad Based Black Economic Empowerment

CFO Chief Financial Officer

Department of International Relations and Cooperation

DPME Department of Performance Monitoring and Evaluation

DPSA Department of Public Service and Administration

EU European Union

FOSAD Forum of South African Directors General

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



3. FOREWORD BY THE MINISTER



As we celebrate 20 years of democracy and freedom, I am pleased to present the third Annual Report for the Department of Performance Monitoring and Evaluation for the 2013-14 financial year. This Annual Report coincides with the end of the term of the administration which was ushered in after the 2009 national elections. At the beginning of the term, government undertook to do things differently. To this end, five key priorities were identified (education, health, fighting crime and corruption, job creation and rural development) for which I2 outcomes were developed.

The Department of Performance Monitoring and Evaluation was established in 2010 in order to support government to monitor and evaluate progress towards the achievements of these priorities. To do this, DPME developed a framework for planning related to the 12 priority outcomes and facilitated the production of a Delivery Agreement for each outcome. It also developed a reporting framework and a system to support reporting in the form of the POA. To enhance data quality, DPME established Data Forums for Information Systems Managers and monitoring and evaluation (M&E) officials from departments. These officials work together to improve the quality of data and reporting on the outcomes.

Over and above the outcomes monitoring work, DPME developed a range of programmes and tools to monitor and evaluate government performance in achieving its desired outcomes and to improve service delivery through changing the way government works. These programmes have now been institutionalized and have laid a firm foundation for evidence-based and results-based management.

Building on the work we have done since 2010, we have made significant progress towards the achievement of our mission of improving government performance. Some of the highlights of the past financial year include the following:

- preparation of the close-out report for progress made against the key targets in the delivery agreements for the 12 outcomes as set by the outgoing administration;
- translation of the NDP (2030) into a draft Medium Term Strategic Framework (MTSF) for the period 2014-19, which is a five year building block to achieve the NDP vision 2030 (the MTSF 2014-19 has recently been approved by the new Cabinet);
- the development and publication of the Twenty Year Review;
- annual assessments of the quality of management practices in national and provincial departments and municipalities;



- on-going monitoring of the experience of citizens when obtaining services from government, including through unannounced front-line service delivery visits, the Presidential Hotline, and the citizen-based monitoring programme;
- · development and piloting of a management assessment tool to monitor the performance of municipalities; and
- evaluation of a range of government programmes.

The outcomes system continues to contribute towards increasing focus on performance and in changing the management culture by examining the value and impact of government projects and programmes. Despite the achievements made in implementing the outcome system since 2009, challenges remain. As we enter the new administration for the period 2014-19, further improvements are required. These included strengthening the theory of change in government plans, improving the quality of indicators to provide a holistic and accurate picture of the progress being made and putting in place appropriate information systems to generate reliable data to improve the quality of reporting.

As we close the chapter on the administration that started in 2009, I want to thank the former Minister and Deputy Minister, the Director-General and staff of DPME for laying a firm foundation for the institutionalization of performance monitoring and evaluation in government.

g. Raus

Mr. Jeff Radebe (MP)

Minister in The Presidency for Planning, Monitoring and Evaluation

Date: 29 August 2014



4. STATEMENT BY THE DEPUTY MINISTER



Our systems for monitoring and improving the experience of citizens when they obtain services from government are maturing. In 2011 we started an initiative to do unannounced monitoring visits of frontline facilities such as social grant distribution sites, schools, clinics, police stations and home affairs offices and we visited more than 550 facilities in this way. In the past year we undertook 196 visits. This initiative gave us valuable insights into the quality of service that our citizens are experiencing at the frontline and we were able to introduce many improvements based on the findings of these monitoring visits. We also conducted 79 follow up visits of which 93% of the sites showed improvement and we produced 10 case studies on good frontline service delivery practices. We will continue to monitor the facilities and work with facility managers to ensure that the quality of service delivery improves where it is weak, and where the quality of service delivery is good, that it is sustained.

In the annual report for 2012-13, we reported that we had developed a citizen-based monitoring framework. Citizen participation in monitoring service delivery is important in getting the correct picture of government performance from the view of citizens. In the past financial year, the Department has been working with the SAPS, Department of Health, SASSA and the Social Development Department to put in place citizen-based monitoring systems that will enable citizens to rate the performance of the local facilities, and for managers and departments to work towards improving these ratings. The aim of this programme is to build trust between the government and citizens and to shape shared solutions to service delivery challenges. We will be expanding this citizen-based monitoring in the new administration.

The Presidential Hotline, which was introduced in September 2009 with the aim of contributing to a more accessible and responsive government, continues to yield positive results. At the end of February 2014, the case resolution rate improved to 94.89 % compared to 91.22% in 30 April 2013. Nine complaint trends reports and 48 cases studies were compiled. While departments have managed their complaints well to ensure positive resolution rates, there are still areas that require improvement, such as the average time taken to resolve a complaint.

The Presidential Hotline contributes to providing insights about the nature of service delivery challenges facing citizens. It also contributes to the development of responsive complaints management systems across all government departments. The experiences gained on the use of these monitoring systems emphasises the importance of the use of performance information to inform improvements.



I wish to take this opportunity to thank the former Minister and Deputy Minister, the Director-General and staff for their contribution in making government work better and smarter.

Mr Buti Manamela (MP)

Deputy Minister in The Presidency

Date: 29 August 2014



5. REPORT OF THE ACCOUNTING OFFICER



5.1 Overview of the operations of the Department

In the past year, we have continued to support the executive by providing monitoring reports on the implementation of priority outcomes and evaluating the impact of government programmes. We also shared the monitoring results drawn from our monitoring tools and programmes such as the implementation of outcomes, evaluation results, frontline service delivery visits, assessments results of management practices in provincial and national departments and municipalities with various parliamentary committees to assist them to do their oversight work. In addition, we continued with the work of monitoring a range of indicators on the performance of national and provincial administrations on behalf of FOSAD. The results of this monitoring work have continued to point Directors General to areas of weaknesses that require improvement and areas of good performance that need to be sustained and spread more widely.

5.2 Overview of the financial results of the Department

Departmental receipts

The Department does not provide services for which fees are charged. The Department received R69 000 for recovery of prior year expenditure and administrative revenue for staff parking and the staff bus.

Programme Expenditure

Programme Expenditure (R'000)						
		2013/2014		2012/2013		
Programme name	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
Administration	59 595	59 575	20	59 840	53 821	6 019
OME	69 301	68 330	971	52 589	48 643	3 946
M&E Systems	8 798	8 773	25	13 378	12 607	77
PSO	55 051	55 049	2	48 352	45 165	3 187
Total	192 745	191 727	1 018	174 159	160 236	13 923



The Department spent 99.5% of its annual budget. Under-expenditure on compensation of employees (R984 000) was primarily due to longer than expected delays in completing pre-employment security screening which impacted on the time taken to fill vacant funded posts.

Virements/roll overs

No rollovers were approved for the 2013/14 financial year. A net virement of R660 000 from Programme 3 to Programmes 1 and 2 related to the abolition of Programme 3 and the shifting of functions to Programmes 1 and 2. A net virement of R2 339 000 from Programme 2 to Programmes 1 and 4 related to the utilisation of savings under compensation of employees to accelerate capital expenditure on the Department's ICT system and additional funding for MPAT.

5.3 Unauthorised, irregular and fruitless and wasteful expenditure

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

- During the year under review the Department incurred R106 000 in fruitless and wasteful expenditure due to cancellations of travel arrangements and the reprinting of a publication. Fruitless expenditure was recovered in cases where officials were found negligent.
- Irregular expenditure amounted to R714 000. Of this R505 000 related to finance leases automatically condoned through National Treasury Practice Note 5 of 2006/07. R204 000 in irregular expenditure was incurred due to an official in the SCM unit not declaring a conflict of interest and not withdrawing from the SCM procurement process. Disciplinary action has been taken in this regard.
- The Department did not incur any unauthorised expenditure.

Detailed information on irregular and fruitless and wasteful expenditure is available under Part E: Financial Information, disclosure notes 22 and 23.

5.4 Future plans of the Department

Over the next five years, we will continue to implement the programmes which are currently in place. The most important priority for the Department will be:

- Coordinating and monitoring the implementation of the NDP. The key instrument that we will use to implement the NDP is the 2014-2019 Medium Term Strategic Framework (MTSF). The MTSF identifies the important actions required to implement the aspects of the NDP for which government is responsible over the next five years.
- Improving the implementation of policies and programmes by scaling up the implementation of Operation Phakisa. Operation Phakisa is a methodology which involves intensive detailed collaborative planning by all the stakeholders who need to work together to achieve an outcome, public commitment to the agreed actions and timeframes, and intensive monitoring of implementation. Using this implementation methodology, the Government of Malaysia was able to register impressive results within a short period.



- Evaluations of government programmes. The results of evaluation of government programmes that have been initiated by the department over the past few years have indicated that many programmes are not achieving as much as they were intended to achieve, partly due to weak programme planning, and need substantial redesign. To address this, the department will be developing guidelines on improved programme planning and putting in place support programmes to assist departments to develop improved programme plans.
- Local Government Monitoring. Another area of focus for the department will be on expanding monitoring of municipalities. The aim of our municipal assessments is to measure, monitor and support improved management practices and basic service delivery in municipalities.

Subsequently to the national general elections in May 2014, the functions of planning and overseeing of the National Youth Development Agency (NYDA) were added to the department. The department was renamed the Department of Planning, Monitoring and Evaluation. These changes brought new responsibilities and, as a result, the department will also focus on:

- Supporting and guiding planning processes in Government by producing planning frameworks; and
- Overseeing the work of the NYDA and facilitating the development of youth policies and strategies for the country as whole.

5.5 Public Private Partnerships

The Department did not enter into any PPP contracts for the period under review. It did however participate in the Public Private Partnership Vehicle Fleet Contract (RTG718) between the Department of Transport and Phakisaworld Fleet Solutions. Expenses related to two vehicles leased through this contract as well as short term vehicle rentals are disclosed under Part E: Financial Information as part of operating leases and travel and subsistence expenditure respectively.

5.6 Discontinued activities / activities to be discontinued

The Department did not discontinue any of its activities during the 2013/14 financial year.

5.7 New or proposed activities

From the 2014/15 financial year, the Department will start to play the leading role in the improvement of the strategic and annual performance planning frameworks. Sufficient additional funding was received to establish initial capacity in the Department to perform this additional task.

5.8 Supply chain management

No unsolicited bid proposals were concluded by the Department. The Departmental 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

No gifts and donations were received from non-related parties, with the exception of donor funding received in kind as disclosed under Part E: Financial Information, Annexure 2.



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 previous financial year.

5.11 Events after the reporting date

At 31 March 2014 the Department was in the process of concluding a tender for additional office accommodation that is likely to result in an additional commitment of approximately R36 million over a period of 5 years.

The Department incurred R204 000 in irregular expenditure due to the failure of an official in the SCM unit to declare conflict of interest in the awarding of a contract for maintenance services. Disciplinary action was instituted and the services of the official were terminated. The condoning authority has subsequently not condoned the expenditure and the financial effect of this outcome will be accounted for in the 2014/15 financial year.

5.12 Conclusion

I want to thank the Minister and Deputy Minister for their support and team DPME for their contribution to the success of the Department over the past four years. I further wish to congratulate the officials in corporate and financial services for their hard work and dedication that resulted in a clean audit opinion for the 2013/14 financial year.

Dr Sean Phillips

Director-General
Date: 30 July 2014



6. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

The Accounting Officer is responsible for the preparation of the Department's performance information and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the performance information of the Department for the financial year ended 31 March 2013.

Dr Sean Phillips

Director-General
Date: 30 July 2014



7. STRATEGIC OVERVIEW

Vision

To strive for continuous improvement in service delivery through performance monitoring and evaluation.

Mission

Our mission is to work with partners to improve government performance in achieving desired outcomes and to improve service delivery through changing the way government works. We will do this through priority setting; robust monitoring and evaluation related to the achievement of priority outcomes; monitoring of the quality of management practices; and monitoring of frontline service delivery.

Values

We shall at all times be exemplary in all respects. This includes being client-focused (the President, Deputy President, government, and the public) and listening to our clients and treating them with dignity, courtesy, responsiveness and respect. It also includes being a learning organisation and not doing the same things over and over when they are clearly not working.

We will strive to have progressive management practices as well as to be compliant with all prescripts. We will also pay attention to the basics, such as not being late for meetings, running meetings efficiently, checking spelling and grammar in documents, and responding to e-mails, phone messages and all other requests timeously. We will pursue quality management practices in order to achieve value for money, efficiency and effectiveness. We will be accountable and transparent.

8. LEGISLATIVE AND OTHER MANDATES

The mandate of the Department is derived from Section 85(2) (c) of the Constitution of the Republic of South Africa which states that the President exercises executive authority, together with the other members of the Cabinet, by coordinating the functions of state departments and administrations. This mandate has been further elaborated by the President in his 2010 and 2011 State of the Nation Addresses as well as various Cabinet decisions; and by the Minister for Performance Monitoring and Evaluation through the "Policy Framework on Performance Monitoring and Evaluation - Our Approach" document, which was presented to Cabinet and Parliament. National Treasury has also provided DPME with a mandate to provide leadership to government with regard to strategic and annual performance planning, through the Treasury Regulations. Based on these sources, DPME has the following key mandates (the details of these mandates are provided in Section B):

- Facilitate the development of plans /delivery agreements for cross-cutting priorities or outcomes of government, and monitor and evaluate the implementation of these plans/delivery agreements
- Put in place and manage guiding frameworks for strategic planning and annual performance planning in national and provincial departments
- Monitor the performance of individual national and provincial government departments and municipalities
- Monitor frontline service delivery

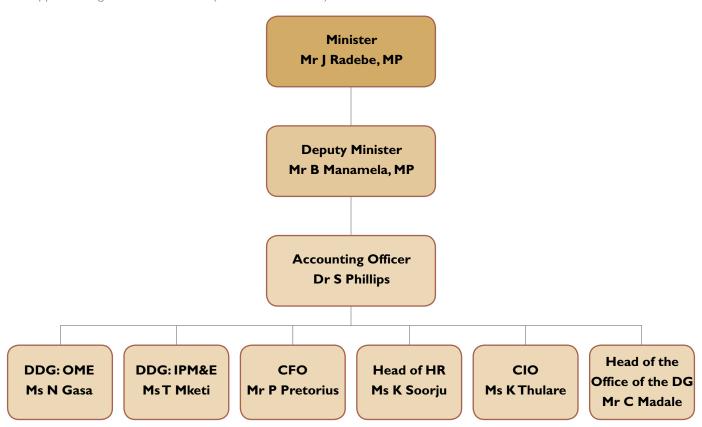


- Manage the Presidential Hotline
- Carry out evaluations
- Promote good monitoring and evaluation practices in government.

There has been no change or revision to legislation or any significant policy shift related to the mandates outlined above.

9. ORGANISATIONAL STRUCTURE

The approved organisational structure (as at 31 March 2014) is summarised above.

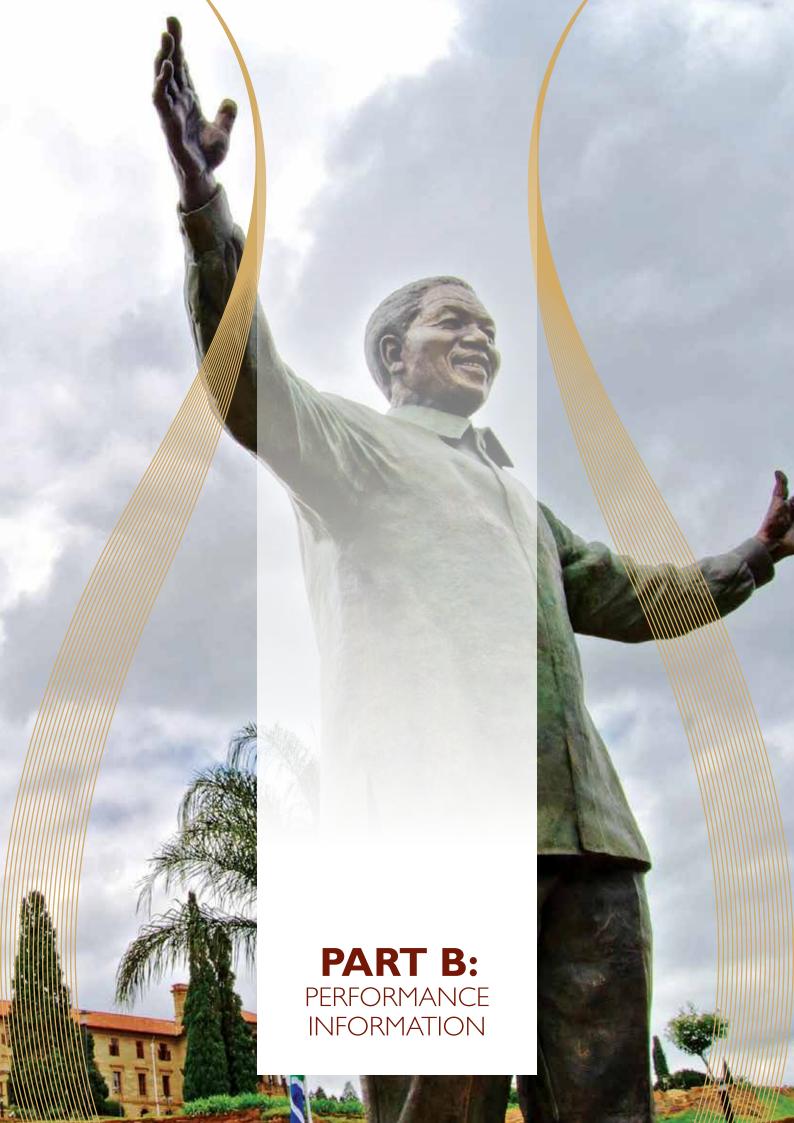




10. ENTITIES REPORTING TO THE MINISTER

The table below indicates the entities, in addition to the Presidency, that reported to the Minister during the financial year under consideration. These entities were either voted funds directly or were funded through the Presidency (Vote I). None of them are funded through DPME. 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
Government Communications and Information Systems (GCIS)	Established as a national department in terms of Section 7(5) of the Public Service Act	None	GCIS provides strategic communication support to all of government.
National Youth Development Agency (NYDA)	National Youth Development Agency Act	None	Support youth empowerment
Brand South Africa (BSA)	Established as a trust in 2002 and gazetted as a schedule 3A public entity in accordance with the PFMA	None	Markets the South African brand to the international investment community
Media Development and Diversity Agency (MDDA)	Media Development and Diversity Agency Act of 2002 (Act No.14 of 2002)	None	It enables historically disadvantaged communities and individuals inadequately served by the media to gain access to the media. Its beneficiaries are community media and small commercial media.





PART B: PERFORMANCE INFORMATION

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7.	Donor fur	nds received	52			
8.	Capital inv	Capital investment, maintenance and asset management plan				



I. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 100 to 102 of the Report of the Auditor-General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service Delivery Environment

The Departmental Strategic Plan for 2011 to 2015 outlines four key strategic objectives and the outputs related to the attainment of those objectives. Year-on-year, we have made steady progress since 2010 in relation to the pursuit of these objectives. We set ourselves targets to do robust monitoring and evaluation related to the achievement of priority outcomes; monitoring of the quality of management practices; and monitoring of frontline service delivery. The outputs and targets for achieving these outcomes are captured in the Annual Performance Plan (APP) of the Department for the 2013/14 financial year.

The outcomes system has now been institutionalised, with quarterly reporting on progress with implementing the delivery agreements to Cabinet. We also compiled and published a mid-term review report to assess the progress made up to the middle of the planning cycle, as well as a Twenty Year Review report, which included progress up to the end of the planning cycle. All of these reports point to good progress having been made against the delivery agreements, but also highlight challenges and include recommendations for what need to be done to improve.

Many departments have adopted the new approach of focusing on measurable results and impacts and the government as a whole is starting to achieve a number of the targets which we set for ourselves. There is improved coordination between government departments and between the three spheres of government, particularly in the important concurrent functions of basic education and health. In both of these sectors the national and provincial departments are now working together more effectively to improve service delivery. This is particularly so in the health sector, where the national department has been able to successfully oversee a range of improvements in the delivery of health services at provincial level.

However, there are still a number of challenges to be overcome to strengthen monitoring and evaluation practices in government. Many of the plans for the programmes of departments are not yet sufficiently rigorous in terms of measuring baseline data and clearly explaining how the programme will achieve its intended objectives. There is not yet enough measurement of outcomes and impacts and some departments do not yet have the necessary information management systems in place to do this. We need to do more to build a culture of continuous improvement as opposed to keeping on doing things in the same way because they have always been done that way.

The two biggest challenges facing the Department are i) that some departments and municipalities do not act on M&E information; and ii) that many departments and municipalities do not carry out sufficient internal M&E of their own work. The Department's government-wide M&E capacity building initiatives are aimed at addressing these challenges.



2.2 Service Delivery Improvement Plan

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

Main services provided and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Programme	Outcomes Monitorir	ng and Evaluation		
Briefing notes on other departments' Cabinet memos	President Deputy President Ministers Secretariat of Cabinet	All briefing notes were submitted I day (Monday) before cabinet committee meeting	Briefing notes submitted I day (Monday) before cabinet committee meeting	Achieved
DPME Cabinet memos	Minister and Cabinet	Cabinet memos were submitted 7 days before cabinet committee meetings	Cabinet memos are submitted 7 days before cabinet committee meetings	Achieved
Briefing notes for Presidential visits	President Deputy President Ministers	Briefing notes were compiled within 30 days before visit	Briefing notes were compiled within 30 days before visit	Achieved
Quarterly implementation reports on Outcomes	President Deputy President Ministers	Quarterly reports were prepared within 30 days of end of each quarter however there were delays in submissions in some instances	Quarterly reports are prepared within 30 days of end of each quarter	Achieved
Programme	Public Sector Oversi	ght		
Presidential Hotline cases	All complainants President Deputy President Ministers FOSAD Manco	Complaints received were acknowledged within 5 days of receipt the majority of cases Preliminary investigations of complaints are conducted within 7 days and referred to relevant department or institution Provides monthly updates to complainants on their complaints	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 Provides monthly updates to complainants on their complaints	Achieved



Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
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	Reports on compliance of strategic plans with delivery agreements are submitted to the relevant department within 22 days after submission by the relevant department	Achieved
MPAT assessments	All national and provincial departments President Deputy President Ministers Secretariat of Cabinet	Assessment reports are produced within 45 days of the finalisation of the assessment	Assessment reports are produced within 20 days of the finalisation of the assessment	Partially Achieved
Programme	M&E Systems Coord	ination and Support		
Well-functioning Data Forums and M&E forums	All outcomes co- ordinating departments All national departments and Offices of the Premier	Data forums are convened on a quarterly basis for 10 Outcomes M&E forums for national and provincial departments convened quarterly	Data forums are convened on a quarterly basis for 10 Outcomes M&E forums for national and provincial departments convened quarterly	Achieved

Batho Pele arrangements with beneficiaries (Consultation access etc.)

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 office of the Director-General	Dedicated e-mail address for compliments / complaints monitored by office of the Director-General	Achieved

2.3 Organisational environment

There have been no organisational shocks in the period under review. However, to streamline its operations, the Department made some revisions to its organisational structure during the year under review. Some of the functions of the sub-programme M&E Data Support were relocated to the Outcomes Monitoring and Evaluation branch in order to improve accountability and integration of functions and to support the attainment of the outcomes.

2.4 Key policy developments and legislative changes

There were no changes in legislation and there were no major shifts in policy from the strategic choices we made and published through our Strategic Plan and Annual Performance Plan.

3. STRATEGIC OUTCOME ORIENTED GOALS

In the strategic plan of the Department the following high level goals were set:

- An efficient and effective department that complies with legislation, policies and good corporate government principles
- To advance the strategic agenda of government through the development and implementation of delivery agreements for the outcomes, monitoring and reporting on progress and evaluating impact
- To promote monitoring and evaluation practice through a coordinated policy platform, quality capacity building and credible data systems
- To monitor the quality of management practices in departments and the quality of front line service delivery.

Details of progress against these goals are contained in the performance information (see section 4 below) and in the statements by the Minister, the Deputy Minister and the Director-General contained in this annual report.



4. PERFORMANCE INFORMATION BY PROGRAMME

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

Programme 1: Administration

Programme 2: Outcomes Monitoring and Evaluation (OME)

Programme 3: Monitoring and Evaluation Systems Coordination and Support (M&E Systems)

Programme 4: Public Sector Oversight (PSO)

N.B. During the course of the 2013/14 financial year, the approval of the Minister of Public Service and Administration was obtained for a revised structure for the Department. These changes included the abolition of the M&E Systems Coordination and Support Branch (Programme 3) and the integration of its functions into the remaining three programmes, for reasons of efficiency and effectiveness. It also included the renaming of Programme 4 from Public Sector Oversight to Institutional Performance Monitoring and Evaluation, in order to better define the functions of the Department. The 2013/14 approved budget structure (as published in the 2013/14 Estimates of National Expenditure) remained in effect until the end of the financial year and this Annual Report therefore still refers to the old programme structure.

The colour coding in the legend below explains performance against set annual targets.

Colour coding	Definition of Performance
Dark green	Target exceeded
Light green	Target fully achieved
Yellow	Target almost achieved
Orange	At least 50% of the target achieved
Red	Less than 50% of the target achieved

4.1 Programme I:Administration

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

Sub-programmes:

- Departmental Management
- Corporate & Financial Services
- Information Technology Support
- Internal Audit



Strategic objectives, performance indicators, planned targets and actual achievements

The table below provide the details of achievements of targets for the strategic objectives, outputs and performance indicators for the programme for the financial year under review. In summary, all but three targets were fully achieved for the programme. Although three of the targets were categorised as partially-achieved, they were in fact achieved for the year but outside the set due dates.

4.1.1 Sub-programmes: Departmental Management and Internal Audit

Strategic Objective: An efficient and effective department								
201	3/14	2012/2013	2013/14					
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
Strategic plan and APP Quarterly and annual reports Approved Strategic Plan, APP, quarterly reports and audited Annual Report	-	Review the policy and procedure on planning to align it with the electronic reporting system by 30 June 2013	Target fully achieved	_	_			
		Achieved Final Strategic Plan was tabled to Parliament by due date	Develop 2014-2019 Strategic Plan and 2014/15 APP according to National Treasury guidelines and approved by the Executing Authority and submitted to Parliament on time according to deadlines set by Parliament	Target fully achieved. Strategic plan and APP were developed and submitted to NT. APP was submitted to Parliament by due date. Due date for submission of Strategic Plan to Parliament is February 2015.		_		
		Achieved APP was tabled to Parliament by due date and all quarterly reports were submitted	Quarterly reports approved by Executing Authority and submitted to National Treasury within 30 days of the end of the quarter	Target almost achieved. 4 quarterly progress reports were compiled, and approved by EA and submitted to NT	Two quarterly reports were submitted after the set due date	Due to late or incomplete submission of progress reports and evidence by some managers. To address this, a standard clause has been included in all managers' Performance Agreements		



Strategic Objective: An efficient and effective department							
201	3/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
		-	Audited Annual Report approved and submitted to National Treasury and Parliament within stipulated time frames	Target fully achieved	-	-	
Communication Plan	Percentage of activities in Communication plan that are implemented	Achieved Plan approved by the Director- General and quarterly progress reports produced	80% of activities described in Communications Plan implemented by the end of the financial year	Target fully achieved	-	-	
Risk Management Policy, Strategy and quarterly reports	Updated risk management documents as per annual targets	Achieved Risk register was approved	Risk Management Policy, Strategy and risk register updated and approved by Risk Management Committee by 31 March 2014	Target almost achieved. Risk Management Policy, Strategy were approved by 31 March 2014	Risk register was not approved by due date, but shortly after	There were delays in finalising the risk register	
	Number of implementation reports	Partially achieved	Quarterly Risk Management Reports approved by Risk Management Committee within one month after the end of the financial quarter	Target fully achieved	-	-	



Strategic Objective: An efficient and effective department								
201	3/14	2012/2013	2013/14					
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
3-year Strategic Internal Audit rolling plan and quarterly reports	Internal Audit Plan approved	Achieved 3-year rolling Internal Audit plan was approved by Audit Committee	3-year Strategic Internal Audit rolling and annual plan approved by Audit Committee by 30 June 2013 and 100% implementation of Internal Audit projects	Target almost achieved. 100% of planned projects were completed by the end of the financial year	3 year rolling IA plan was approved by Audit Committee in July 2013 instead of June 2013	The Audit Committee requested for additional work to be done on the IA plan before approving it		
			Quarterly internal audit performance reports compiled and submitted to Audit Committee and management within one month after end of quarter	Target fully achieved		-		



4.1.2 Sub-programme: Corporate & Financial Services

Strategic Objective: An efficient and effective department							
201	3/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
Human resources management plan	Vacancy rate	-	Less than 10% on average over the full financial year	Target fully achieved An average of less than 10% was achieved throughout the financial year	-	-	
	Percentage of performance agreements and assessments submitted on time	-	100%	Target fully achieved	-	-	
	Percentage of workplace skills plan targets achieved	-	80% by the end of the financial year	Target exceeded	109% (175 achieved against 160 planned)	More people than was planned took up the opportunity for training	
Departmental Budget and Expenditure	Number of Budget Committee meetings (Administrative Management Committee is Budget Committee)		Hold at least four Budget Committee meetings per annum	Target exceeded	2	6 budget committee meetings were held	
	Percentage of budget spent by the end of the financial year	-	98%	Target exceeded	99.5% spent	Rigorous monitoring method of the budget was used	



Strategic Objective: An efficient and effective department							
20	13/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
Percent of activi in annual improve plan (su to Audi Genera to addn audit fir	Accuracy of annual financial statements	Achieved Department achieved an unqualified audit opinion for the 2012/13 financial year	No qualification and no material findings on the basis of the financial statements in the annual report	Target exceeded	Clean audit opinion achieved	More attention paid to findings raised in the previous year	
	Percentage of activities in annual improvement plan (submitted to Auditor-General) to address audit findings implemented	-	100%	Target fully achieved	-	-	
MPAT improvement plan	Percentage of activities in annual MPAT improvement plan (approved by Director- General) implemented	-	80%	Target fully achieved 80% (4/5 of activities in the improvement plan were implemented)	-	-	



4.1.3 Sub-programme: Office of the Chief Information Officer

Strategic Ob	Strategic Objective: An efficient and effective department							
2	013/14	2012/2013		2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
ICT governance framework	Percentage achievement of required policies and plans as per approved governance framework	Achieved Enterprise Architecture approved (including Information Strategy)	100% of required governance policies and plans approved by Director-General by October 2013	Target fully achieved	-	-		
ICT systems	Percentage achievement of ICT systems standards as stipulated in the standards document approved by Director-General	Achieved 98% system availability achieved	85% achievement of ICT systems standards on average during the course of the financial year	Target fully achieved	-	-		
Business applications	Percentage implementation of activities in the business applications plan approved by the CIO	-	80% implemented by the end of the financial year	Target exceeded	89% of activities implemented	A combination of more resource allocation and internal development of applications resulted in the target being exceeded		
Government wide M&E IT guideline and support	Guidelines in place and number of workshops on M&E IT support conducted		4 provincial workshops and I national workshop on M&E IT guideline by the end of the financial year	Target fully achieved Workshops held in Free State, North West, Limpopo and Mpumalanga and national workshop was held with DPSA				



Strategy to overcome areas of under performance

The programme met most of its targets

Changes to planned targets

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

Linking performance with budgets

Most of the targets under Programme 1 were achieved, resulting in 99.9% expenditure.

Sub-programme Expenditure (R'000)								
Sub Duramana		2013/2014		2012/2013				
Sub-Programme name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure		
Departmental Management	8 258	8 25 1	7	9 010	9 007	3		
Corporate & Financial Services	21 879	21 879	-	19 552	18 093	I 459		
Information Technology Support	27 875	27 875	-	29 793	25 373	4 420		
Internal Audit	I 583	I 570	13	I 485	I 348	137		
Total	59 595	59 575	20	59 840	53 821	6 019		

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 organised as follows:

Sub-programmes:

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

Strategic objectives, performance indicators, planned targets and actual achievements

The table below provide the details of achievements of targets for the strategic objectives, outputs and performance indicators for the programme for the financial year under review.



4.2.1 Sub-programme: Outcomes Support

Strategic Objectives

- Outcomes planning, monitoring and evaluation
- Support to political principals in the Presidency

201	3/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
Delivery agreements developed, monitored and promoted	Delivery Agreements produced and/ or revised	Achieved Delivery agreements reviewed and where necessary, changes were effected	Translate NDP into new MTSF and / or new Delivery Agreements by March 2014	Target fully achieved 14 MTSF chapters were drafted and submitted to the Cabinet Lekgotla in July 2013	-	-	
	Monitoring report on the functioning of all Implementation Forums	Achieved Report on functioning of Implementation Forums was submitted to Cabinet by the end of March2013	Implementation Forums monitoring report submitted to Cabinet by March 2014	Target fully achieved Implementation forum monitoring report was compiled as part of the close-out report which was presented to the extended Cabinet Lekgotla in February 2014	-	-	
	Quarterly monitoring reports on each outcome	Achieved 48 quarterly reports submitted	Submit four quarterly monitoring reports per outcome in the form of briefing notes to Cabinet at least one day before the Cabinet Committee meetings which focus on quarterly POA reports	Target fully achieved. 36 quarterly monitoring reports in the form of briefing notes submitted to Cabinet. For the fourth quarter, a consolidated close-out report covering the 12 outcomes was presented to the Cabinet Lekgotla. Separate fourth quarter reports were not submitted to Cabinet for the fourth quarter because the Cabinet secretariat requested that the item be removed from the agenda because the close-out report was discussed at the Cabinet Lekgotla.			



Strategic Objectives

- Outcomes planning, monitoring and evaluation
 Support to political principals in the Presidency

201	3/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
	Summary outcome quarterly monitoring reports covering all outcomes submitted to Cabinet	Achieved Summary outcomes monitoring reports on four quarters compiled and submitted to Cabinet before end March 2013	One summary outcomes quarterly monitoring report to Cabinet within two Cabinet meetings after the POA reporting week	Target fully achieved Quarter I and Quarter 2 summary outcomes quarterly monitoring reports submitted to Cabinet. Summary report for Quarter 3 compiled but Cabinet indicated they did not need it. 4th quarter summary outcomes report submitted to Cabinet Lekgotla in the form of a close-out report			
	Number of letters written to departments regarding alignment of APPs with Delivery Agreements	Achieved 100%. 15 departments who submitted their APP on time were assessment and letters were sent to the 15 departments which submitted their 2 nd draft APP to DPME by due date	22 letters written to outcomes coordinating departments and key participating departments on alignment of APP with Delivery Agreements by March 2014	At least 50% of the target achieved. 3 letters on alignment of APP and Strategic plans written to outcomes coordinating departments. For most departments where letters were not issued, comments were made on the actual strategic plan and APP documents through discussions or email correspondence with the departments.	19 letters	The branch was focused on the 20 Year Review and the development of the new MTSF and this target was not managed adequately. To address this, achievement of all APP targets has been included as a standing item on the agenda of branch meetings.	



Strategic Objectives

- Outcomes planning, monitoring and evaluation
- Support to political principals in the Presidency

201	3/14	2012/2013	2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
Support and advice to political principals	Number of briefing notes on Cabinet memoranda provided to political principals	Achieved Total of 233 briefing notes were compiled	At least 100 briefing notes on Cabinet memoranda provided to political principals at least a day before Cabinet or Cabinet Committee meeting	Target exceeded 187 briefing notes were compiled and submitted to political principals	87	There were more requests than anticipated	
	Number of briefing notes and reports on executive monitoring and evaluation initiatives	Achieved Total of 115 briefing notes were compiled	At least 40 briefing notes and reports on executive monitoring and evaluation initiatives provided as per all requests from political principals in the Presidency and within the timeframes set by the political principals for each specific task	Target exceeded 54 reports/briefing notes on executive M&E initiatives were ccompiled and submitted to political principals in the Presidency within the set timeframes	14	There were more requests than anticipated	
Research on outcomes monitoring	Number of research reports related to the outcomes		2 outcome- related research assignments on basic education, human settlements and/or rural development undertaken by DPME	Target fully achieved Two research papers on Basic Education and Concurrent function on Housing	-	-	



Strategic Objectives

- Outcomes planning, monitoring and evaluation
- Support to political principals in the Presidency

20	13/14	2012/2013		2013/	2013/14			
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
Local government performance monitoring	Municipal Assessment Tool		Municipal Assessment Tool refined, tested and memo on municipal assessments submitted to Cabinet by end of October 2013	Target almost achieved The municipal assessment tool has been developed, refined, tested and applied to selected municipalities but not submitted to Cabinet by due date	Submission of memo on the tool to Cabinet by end of October 2013	Testing and piloting of the tool took longer than expected. The memo on the tool will be submitted shortly to the new Cabinet		
	Number of assessments completed and assessment reports produced and submitted to relevant municipalities	-	10 assessments of municipalities completed and reports produced and submitted to the municipalities by the end of the financial year	Target almost achieved 9 assessments were conducted and feedback to municipalities will take place after the moderation process has been completed	I assessment outstanding and Feedback on assessments not provided	Testing and piloting of the model took longer than expected as a result, feedback will be provided during 2014/15 financial year		
	Consolidated report on municipal assessment		Report on municipal assessments submitted to Cabinet by end March 2014	Target almost achieved Draft memo developed but not submitted to Cabinet by end of the 4th quarter	Report not submitted to cabinet	Draft memo has been produced but was not be submitted into the Cabinet cycle in time The memo will be submitted to Cabinet in the 2014/15 financial year		



4.2.2 Programme of Action (part of Sub-programme: Outcomes Support)

Strategic Object	Strategic Objectives: Data Improvement							
201	3/14	2012/2013		2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
Updated POA, displaying progress on outcomes	Number of quarterly reports for all outcomes displayed to public on POA		Quarterly progress reports for all outcomes reflected to the public within I month of the POA reporting week	Target achieved 3 quarterly progress reports updated on the POA system and displayed on DPME website. Quarter 4 POA report was not displayed as it did not serve in Cabinet. Cabinet indicated they did not need the 4 th quarter reports because a summary outcomes report was submitted to Cabinet Lekgotla in the form of a close-out report.				
Data Forums promoting sectoral coordination and data quality	Number of Data Forum meetings and quarterly reports on their functionality	Achieved 27 and I combined data forums held	Hold quarterly data forum meetings for at least 10 outcomes and reports produced on their functionality within one month of end of quarter	Target almost achieved Quarterly data forums held for 10 outcomes in quarter 1, 11 outcomes in quarter 2 and a combined data forum was held in quarter 4. 3 reports on the functionality of data forums produced		Quarter 3 combined data forum was cancelled as it overlapped with the funeral of former President Mandela. The combined data forum was held in Quarter 4.		



4.2.3 Sub-programme: Evaluation and Research

Strategic Object	Strategic Objective: Evaluation and Research								
201	3/14	2012/2013		2013	/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations			
Evaluation of government policies, plans, programmes and projects	National Evaluation Framework approved by Cabinet and national and provincial evaluation plans approved by Cabinet and Provincial Executive Councils respectively	Achieved Annual Plan for 2013 approved by Cabinet. Three-year plan for 2013-16 approved by Cabinet	National Evaluation Plan approved by Cabinet by December 2013	Target fully achieved National Evaluation Plan for 2014/15 approved at Cabinet Meeting of 04 th December 2013	-	-			
		-	3 Provincial Evaluation Plans approved by the Provincial Executive Councils by March 2014	Not Achieved I plan for western Cape Province approved by the Executive Councils and work in progress with 5 other provinces	2 Provincial Evaluation Plan	Draft PEP Concept Notes for North West, Free State, Limpopo, Eastern Cape and Mpumalanga developed but not approved yet by the Provincial Executive Councils			
	Guidelines to support evaluations across government produced and approved by Director-General and put on DPME website	Achieved 12 guidelines for evaluations produced and published on the website	5 new guidelines produced and placed on the DPME website by the end of the financial year	Target almost achieved 6 Guidelines on 6 types of evaluations produced and approved by the Director-General by the end of the financial year however these we placed on the DPME website at a later date (04/04/2014)	I	The was a need to develop the sixth guideline based on the developments on evaluation terrain			
	Numbers of government staff trained on evaluation	Achieved 237 government officials completed training on 12 courses	300 government staff completing at least one course commissioned by DPME and approved by head of DPME evaluation unit, by the end of the financial year	Target exceeded 363 government staff were trained	63	Departments sent more people to attend than anticipated			



Strategic Objective: Evaluation and Research								
201	3/14	2012/2013		2013	/14			
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
	Number of evaluation reports approved by evaluation steering committees in which DPME is a member	Partially achieved approved vs. target of 0	15 evaluation reports approved by evaluation steering committee in which DPME is a member by March 2014	Not achieved. A total of 7 evaluation reports were approved for the year. An additional 16 evaluations were underway by March 2014	8 evaluation reports	The evaluation process has taken longer than expected and a number of 2013/14 evaluations have extended into 2014/15		
	Number of agreed improvement plans produced within four months of the final evaluation reports being accepted by the Evaluation Steering Committees	Achieved 100% (1 of 1) Improvement Plan for ECD evaluation produced	9 improvement plans produced within four months of the final evaluation reports being accepted by the Evaluation Steering Committees	Not Achieved Four improvement plans produced. Four more expected shortly as reports have been completed. First progress report on ECD evaluation improvement plan received.	5 improvement plans	The evalutions programme is new. The targets that were set were ambitious and the targets could not be based on past experience. The evaluations have taken longer than expected to go through the various stages		
Review report on government performance related to outcomes undertaken by DPME	Twenty year review report of government	Achieved Governance structures put in place and 22 research papers were received by the end of the financial year. The remaining research paper was received in May 2013	Produce papers towards development of the 20 year review and have the 20 year review published by end of March 2014	Target fully achieved. 20 year review report was developed and published	_	-		

Strategy to overcome areas of under performance

The area of provincial municipal assessments has been lagging behind. Testing and piloting of the model took longer than expected, however, eleven municipalities had been assessed by the end of the financial year. The report on the municipal assessments will be presented to the new Cabinet. With regards to evaluations, the Department is working with the provinces to fast track the approval of the Provincial Evaluation Plans. The outstanding evaluations and evaluation improvement plans have been extended into the financial year 2014-15.



Changes to planned targets

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

Linking performance with budgets

Savings on evaluations as a result of delays in some evaluations taking longer than expected was addressed through shifts and virement. Under-spending on compensation of employees were primarily as a result of delays in recruitment processes outside of the control of the Department. 98.6% of the Programme budget was spent.

Sub-programme Expenditure (R'000)								
Sub-Programme		2013/2014		2012/2013				
name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure		
Programme Management for OME	6 609	6 577	32	3 561	3 353	208		
Outcomes Support	38 939	38 679	260	28 176	27 165	1011		
Evaluation and Research	23 753	23 074	679	20 852	18 125	2 727		
Total	69 301	68 330	971	52 589	48 643	3 946		

4.3 Programme 3: M&E Systems Coordination and Support (M&E Systems)

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:

- Programme Management for M&E Systems
- M&E Policy and Capacity Building
- M&E Data Support.



Strategic objectives, performance indicators, planned targets and actual achievements

4.3.1 Sub-programme: M&E Policy and Capacity Building

Strategic Objectives:

- Coordinate M&E system
- M&E capacity building

201	3/14	2012/2013	2013/14			
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations
Improved M&E systems in national and provincial government departments	Number of departments supported to improve their M&E MPAT scores		Technical support and advice provided to at least 4 departments by March 2014	Target fully achieved 3 national departments and all Mpumalanga provincial government departments were advised as per requests by March 2014.	-	-
	Number of surveys of various elements of M&E systems in national and provincial departments undertaken		At least I survey conducted by March 2014	Target exceeded 5 surveys were conducted by March 2014	4	The was a need to conduct more surveys to gain insight on M&E systems in government
M&E policies and/ or guidelines developed	Number of guidelines supporting GWM&E developed and approved		At least 2 new or revised guidelines developed and approved by Director-General by March 2014	Target fully achieved 3 guidelines were approved by end March 2014	-	-
	GWMES policy framework reviewed and approved by cabinet		Finalise review and obtain Cabinet approval for revised policy framework by March 2014	Target almost achieved The document was finalised and submitted to Cabinet for approval by March 2014. However Cabinet requested additional work to be done on the document	Cabinet approval not obtained	Cabinet requested that the document be reworked and submitted to G&A cabinet cluster, which will be done in 2014/15



Strategic Objectives:

- Coordinate M&E system
- M&E capacity building

201	3/14	2012/2013		201	3/14	
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations
	Reporting framework		Proposal on integrating and aligning reporting requirements across government developed and submitted to FOSAD and/or Cabinet by end March 2014	Target fully achieved Proposal submitted to Cabinet as part of the document on Performance Monitoring and Evaluation Principles and approach	-	-
	Reform of administrative data systems in government		Proposal for improvements to administrative data systems developed and submitted to FOSAD and/ or Cabinet by March 2014	Target fully achieved Proposal for improvements to data system were integrated with the Discussion document on the principles and approach to PME, submitted to the FOSAD G&A Cluster and Cabinet by March 2014	-	-
M&E forums meeting regularly to coordinate key stakeholders	provincial forum		One national M&E Forum meeting and one Provincial M&E forum meeting per quarter	Target fully achieved 4 National M&E forums held 3 Provincial and I SAMEA conference held. 2 nd quarter Provincial M&E meeting was substituted by SAMEA conference		



Strategic Objectives:

- Coordinate M&E system
- M&E capacity building

201	3/14	2012/2013		2013/14				
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
Integrated M&E Human Capacity Development Programme	Plan for Integrated Human Capacity Development Programme in place and implemented	_	Based on results of M&E capacity survey, revise the Integrated Human Capacity Development Programme by the end of June 2013, and implement the revised programme	Target almost achieved Plan was approved by DG and core group meetings held to manage implementation	-	Although the annual targets refers to June 2013 the intention as per plan was to complete it in the 2 nd quarter and the target was set for the 2 nd quarter		
M&E Learning Network of government officials and communities of practise established and functional	Number of M&E Learning Network workshops and seminar series held	-	At least one M&E Learning Network event held per quarter	Target exceeded 8 learning networks events were held	4	More events were held due to requests by sector specialists to learn on weaknesses identified		
Development Indicators	Annual Development Indicators document approval by Director- General or top management meeting and published.	_	Annual publication	Target fully achieved Development Indicators published	-	-		

Note: This Sub-programme reported functionally to the DDG: PSO from 1 May 2013. The output related to the publication of development indicators resorted under the DDG: Outcomes support from 1 May 2013.

Strategy to overcome areas of under performance

None

Changes to planned targets

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



Linking performance with budgets

Achievement of all but I output resulted in 99.7% expenditure

Sub-programme Expenditure (R'000)								
Sub-Programme name		2013/2014		2012/2013				
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure		
Programme Management M&E Syst	67	65	2	2 652	2512	140		
M&E Policy and Capacity Building	8 05 1	8 028	23	6 272	5 984	288		
M&E Data Support	680	680	-	4 454	4	343		
Total	8 798	8 773	25	13 378	12 607	771		

4.4 Programme 4: Public Sector Oversight (PSO)

Purpose: The purpose of the programme is to coordinate and facilitate public sector administration oversight services. The Programme is responsible for the implementation of institutional performance assessments and for the monitoring of frontline service delivery in collaboration with other centre of government departments. The performance monitoring of individual institutions is itself a key element of the delivery agreement for outcome 12 (developing an efficient and effective public service) and will be facilitated through the development, implementation and maintenance of a Performance Assessment Tool (MPAT) for measuring the performance of government departments and municipalities at strategic and operational level. The programme is organised as follows:

Sub-programmes:

- Programme Management for PSO
- Institutional Performance Monitoring
- Frontline Service Delivery Monitoring

Strategic objectives, performance indicators, planned targets and actual achievements

The table below provide the details of achievements of targets for the strategic objectives, outputs and performance indicators for the programme for the financial year under review.



4.4.1 Sub-programme: Institutional Performance Monitoring

Strategic Obje	ective: Institutio	nal Performance	Monitoring				
201	13/14	2012/2013		2013/	3/14		
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
Cabinet- approved Management Performance Assessment Tool (MPAT) to assess management performance	MPAT reviewed and/or updated and approved by Director- General	Achieved MPAT 1.2 released on 28 and 29 August 2012 to all national departments and the Premiers' Offices	MPAT updated and approved by Director-General by the end of June 2013	Target fully achieved. MPAT 1.3 was approved by the DG on 27 June 2013 and launched to National and Provincial departments	-	-	
practices	Percentage of national and provincial departments whose HoD have signed off the Management Performance Assessments	Achieved (2012/13 target was 32 national and 80 provincial departments)	60% national departments and 80% provincial departments had their HoD sign off the MPAT score by the end of the third quarter	Target exceeded. 100% (all 155 DGs/ HODs at national and provincial departments signed off the MPAT self- assessments). Those departments that could not sign off electronically sent e-mail confirmation of sign off by their DGs	40% at national and 20% at provincial departments	Departments responded positively in part due to the reason that cabinet took a decision to compel all departments to participate but also due to the value addition that department found the process useful	
	Consolidated MPAT report submitted to Cabinet	Achieved MPAT result report compiled and submitted to Cabinet	MPAT report submitted to Cabinet by end June 2013	Target almost achieved. MPAT consolidated report submitted to Cabinet in July 2013	Submitted after due date	Delays encountered due to some provinces' challenging of scores	
	Percentage of national and provincial departments that show improvements from previous year in each KPA	Achieved 65% of departments showed an improvement in at least one of the standards in each of the 4 KPA's on the comparison between the MPAT 1.1 and 1.2 self-assessments	In each KPA at least 40% of departments show improvements from the previous year as described in the consolidated MPAT report submitted to Cabinet by end June 2014	Target fully achieved In each KPA, at least 40% of departments showed improvement	-		



Strategic Obje	Strategic Objective: Institutional Performance Monitoring								
201	3/14	2012/2013		2013/14					
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations			
Monitoring of key indicators of management performance and service delivery as approved by FOSAD and Cabinet	Number of monitoring reports on approved key indicators compiled and submitted to FOSAD secretariat	Achieved 7 FOSAD reports were prepared and presented to FOSAD Manco meetings	FOSAD Manco	Target fully achieved 5 FOSAD reports were compiled and submitted	-	-			
	Number of approved FOSAD key indicators against which measured results have improved		12 FOSAD deliverables for which FOSAD targets for improvements are achieved	Target exceeded 17 targets of the deliverables improved	5	More FOSAD deliverables were improved than anticipated			
Facilitation of HoD assessments	Guidelines for the Assessments of Heads of Department issued, as stipulated in revised DPSA policy on HoD performance assessments (if DPSA issues the revised policy)		Guidelines for the Assessments of Heads of Department approved and issued to all EAs and HoDs by end April 2013, if DPSA issues new policy by end March 2013	DPSA did not issu Unit was abolishe	id not issue the enabling policy guideli is abolished				
	Secretarial services provided for assessments, as required in issued guidelines		Provide secretariat function as per issued guidelines, if DPSA issues new policy	DPSA did not issue the enabling policy guid Unit was abolished					



4.4.2 Sub-programme: Frontline Service Delivery Monitoring

Strategic Obje	Strategic Objective: Monitoring of frontline service delivery							
20	013/14	2012/2013		2013	/14			
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) programme framework	FSDM programme implementation tools and guidelines reviewed and finalised and presented to provincial M&E Forum meeting for use in the implementation of the programme	Achieved FSDM implementation tool and guidelines published on the DPME website	Updated FSDM programme Implementation tools and guidelines presented to M&E forum for approval and published on the web-portal by 31 March 2014	Target almost achieved Updated tools and guidelines were published by due date, however they were presented to the FSD workshop for approval and not to the M&E forum	-	-		
	Number of sites visited resulting in a site monitoring report filed at DPME	Achieved National visit scheduled was finalized and 215 site visits were conducted	120 new sites monitored with site monitoring reports captured on the web- based portal for the programme by 31 March 2014	Target exceeded. 196 sites were monitored by due date	76	More resources were allocated to monitoring visits due to the enrolment of interns.		
National overview reports on monitoring visits Overall annual findings report submitted to Cabinet and sectoral annual findings reports submitted to each of the 8 national sector departments. (CoGTA, SASSA, Justice, Home Affairs, Transport, Education, Health, SAPS)	Achieved The annual report was completed and submitted to provincial M&E forum 7 th March and G&A implementation forum on the 14 th March 2013	FSDM annual findings report submitted to Cabinet by end of the financial year	Target fully achieved Overall annual findings report submitted to Cabinet by due date	-	-			
	Education, Health,	Achieved Consultations done with 8 departments on the 8 sector findings reports. Annual findings reports compiled	8 sector reports submitted to the 8 national sector departments by the end of the financial year	Target fully achieved 8 sector annual findings reports submitted to each of the 8 national sector departments	-	-		
		-	10 case studies produced and published on FSDM practices, by 31 March 2014	Target fully achieved 10 case studies produced and published by due date	-	-		



Strategic Obje	Strategic Objective: Monitoring of frontline service delivery							
20	013/14	2012/2013		2013	/14			
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations		
Improvements in the quality of frontline service delivery	Percentage of service delivery sites which have been visited at least twice, at which there has been an improvement in scores for at least two of the eight assessment areas (The criteria for choosing sites for second visits are explained in the programme framework)		50% of service delivery sites which have been visited at least twice have an improvement in scores for at least two of the eight assessment areas by end March 2014	Target exceeded 87% of service delivery sites which were visited at least twice improved in scores for at least two of the eight assessment areas by end March 2014.	37%	Departments showed interest and improved on the recommendations		
Citizen-based monitoring (CBM) programme	Citizen-based monitoring programme designed, approved and implemented	Partially achieved The citizen based monitoring framework was signed off by Minister and tabled at the G&A cluster	Citizen based monitoring piloted in 3 departments with six-monthly progress reports on the implementation, signed off by the programme manager	Target fully achieved CBM piloted in 3 sector departments and 2 six monthly progress reports on the implementation of CBM were signed off by the programme manager	-	-		
Presidential Hotline case resolution performance reports	Number of DPME case resolution reports submitted to FOSAD Manco and to G&A Cluster	Achieved 6 case resolution reports were submitted to FOSAD Manco and 2 G&A cluster reports were submitted	Hotline case resolution performance reports submitted to FOSAD MANCO at least quarterly	Target fully achieved 4 case resolution performance reports were submitted to FOSAD		-		



	ective: Monitoring o	2012/2013	ce delivery	2013	/14	
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations
			Resolution reports to G&A Cluster twice per annum	At least 50% of target is achieved I report was submitted to G&A cluster	I report	The first Cabinet report was signed by the Minister on 30 November. Because of there being no Cabinet meetings the report was tabled at Cabinet on II March 2014.This had a knock-on effect as the 2 nd report became unnecessary
	National average case resolution rate (average national and provincial resolution rate)	Achieved Case resolution rate was at 90.20% by 31 March 2013 (target was 80%)	85% case resolution by March 2014	Target exceeded National case resolution rate was 95% (of 190 085 calls received, 180580.75 were resolved) by March 2014	10%	Departments responded more favourably in resolving cases referred to them than anticipated
	Improvement plan and implementation reports	Achieved Implementation plan approved. 4 progress reports against implementation were produced	Improvement plan implemented as per timeframes in Improvement Plan	Target fully achieved improvements plan implemented and 3 progress produced by the programme manager		_



Strategic Obje	Strategic Objective: Monitoring of frontline service delivery						
20	013/14	2012/2013		2013	/14		
Outputs	Performance Indicator	Actual Achievement (where applicable)	Planned Annual Target	Actual Achievement	Deviation from Planned Target to Actual Achievement	Comment on deviations	
	Percentage improvement in case resolution rates in ten weakest performing departments and provinces (in terms of presidential hotline case resolution performance), to which technical support was provided by the DPME	Achieved Quarterly reports were tabled to top management meetings on the progress against approved technical support plan	5% overall improvement in the case resolution performance of the 10 weakest performing departments and provinces	Target exceeded 25.88 % overall improvement in case resolution performance of the 10 worst performing departments and provinces by March 2014	20.88%	Departments were resolving cases more than anticipated	
	Number of Presidential Hotline case studies and publications produced	-	Ten Presidential Hotline case studies produced by the end of the financial year	Target exceeded 47 case studies were compiled	37	More good stories on cases handled emerged and resources were available to do a write up on the cases	
		-	Three service delivery complaints trends reports produced	Target exceeded 8 service delivery complaints trends reports produced	5	More resources were allocated to document service delivery complaints trends	
			Quarterly customer satisfaction trends reports produced	Target fully achieved 4 Presidential Hotline customer satisfaction survey reports compiled	_	-	



Strategy to overcome areas of under performance

The first Cabinet report was signed by the Minister on 30 November but because of there being no Cabinet meetings the report was tabled at Cabinet on 11 March 2014. This had a knock-on effect which then made the 2nd report (31 March 2014) not necessary.

Changes to planned targets

The targets related to HOD assessments were not pursued as the MPSA did not issue the policy directive.

Linking performance with budgets

The majority of outputs were achieved, resulting in 99.9% expenditure.

Sub-programme Expenditure (R'000)								
Sub-Programme		2013/2014		2012/2013				
name	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure		
Programme Management for PSO	1 980	1 980	-	1 265	543	722		
Institutional Performance Monitoring	15 900	15 898	2	15 389	14 396	993		
Frontline Service Delivery Monitoring	37 7	37 171	-	31 698	30 226	I 472		
Total	55 051	55 049	2	48 352	45 165	3 187		

5. TRANSFER PAYMENTS

The Department made no transfer payments to public entities, other departments, entities or municipalities. Transfer payments amounting to R151,000 to Households were for leave gratuities paid to employees who left the service of the Department. 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 GIZ
Name of donor	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) – German Government
Full amount of the funding	R 950 000
Period of the commitment	2012/13 Financial Year
Purpose of the funding	Strengthen capacity of the South African Government in Performance Monitoring and Evaluation
Expected outputs	Evaluation Competencies Standards Diagnostic of M&E HR Capacity
Actual outputs achieved	All outputs were achieved
Amount received in current period	R 428 000 was received by the Department during the 2012/13 financial year. R 516 000 was received during the 2013/14 financial year and R6 000 in unspent funds were surrendered back to the RDP fund.
Amount spent by the Department	R944 000 in the 2012/13 Financial year
Reasons for the funds unspent	Projects completed under budget
Monitoring mechanism by the donor	Quarterly reporting

Donor fund	Donor DFID
Name of donor	Department for International Development (UK)
Full amount of the funding	2 000 000 Pounds Sterling (Appr. R30 million)
Period of the commitment	1 November 2012 to 31 March 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	 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 citzens-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 2014
Amount received in current period	RI2 484 2II
Amount spent by the Department	R4 083 615
Reasons for the funds unspent	Projects to be concluded during 2014/15 financial year
Monitoring mechanism by the donor	Quarterly reporting

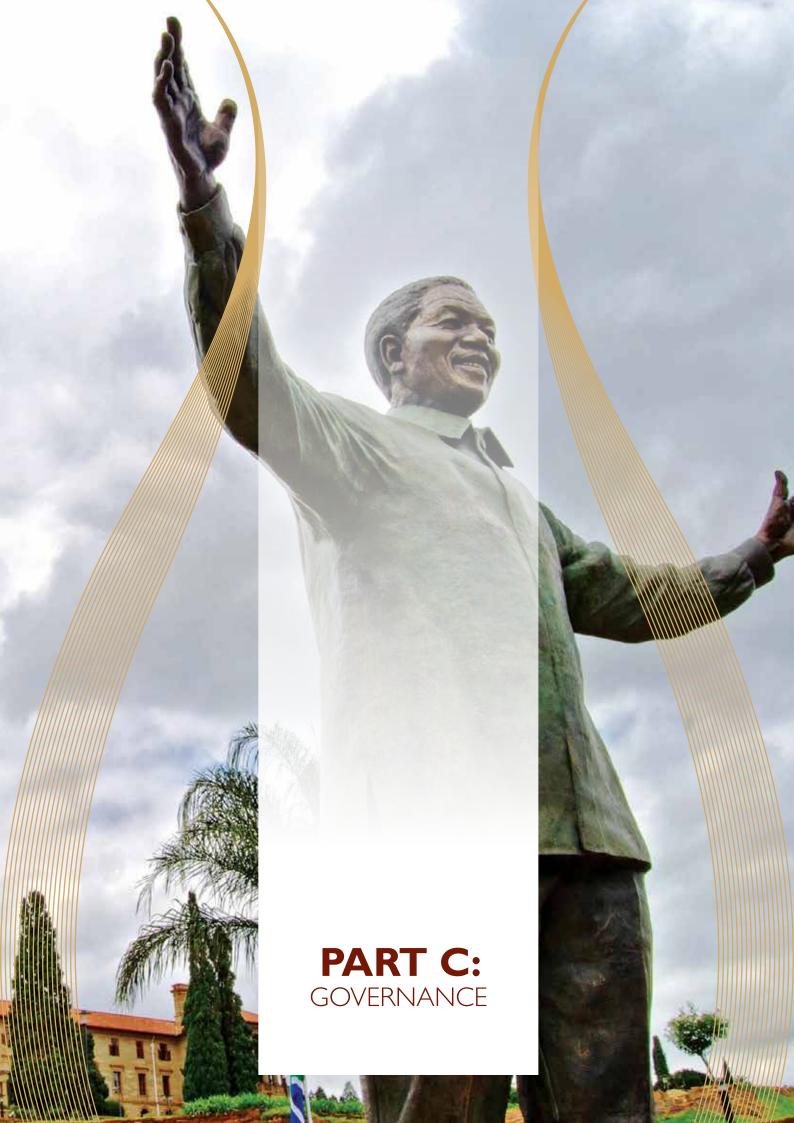


Donor fund	Donor CIDA
Name of donor	Department of Foreign Affairs, Trade and Development. Canadian Government (DFAT-D)
Full amount of the funding	R17 000 000 (Appr. 2 000 000 Canadian Dollars)
Period of the commitment	5 Years (from 2013/14 to 17/18 financial years)
Purpose of the funding	Supporting the 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 2014
Amount received in current period	-
Amount spent by the Department	RI 524 389
Reasons for the funds unspent	N/a
Monitoring mechanism by the donor	Quarterly reporting

8. CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Expenditure on capital assets during the 2013/14 financial year related to computer hardware, office furniture and equipment and computer software. The Department does not control any fixed capital assets. Details about the acquisition and disposal of assets are contained in Part E: Financial Information.







PART C: GOVERNANCE

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I. INTRODUCTION

The Department of Performance 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. RISK MANAGEMENT

The Department has an approved Risk Management Policy and Risk Management Strategy. A comprehensive workshop-based risk assessment was conducted where both strategic and operational risks were considered for all departmental programmes. A consolidated risk register was approved and improvement plans were developed to address identified weaknesses. Quarterly risk management committee meetings were convened to oversee the implementation of improvement plans and escalate issues to the Audit Committee.

3. 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. Web based reporting mechanism of any suspicious 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.

4. 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.

During the past financial year, the Department investigated one case where a possible conflict of interest was not declared. Disciplinary action was initiated against one official in this regard, who was subsequently dismissed, and the service provider was removed from the Departmental suppliers' database.



5. 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 supply chain management unit as well as by all Bid Adjudication Committee members. Disciplinary action was initiated against one official for breach of the SCM code of conduct and the official was subsequently dismissed. 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.

6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Department is housed at the Union Buildings which is under the care of The Presidency and the Department of Public Works. The current office space allocated to the Department is limited and unable to accommodate the full establishment of the Department. The Department is in the process of acquiring additional office space to alleviate the situation.

7. PORTFOLIO COMMITTEE

The Department reported its performance to the Standing Committee on Public Accounts (SCoA). No major issues related to the performance of the Department were raised. However, SCoA recommended the following in their legacy close-out report for future work:

- Strong monitoring of national departments and their entities towards the achievement of the priorities contained in the National Development Plan and Vision 2030
- Strong collaboration between SCoA and the Department of Performance Monitoring and Evaluation towards the review of government's performance for the achievements of the National Development Plan and Vision 2030.
- Use of Evaluation Results, DPME information such as MPAT, MAT, Development Indicators and other related Information to strengthen oversight over other departments during in-year monitoring.
- Create awareness of Portfolio Committee about the work of DPME to strengthen the committee's oversight role.

8. SCOPA RESOLUTIONS

None

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

None



10. INTERNAL CONTROL UNIT

An internal control unit will be established during the 2014/15 financial year.

II. INTERNAL AUDIT AND AUDIT COMMITTEE

The department uses the co-sourcing model to perform its internal audit function due to its small size. Under the period of review, KPMG was appointed for a period of three years and they will work hand in hand with head of internal audit in the department. Regular reports were provided to management and to the Audit Committee on the status of internal controls, governance, risk management and compliance by the department with laws and regulations on quarterly bases.

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

Name	Qualifications	Internal or external	Date appointed	Date resigned	No. of meetings attended
Mr. Cedric Boltman (Chairperson)	MBA	External	01/10/2010	N/a	5
Mr. Stewart Patterson	CA(SA)	External	01/03/2009	N/a	5
Ms. Lorraine François	MBA CRMA	External	01/03/2009	N/a	4
Ms. Ntombi Langa-Royds	LLB	External	01/10/2010	N/a	5
Mr. Anton Bischof	CA(SA) MBA	External	01/10/2010	N/a	5

Note: Contracts for Audit Committee members were renewed for a 2nd term of 3 years

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2014.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein. There were no changes in the accounting policies and practices.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the department revealed certain weaknesses, which were then raised with the Department.



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

- Expenditure Management Review
- Performance Information Review
- Presidential Hotline Review
- IT Governance Review
- MPAT report to Cabinet review
- MPAT validation of management scores
- Risk Management Review
- Review of Annual Performance Plan (Ad-hoc)

There were no specific areas of concern

In-Year Management and Monthly/Quarterly Report

The department has reporting monthly and quarterly to the Treasury as is required by the PFMA.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the department.

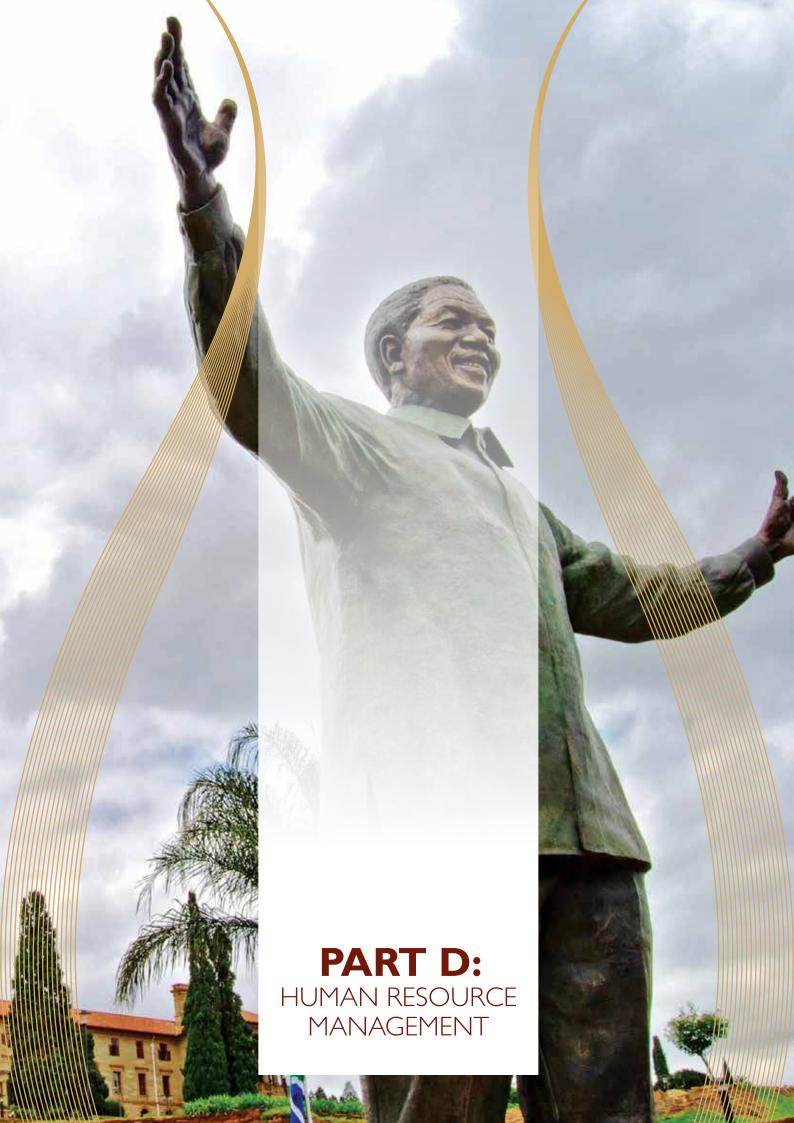
Auditor-General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been adequately resolved.

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

Chairperson of the Audit Committee

Date: 30 July 2014





PART D: HUMAN RESOURCE MANAGEMENT

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I. 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 in the Department

In the last financial year the Department placed emphasis on ensuring that at least 90% of all funded posts were filled, and that the work force of the Department was skilled, competent and representative of the demographics of the country.

At the end of the 2013/14 financial year the Department had 215 funded posts of which 197 posts (92%) were filled (vacancy rate was 8% or 18 posts).

In the 12 month period from 1 April 2013 to 31 March 2014 the Department had a 10% turnover rate. The main reason for the exits was officials leaving due to promotions or pursing other career opportunities. The Department has an approved Retention and Attraction policy in place and is used appropriately.

The employment equity statistics at the end of the 2013/14 financial year were, with respect to people with disability: 2%, African: 80%, and Women at SMS level: 49%. The main challenge experienced is recruiting people with disability in the SMS cadre.

The Department entered into a service level agreement with ICAS to ensure specialised EHW services are available to the staff in DPME.

The PMDS policy was implemented in the Department, and assessments for the 2012/13 were finalised in the second quarter of the financial year in question.

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 at least 90% of these posts were filled.
- 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 employed in the Department with disability more especially in SMS.



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

The HR plan for 2013/2014 was developed and approved in June 2013. All positions in the Department are advertised to encourage open competition. Both the newspapers and DPSA vacancy circulars are used to advertise vacant positions. Where necessary, headhunting was conducted for key positions to attract experienced, skilled officials when the normal recruitment process failed to deliver suitable candidates. 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.

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 2013/2014. Staff's progress against the Performance Agreements is consistently monitored, however a formal assessment takes place in October to assess progress against the Performance Agreements concluded. All employees, except one which was a special case, submitted the mid-term reviews (2013). The PMDS Assessment for 2012/2013 was concluded and the outcome of the assessments was communicated to staff in the second quarter of the financial year. The Department received two 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 EHW programme is fully operational in the Department. Three health risk assessments were conducted including VCT. Employees in the Department including their immediate family members have access to 24 hour counselling services (telephonic and or face to face) and e-care services.

2.6 Achievements and challenges faced by the Department

Achievements

- Department was able to reduce its vacancy rate from 12 (2012/2013) to 10 in (2013/2014)
- The turnover rate also reduced from 12 (2012/2013) to 10 (2013/2014)
- PMDS assessments were concluded for 2012/2013.
- EHW services / programmes implemented in the Department
- Improvement in representation of females in SMS (previous year achieved 44% and in the last year Department was 49%, 1% to the target)
- Training of staff is being undertaken in line with the WSP of the Department. The target set in the WSP was exceeded by 9%. Seven (7) interns were appointed for the 2013/2014



Challenges

- Achieving disability representation in SMS
- Retention of staff in corporate services due to job hopping for better remuneration
- Time taken to complete compulsory pre-employment screening
- Delay in DPSA directive in implementing PSCBC Resolution | of 2012 related to salary levels 9/10 and 11/12 for positions in corporate services.

2.7 Future human resource plans /goals.

- Fill all vacant funded posts and ensure the vacancy rate is maintained at 10 or less
- 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 summarise the final audited personnel related expenditure by programme and by salary bands for the period I April 2013 to 31 March 2014. In particular they provide an indication of the following:

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



Table 3.1.1 Personnel expenditure by programme (R'000)

Programme	Total Expenditure	Personnel Expenditure	Training Expenditure	Professional and Special Services Expenditure	Personnel Expenditure as a % of total expenditure	Average personnel cost per employee
Administration	59 575	27 537	492	2 102	46.2%	372
OME	68 330	39 329	243	18 634	57.6%	605
M&E Systems	8 773	5 272	59	2 325	60.1%	878
PSO	55 049	31 957	128	2 798	58.1%	570
Total	191 727	104 095	922	25 859	54.3%	517

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

Salary band	Personnel Expenditure	% of total personnel cost	No. of employees	Average personnel cost per employee
Lower skilled (levels 1-2)	692	0.3%	4	104
Skilled (levels 3-5)	1 097	1.1%	9	122
Highly skilled production (levels 6-8)	10 837	10.4%	45	241
Highly skilled supervision (levels 9-12)	47 548	46%	96	495
Senior management (level 13-16)	43 921	42%	47	940
Total	104 095	100%	201	517

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	23 349	84.8%	6	0.02%	696	2.5%	1 073	3.9%
OME	34 709	88.3%	0	0.00%	535	1.4%	611	1.6%
M&E Systems	4 521	85.8%	0	0.00%	142	2.7%	138	2.6%
PSO	27 972	87.5%	0	0.00%	499	1.6%	653	2.0%
Total	90 551	87.0%	6	0.01%	I 872	1.8%	2 475	2.4%



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

Salary Bands	Sal	aries	Ove	rtime		Owners wance	Medical Aid	
	Amount ('000)	As % of personnel costs						
Lower skilled (levels 1-2)	528	0.5%	0	0%	40	0.04%	57	0.1%
Skilled (levels 3-5)	780	0.7%	0	0%	66	0.06%	43	0.0%
Highly skilled production (levels 6-8)	8 697	8.4%	3	0.003%	432	0.4%	515	0.5%
Highly skilled supervision (levels 9-12)	39 987	38.4%	3	0.003%	577	0.6%	1314	1.3%
Senior management (level 13-16)	40 559	39.0%	0	0%	757	0.7%	546	0.5%
Total	90 551	87.0%	6	0.01%	I 872	1.80%	2 475	2.4%

3.2 Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies. The following tables summarise the number of posts 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 2014

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate %	Number of employees additional to the establishment
Administration	79	73	8	1
OME	70	62	П	3
M&E Systems	8	6	25	0
PSO	58	56	3	0
Total	215	197	8	4



Table 3.2.2 Employment and vacancies by salary band as at 31 March 2014

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	4	4	0	0
Skilled (3-5)	9	8	11	I
Highly skilled production (6-8)	48	45	6	0
Highly skilled supervision (9-12)	105	95	10	
Senior management (13-16)	49	45	8	2
Total	215	197	8	4

Note: 3 OSD posts grouped with highly skilled supervision (GIS Technician; Chief GIS Specialist & Control GIS Specialist).

Table 3.2.3 Employment and vacancies by critical occupations as at 31 March 2014

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Top Management	3	3	0	0
Specialists	14	13	7	0
Senior Managers: Corporate Services	3	3	0	0
Total	20	19	5	0

Note: One incumbent at Specialist level is seconded to National Treasury



3.3 Filling of SMS posts

Table 3.3.1 SMS post information as at 31 March 2014

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	1	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	16	15	94%	1	6%
Salary Level 14	4	4	100%	0	0%
Salary Level 13	28	25	89%	3	11%
Total	49	45	92%	4	8%

Table 3.3.2 SMS post information as at 30 September 2013

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	I	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	16	15	94%	1	6%
Salary Level 14	4	4	100%	0	0%
Salary Level 13	25	25	100%	0	0%
Total	46	45	98%	1	2%



Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2013 to 31 March 2014

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

Note: Excludes newly created posts

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 2013 and 31 March 2014

Reasons for vacancies not advertised within 6 months

N/a

Reasons for vacancies not filled within 12 months

N/a

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 2013 and 31 March 2014

Disciplinary steps taken for vacancies not advertised within 6 months

N/a

Disciplinary steps taken for vacancies not filled within 12 months

N/a



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	Number	% of posts	Posts U	pgraded	Posts downgraded		
	of posts on approved establishment	of Jobs Evaluated	evaluated by salary bands	Number	% of posts evaluated	Number	% of posts evaluated	
Lower Skilled (Levels 1-2)	4	0	0%	0	0%	0	0	
Skilled (Levels 3-5)	9	0	0%	0	0%	0	0	
Highly skilled production (Levels 6-8)	48	0	0%	0	0%	0	0	
Highly skilled supervision (Levels 9-12)	105	22	21%	11	50%	0	0	
Senior Management Service Band A	28	3	11%	0	0%	0	0	
Senior Management Service Band B	4	Í	25%	0	0%	0	0	
Senior Management Service Band C	16	0	0%	0	0%	0	0	
Senior Management Service Band D	1	0	0%	0	0%	0	0	
Total	215	26	12%	- 11	42%	0	0	

Note: Upgrades in line with the PSCBC Resolution 1 of 2012

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	8	0		0	9
Male	2	0	0	0	2
Total	10	0	1	0	11
Employees with a disability					0

There were no employees whose salary level exceed the grade determined by JE (Tables 3.4.3 and 3.4.4 are 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 provide 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 I April 2013	Appointments / transfers into department	Terminations / transfers out of the department	Turnover rate %
Lower skilled (Levels 1-2)	3	1	0	0
Skilled (Levels 3-5)	6	5	0	0
Highly skilled production (Levels 6-8)	38	П	6	16
Highly skilled supervision (Levels 9-12)	90	14	8	9
Senior Management Service Band A	21	5	3	14%
Senior Management Service Band B	3	1	0	0%
Senior Management Service Band C	14	1	0	0%
Senior Management Service Band D	1	0	0	0%
Total	176	38	17	10%

Note: I April appointments included in 1 April 2013 column. Turnover rate displays % of service termination for the period in relation to the total number of employees at beginning of period April 2013 (i.e. (Terminations and Transfers out of the Department) / (Number of employees at beginning of period April 2013) 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 IApril 2013	Appointments / transfers into department	Terminations / transfers out of the department	Turnover rate
Top Management	2		0	0
Specialists	13	0	0	0
Senior Managers: Corporate Services	2		0	0
Total	17	2	0	0

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	0	0%
Resignation	4	24%
Expiry of contract	0	0%
Dismissal – operational changes	0	0%
Dismissal – misconduct	0	0%
Dismissal – inefficiency	0	0%
Discharged due to ill-health	0	0%
Retirement	1	6%
Transfer to other Public Service Departments	12	71%
Other	0	0%
Total	17	0%
Total number of employees who left as a % of total employment	0	10%



Table 3.5.4 Promotions by critical occupation

Occupation	Employees at I April 2013	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	8	62%
Senior Managers: Corporate Services	2	0	0		50%
Total	17	0	0	9	53%

Note: Promotions include both salary band and notch progressions. (Notch progressions to another notch within a salary level were made in line with the Performance Management and Development System 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 I April 2013	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)	3	0	0%	3	100%
Skilled (Levels 3-5)	6	4	67%	3	50%
Highly skilled production (Levels 6-8)	38	4	11%	17	45%
Highly skilled supervision (Levels 9-12)	91	3	3%	28	31%
Senior Management (Level 13-16)	38	0	0%	20	53%
Total	176	11	6%	71	40%

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 Performance Management and Development System 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 2014

Occupational category		Mal	e			Fema	ıle		Tatal
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	11	2	5	5	15	I	2	4	45
Professionals	16	2	0	1	26	I	3	2	51
Technicians and associate professionals	14	1	2	0	25	1	0	1	44
Clerks	13	0	1	0	26	4	2	0	46
Service and sales workers	3	0	0	0	4	0	0	0	7
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	1	0	0	0	3	0	0	0	4
Total	58	5	8	6	99	7	7	7	197
Employees with disabilities	3	0	0	0	0	0	0	-	4



Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands on 31 March 2014

Occupational Band		Male	е		Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Iotai
Top Management (L15-L16)	3	1	4	2	4	I	0	1	16
Senior Management (L13-L14)	8	1	1	3	11	0	2	3	29
Professionally qualified and experienced specialists and mid-management	30	3	2	I	51	2	3	3	95
Skilled technical and academically qualified, junior management, supervisors, foreman, superintendents	13	0	I	0	26	4	2	0	46
Semi-skilled and discretionary decision making	3	0	0	0	4	0	0	0	7
Unskilled and defined decision making	I	0	0	0	3	0	0	0	4
Total	58	5	8	6	99	7	7	7	197

Table 3.6.3 Recruitment

Occupational Band		Mal	е			Fema	ıle		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Iotai
Top Management (L15-L16)	I	1	0	0		0	0	0	3
Senior Management (L13-L14)	I	I	0	1	5	0	0	2	10
Professionally qualified and experienced specialists and mid-management	3	I	0	0	10	1	I	0	16
Skilled technical and academically qualified, junior management, supervisors, foreman, superintendents	5	0	0	0	11	2	0	0	18
Semi-skilled and discretionary decision making	2	0	0	0	4	0	0	0	6
Unskilled and defined decision making	I	0	0	0	0	0	0	0	1
Total	13	3	0	- 1	31	3	- 1	2	54
Employees with disabilities	0	0	0	0	0	0	0	0	0

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



Table 3.6.4 Promotions

Occupational Band		Mal	e				Total		
	African	Coloured	Indian	White	African	Coloured	Indian	White	iotai
Top Management (L15-L16)	0	0	0	0	0	0	0	0	0
Senior Management (L13-L14)	0	0	0	0	I	0	0	2	3
Professionally qualified and experienced specialists and mid-management	0	0	0	0	I	I	0	0	2
Skilled technical and academically qualified, junior management, supervisors, foreman, superintendents	I	0	0	0	4	0	0	0	5
Semi-skilled and discretionary decision making	0	0	0	0	I	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	7	1	0	2	- 11
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		Mal	le			Fema	ale		Tital
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management (LI5-LI6)	0	0	0	0	0	0	0	0	0
Senior Management (L13-L14)	I	0	0	0	I	0	0	1	3
Professionally qualified and experienced specialists and mid-management	3	I	0	0	3	I	0	0	8
Skilled technical and academically qualified, junior management, supervisors, foreman, superintendents	1	0	0	0	4	ſ	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	5	1	0	0	8	2	0	1	17
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				Tatal	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Informal	I	0	0	0	I	0	0	1	3
Formal (Hearing)	1	0	0	0	0	0	0	0	1



Table 3.6.7 Skills development

Occupational category		Male				Fema	ıle		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	3	1	2	2	8	1	3	0	20
Professionals	20	1	0	7	22	5	1		57
Technicians and associate professionals	12	0	I	0	23	0	0	0	36
Clerks	15	0	2	0	33	4	4	0	58
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	1	0	0	0	I
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	3	0	0	0	0	0	0	0	3
Total	53	2	5	9	87	10	8	- 1	175
Employees with disabilities	1								2

Note: The total of 175 reflects the instances employee/s 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 2013

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	1	1	100%
Salary Level 16	0	0	0	0
Salary Level 15	16	14	11	79%
Salary Level 14	4	3	3	100%
Salary Level 13	24	21	21	100%
Total	45	39	36	100%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2014

Reasons

3 SMS members did not complete as at 31 May 2013, due to two commencing 1 April 2013 and therefore their Agreements were due 30 June, (agreements were concluded). One official was seconded to National Treasury and therefore would have concluded the agreement at National Treasury.

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2014

Disciplinary action

N/a



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		Beneficiary Profile		Co	ost
Gender	Number of beneficiaries			Cost (R'000)	Average cost per employee
African	53	136	39	885	17
Male	12	52	23	175	15
Female	41	84	49	710	17
Asian	3	14	21	51	17
Male		8	13	10	10
Female	2	6	33	41	21
Coloured	7	10	70	126	18
Male	2	3	67	40	20
Female	5	7	71	86	17
White	7	13	54	205	29
Male	2	5	40	91	46
Female	5	8	63	4	23
Total	70	173	40	I 268	18

Note: 173 employees were employed in the Department on 31 March 2013. Performance Bonuses for the period 1 April 2012 to 31 March 2013 were paid in the second quarter of the 2013/14 financial year.



Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service (R000)

Salary Band	Ве	neficiary Pro	file	С	Total cost	
		Number of employees	% of total within salary bands	Total Cost	Average cost per beneficiary	as % of total personnel expenditure
Lower Skilled (Levels 1-2)	3	3	100%	15	5	2%
Skilled (level 3-5)	4	7	57%	25	6	2%
Highly skilled production (level 6-8)	15	37	41%	155	10	1%
Highly skilled supervision (level 9-12)	43	90	48%	846	20	2%
Total	65	137	47%	1041	16	2%

Note: Total cost (table 3.8.2 and 3.8.4) as % of the total personnel expenditure (salary level 1-12 and SMS) was 1.2%.

Table 3.8.3 Performance Rewards by critical occupation

Critical Occupation	Benef	iciary Profile		Cost (R'000)			
	Number of beneficiaries employees			total thin pation	Total Cost	Average cost per beneficiary	
Top Management	1	3		33%	61	61	
Specialists	0	10		0	0	0	
Senior Managers: Corporate Services	0 2			0	0	0	
Total	1	15		7%	61	61	

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service

Salary Band	Beneficiary Profile			Cost (
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost	Average cost per beneficiary	Total cost as % of total personnel expenditure
Α	4	21	19%	166	42	0.8%
В	0	2	0%	0	0	0%
С	1	12	8%	61	61	0.3%
D	0		0%	0	0	0%
Total	5	36	14%	226	45	0.5%



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 I April 2013 to 31 March 2014. 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)	77	90%	8	5%	12	19
Skilled (Levels 3-5)	24	63%	6	4%	7	9
Highly skilled production (Levels 6-8)	353	73%	45	27%	9	236
Highly skilled supervision (Levels 9-12)	668	76%	80	47%	8	104
Senior management (Levels 13-16)	168	82%	30	18%	8	502
Total	I 290	77%	169	100%	8	I 870

Note: % 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)	10	100%	I	33%	10	6
Highly skilled supervision (Levels 9-12)	33	100%		33%	33	41
Senior management (Levels 13-16)	3	100%	I	33%	3	5
Total	46	100%	3	100%	21.5	52

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

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

Table 3.10.3 Annual Leave

Salary Band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	81	4	20
Skilled (Levels 3-5)	91	9	10
Highly skilled production (Levels 6-8)	930	50	19
Highly skilled supervision (Levels 9-12)	2170	101	21
Senior management (Levels 13-16)	849	39	22
Total	4121	203	20



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 March 2014
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0.01
Highly skilled supervision (Levels 9-12)	0	0	0	4
Senior management (Levels 13-16)	0	0	0	5
Total	0	0	0	9.01

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 payouts

Reason	Total Amount (R'000)	Number of Employees	Average per employee (R'000)
Leave payouts for 2012/13 due to non-utilisation of leave for the previous cycle	18	1	18
Capped leave payouts on termination of service for 2013/14	2	I	2
Current leave payouts on termination of service for 2013/14	106	7	15
Total	126	9	14

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
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.	×		Ms K Soorju D: HRM
2.	Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		3 Employees (R100 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.	×		24 hours, 7 days a week professional counselling service (telephone and face-to-face), E-care service, Life management support (Financial, information and legal advice), Referral services, managerial consulting, monthly health awareness articles, events and events and health tests (Eye screening, Cancer Presentation, Distribution of Pink Ribbons and Breast cancer, Examination, Diabetes and Cholesterol Testing, Blood Donations, 16 days of Activism Awareness and distribution of White Ribbons, Nutrition Awareness Guide, World Aids Day commemoration, Awareness and distribution of Red Ribbons, HCT, STI and Condom week Awareness).
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.	X		The OHS committee has been established jointly with The Presidency.
5.	Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		Recruitment and 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.		×	Draft Policy on Employee Health and Wellness covers issues around stigma and discrimination
7.	Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	X		Three health risk assessments which include VCTs were organised.
8.	Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		×	DPME utilises the measures/indicators of DPSA's Systems Monitoring Tool to evaluate the effectiveness of its Employee Health and Wellness programme.



3.12 Labour Relations

Table 2.12.1 Collective agreements

Subject Matter	Date
None	

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	0	0
Final written warning	0	0
Suspended without pay	0	0
Fine	0	0
Demotion	1	100%
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
Total	1	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Poor work performance	1	100%
Total	1	100%



Table 3.12.4 Grievances logged

	Number	% of Total
Number of grievances resolved	3	100%
Number of grievances not resolved	0	0%
Total number of grievances lodged	3	100%

Table 3.12,5 Disputes logged

	Number	% of Total
Number of disputes upheld	0	0%
Number of disputes dismissed	0	0%
Total number of disputes lodged	2	100%

Note: All disputes were referred back to DPME for the internal processes to be exhausted

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 who's suspension exceeded 30 days	0
Average number of days suspended	26
Cost (R'000) of suspension	11



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	Training needs identified at start of the reporting period			reporting
		as at I April 2013	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and	Female	18	0	6	0	6
managers	Male	21	0	4	0	4
Professionals	Female	55	0	32	0	32
	Male	35	0	15	0	15
Technicians and associate	Female	22	0	22	0	22
professionals	Male	6	0	11	0	11
Clerks	Female	8	0	35	0	35
	Male	5	0	26	0	26
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery	Female	[0	0	0	0
workers	Male	0	0	0	0	0
Craft and related trades	Female	0	0	0	0	0
workers	Male	0	0	0	0	0
Plant and machine operators	Female	0	0	2	0	2
and assemblers	Male	2	0	0	0	0
Elementary occupations	Female	3	0	7	0	7
	Male	0	0	0	0	0
Sub Total	Female	107	0	0	0	0
	Male	69	0	0	0	0
Total		176	0	160	0	160



Table 3.13.2 Training provided for the period

Occupational Category	Gender	Number of	Training provided within the reporting perio			g period
		employees as at I April 2013	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and	Female	18	0	14	0	14
managers	Male	21	0	7	0	7
Professionals	Female	55	0	22	1	23
	Male	35	0	27	3	30
Technicians and associate	Female	22	0	22	1	23
professionals	Male	6	0	13	1	14
Clerks	Female	8	0	35	8	43
	Male	5	0	13	4	17
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery	Female	I	0		0	I
workers	Male	0	0	0	0	0
Craft and related trades	Female	0	0	0	0	0
workers	Male	0	0	0	0	0
Plant and machine operators	Female	0	0	0	0	0
and assemblers	Male	2	0	0	0	0
Elementary occupations	Female	3	0	0	0	0
	Male	0	0	3	0	3
Sub Total	Female	107	0	0	0	0
	Male	69	0	0	0	0
Total		176	0	157	18	175



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	I	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 Project Title	Total number of consultants that worked on project	Duration: Work days	Contract value in Rand
Internal Audit Services	3	782	2 301 574.00
Support in drafting 2014 to 2019 MTSF (709)	2	49	222 709.41
Outline Costing of ECD Improvement Plan	I	66	199 728.00
MPAT customisation	4	210	521 322.00
13/14: Implementation Evaluation of Land Restitution Programme	4	161	3 499 393.24
FSDM Strategic Planning workshop facilitation (741)	I	49	127 840.00
Business and Systems Analyst	2	58	218 880.00
Sharepoint Maintenance and Support	2	188	500 688.00
State of M&E in 5 sectors and development of specific proposals for improvement	5	186	2 616 289.21
13/14: Implementation Evaluation of Export Market and Investment Assistance Programme (EMIA)	2	88	914 294.82
13/14: Evaluation of the cost of tax compliance for small business	2	204	952 916.60
13/14: Diagnostic Evaluation of Empowerment and Skills Transferability Programme	5	86	986 798.25
Business and Systems Analyst services P2	2	20	109 440.00



Project Title			Total number of consultants that worked on project		uration: ork days	Contract value in Rand
Research into use of DG's time			2		129	150 000.00
13/14: Impact Assessment of N (MAFISA)	Micro Agricultural Financial Institu	utions	3		149	2 327 545.00
13/14: Impact Evaluation of Supp (SPII)	oort Programme for Industry Innov	vation	3		149	I 285 622.42
13/14: Impact Evaluation of the To (THRIP)	echnology and HR Industry Progra	amme	4		146	1 047 660.00
Hotline research data analysis P	art 2		3		120	2 350 680.00
FSD organisatinal change assista	nce (758)		1		129	311 040.00
13/14: Impact Evaluation of the Programme (CASP)	e Comprehensive Agricultural Su	pport	I		224	2 500 000.00
Maintenance and support: Web	site		T		97	135 774.00
13/14: Implementation Evaluat Strategy (AMTS)	ion of the Advanced Manufac	turing	1		247	1 990 006.80
Language editing of 21 thematic	background papers		I		63	83 790.00
Editing services and product de	sign of the final 20-year review re	port	2		63	331 056.00
13/14: Impact Evaluation of the	Outcomes Approach		1		171	1 480 369.00
Assistance to Revitalisation of D (744)	Distressed Mining Communities P	roject	1		302	-
Maintenance of 100KVA UPS			2		43	27 738.74
Total individual consultants	Total duration:Work days	Tot	al contract value Rand	in	Total num	ber of projects
61	4 179		27 193 15	5 49		27

27 193 155.49

Note: This table refers to the total value of contracts concluded in the 2013/14 financial year and not to actual expenditure for the year as disclosed in the appropriation statement. Contract duration and value includes full duration of contract and may span more than I financial year. R25.9 million was spent on Professional services, consultants, contractors and agency / outsourced services during the 2013/14 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	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on project
Internal Audit Services	25%	-	2
Outline Costing of ECD Improvement Plan	-	-	-
MPAT customisation	60%	10%	2
13/14: Implementation Evaluation of Land Restitution Programme	20%	-	2
Business and Systems Analyst	10%	6%	1
Sharepoint Maintenance and Support	60%	10%	1
State of M&E in 5 sectors and development of specific proposals for improvement	50%	33%	3
13/14: Implementation Evaluation of Export Market and Investment Assistance Programme (EMIA)	41%	41%	2
13/14: Evaluation of the cost of tax compliance for small business	37%	20%	1
13/14: Diagnostic Evaluation of Empowerment and Skills Transferability Programme	50%	-	5
Business and Systems Analyst services P2	10%	6%	1
Research into use of DG's time	-	-	I
13/14: Impact Evaluation of Support Programme for Industry Innovation (SPII)	20%	5%	1
Hotline research data analysis Part 2	41%	25%	3
Maintenance and support: Website	25%	9%	1
Language editing of 21 thematic background papers	100%	100%	1
Editing services and product design of the final 20-year review report	88%	61%	2
Maintenance of IOOKVA UPS	62%	4%	1

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. Contracts to government departments / entities and universities are excluded from the table above.



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
Assist DPME with MAT piloting	; (710)		2	239	443 878.40
Implementation Support for CE	BM		4	227	352 989.60
DPME Operations Managemen	t Support Programme (733)		2	65	267 665.16
M&E Pol and Cap Building coad	thing and change management		4	199	165 140.00
UCT - Graduate School of Dev	velopment Policy and Practice		1	173	808 725.00
NEP Capacity Development Co	omponent		1	238	936 594.18
Implementation support for CE	BM		9	446	2 984 331.80
M&E Policy and Capacity Buildin	ng strategic Workshop (759)		2	76	88 651.60
Assessment of Quality of Gove	rnment Evaluations in 2013/14		6	225	1 605 600.00
FSD System BRS and FRS (DFI	0)		1	29	130 957.50
Hotline research data analysis p	part I		6	20	139 650.00
Funding of Research Grants			2	369	643 060.00
FSD Learning Support			6	160	2 500 000.00
Business Application for FSD M	onitoring		3	115	875 055.00
MPAT Analysis and Case Study	Development Support		4	999	3 554 832.25
Total individual consultants	Total duration:Work days	Tot	al contract value Rand	in Total num	nber of projects

Total individual consultants	Total duration:Work days	Total contract value in Rand	Total number of projects
53	3 580	15 497 130.49	15

Note: This table only refers to contracts concluded in the 2013/14 financial year. Contract duration and value includes full duration of contract and may span more than 1 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 Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Implementation Support for CBM	-	-	2
M&E Pol and Cap Building coaching and change management	50%	50%	4
Implementation support for CBM	-	-	4
Assessment of Quality of Government Evaluations in 2013/14	50%	50%	3
FSD System BRS and FRS (DFID)	62%	4%	3
Hotline research data analysis part	41%	25%	3
FSD Learning Support	25%	25%	1
Business Application for FSD Monitoring	62%	4%	3

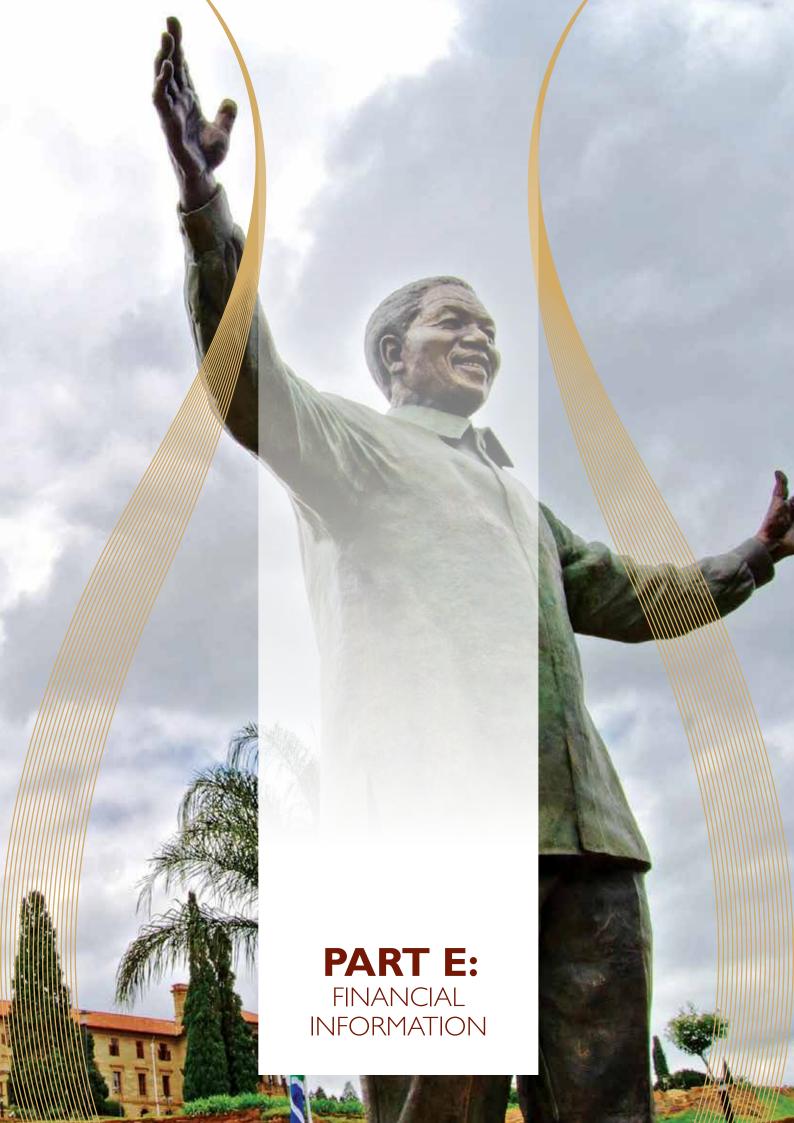
Note: On 7 December 2011 the revised PPPFA regulations came into effect and HDI status was replaced by B-BEEE status level contribution for contracts from R30,000. Contracts to government departments / entities and universities are excluded from the table above.

3.16 Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2013 and 31 March 2014

None









ANNUAL FINANCIAL STATEMENTS FOR THE DEPARTMENT OF PERFORMANCE MONITORING AND EVALUATION

For the year ended 31 March 2014



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I. REPORT OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO. 6: THE DEPARTMENT OF PERFORMANCE MONITORING AND EVALUATION

Introduction

1. I have audited the financial statements of the Department of Performance Monitoring and Evaluation set out on pages 104 to 144 which comprise the appropriation statement, the statement of financial position as at 31 March 2014, the statement of financial performance, statement of changes in net assets and cash flow statement, 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 the financial statements in accordance with the Modified Cash Standards 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 the financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and 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 Performance Monitoring and Evaluation as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standards prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).



Additional matters

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

Unaudited supplementary schedules

7. The supplementary information set out on pages 145 to 147 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

8. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

- 9. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the Department for the year ended 31 March 2014:
 - Programme 2: Outcomes Monitoring Evaluation
 - Programme 3: Monitoring and Evaluation Systems Coordination
 - Programme 4: Public sector oversight
- 10. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
- II. 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 objectives.
- 12. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant as required by the National Treasury's Framework for managing programme performance information (FMPPI).
- 13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected programmes.



Additional matters

15. 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

16. Refer to the annual performance report on (pages 20 to 51) for information on the achievement of planned targets for the year.

Adjustment of material misstatements

17. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information of Programme 2: Outcomes Monitoring Evaluation, Programme 3: Monitoring and Evaluation Systems Coordination and Programme 4: Public sector oversight. As management subsequently corrected the misstatements I did not identify any material findings on the usefulness and reliability of the reported performance information.

Compliance with legislation

- 18. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters.
- 19. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA.

Internal control

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

Audibor - General



Auditing to build public confidence



2. STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

The Accounting Office is responsible for the preparation of the Department's 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 designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In my opinion, the financial statements fairly reflect the operations of the Department for the financial year ended 31 March 2014.

The external auditors are engaged to express an independent opinion on the AFS of the Department.

The Department of Performance Monitoring and Evaluation AFS for the year ended 31 March 2014 have been examined by the external auditors and their report is presented on page 100.

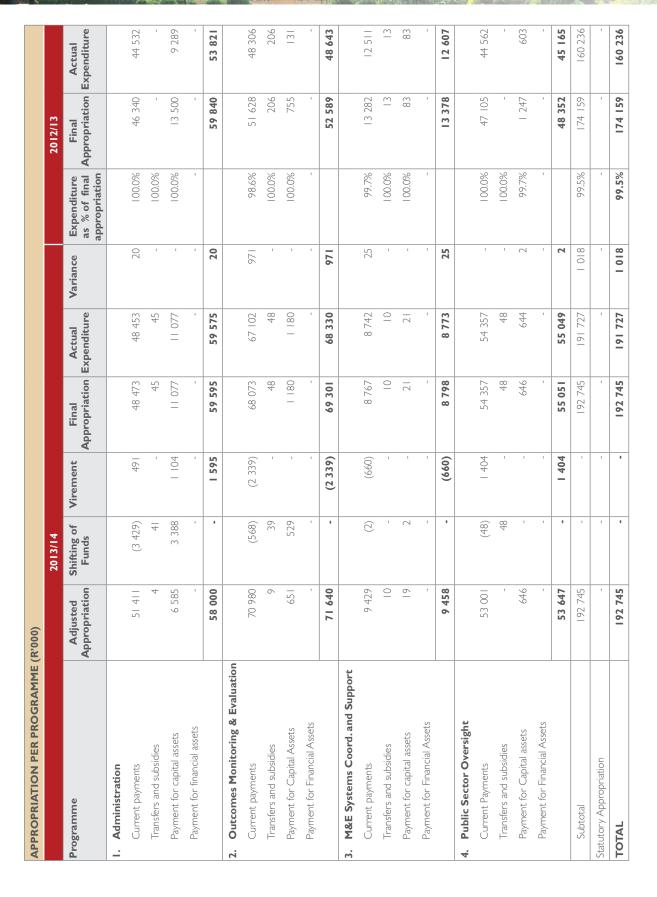
The Annual Financial Statements of the Department set out on page 104 to page 147 have been approved.

Dr Sean Phillips

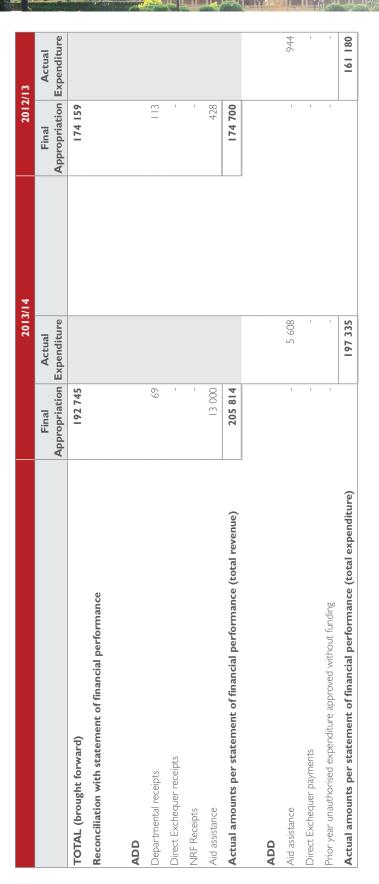
Director-General, DPME Date: 30 July 2014

APPROPRIATION STATEMENT FOR THEYEAR ENDED 31 MARCH 2014

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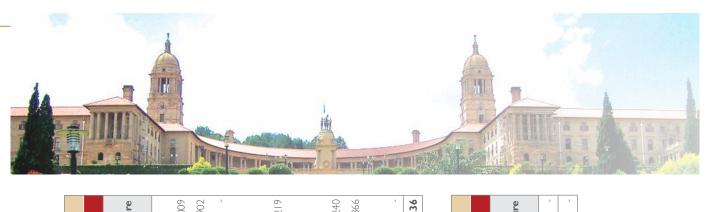


Appropriation statement (Continued)



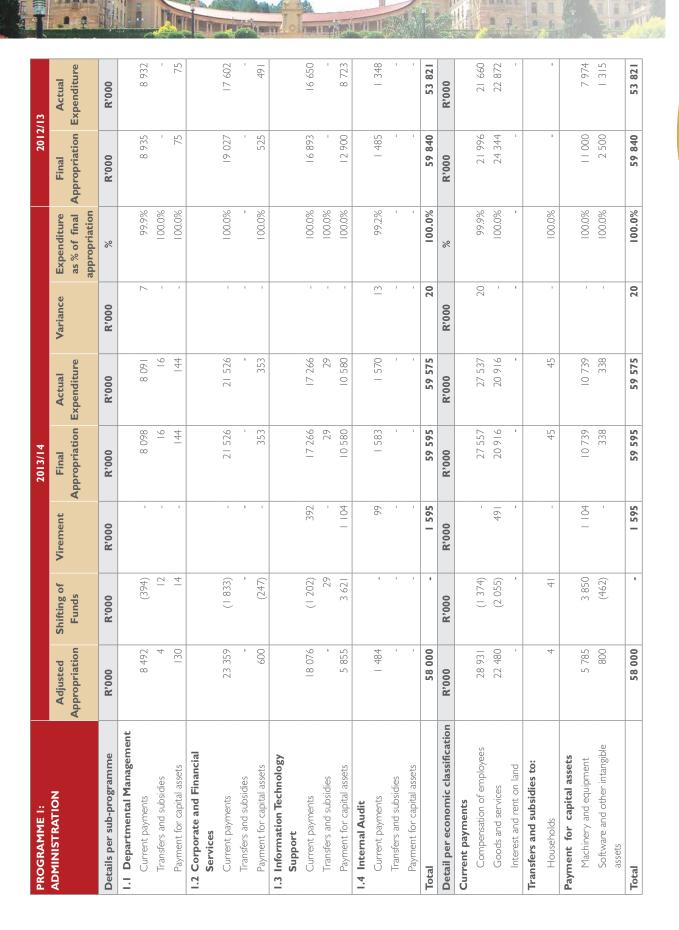
During the 2013/14 financial year the M&E Systems Coordination and Support Branch (Programme 3) was abolished and its functions were integrated into the remaining three programmes. The 2013/14 approved budget structure (as published in the 2013/14 Estimates of National Expenditure) remained in effect until the end of the financial year and this Annual Report therefore still refers to the old programme structure.

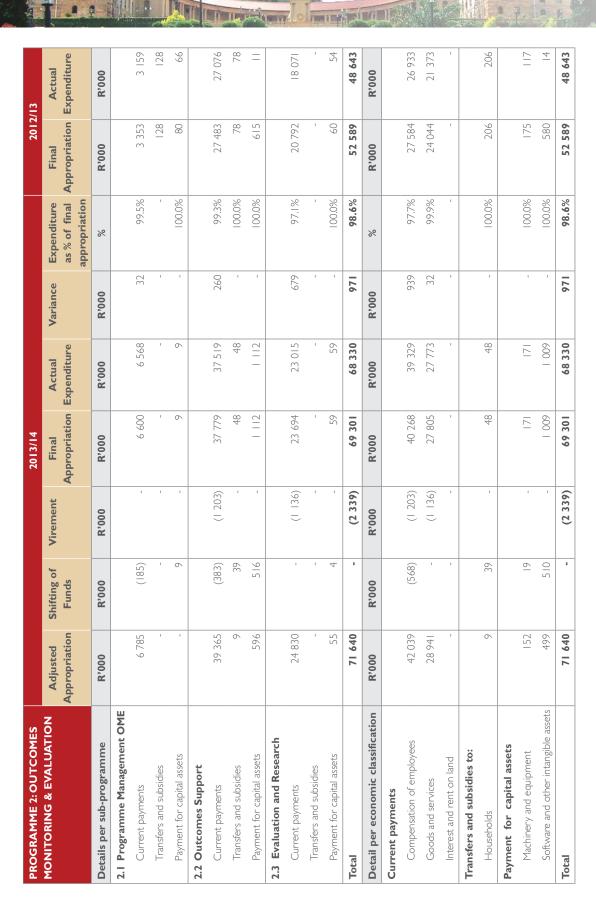
Appropriation statement (Continued)



		APPROPRIA'	TION PER EC	APPROPRIATION PER ECONOMIC CLASSIFICATION (R'000)	SSIFICATION	(R'000)			
			2013/14					2012/13	713
Economic Classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Actual Appropriation Expenditure	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Current payments									
Compensation of employees	108 449	(1 994)	(1 376)	105 079	104 095	984	81.66	85 827	83 003
Goods and services	76 372	(2 053)	272	74 591	74 559	32	100.0%	72 528	706 99
Interest and rent on land	ı	1	1	1	ı	1	1	1	
Transfers and subsidies									
Households	23	128	I	151	151	I	%0:001	219	219
Payments for capital assets									
Machinery and equipment	180 9	3 850	104	11 035	11 033	2	100.0%	11 561	8 24(
Software and other intangible assets	1 820	69	1	1 889	1 889	1	0.001	4 024)98
Day of the state o									
rayments for infancial assets	1	1	1	1	1	1	1		
Total	192 745	•	1	192 745	191 727	1 018	85.66	174 159	160 236

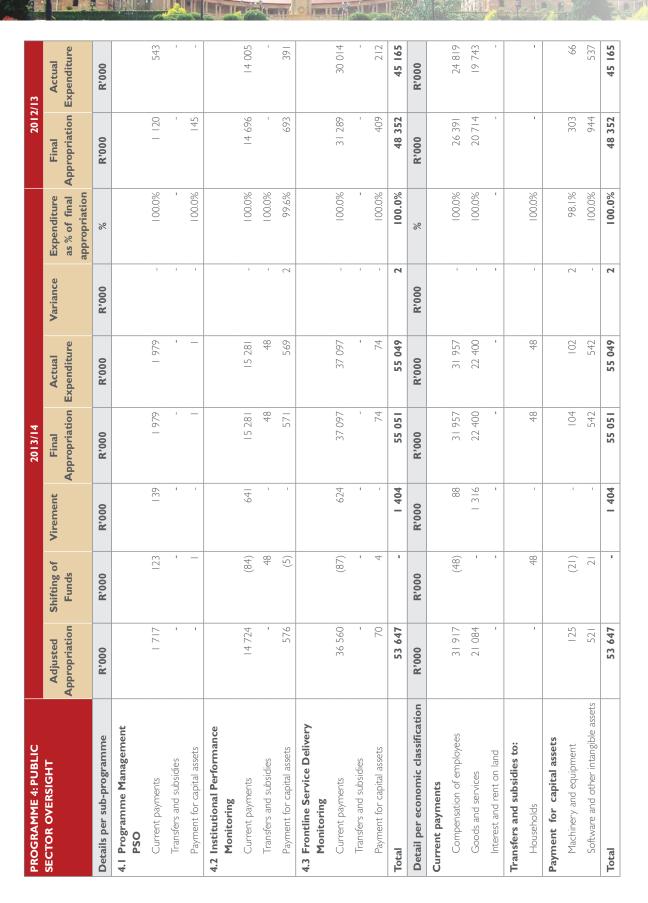
		S	TATUTORY #	STATUTORY APPROPRIATION (R'000)	N (R'000)				
			2013/14					2012/13	/13
Direct changes against the National Revenue Fund	Adjusted Appropriation		Shifting of Virement Funds	Final Actual Appropriation Expenditure	Actual Expenditure	Variance	Variance Expenditure as % of final appropriation	Expenditure Final Actual as % of final Appropriation Expenditure	Actual Expenditure
None	1	1	'	'	1	1	1	1	'
Total	1	1	-	1	1	-	-	-	







				2013/14				2012/13	/13
COORDINATION AND SUPPORT	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Details per sub-programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
3.1 Programme Manage M&E Systems									
Current payments	157	(2)	(88)	29	65	2	%0:26	2 652	2 512
Transfers and subsidies	ı	1	1	1	1	I	1	1	1
Payment for capital assets	I	ı	1	1	ı	I	1	1	1
3.2 M&E Policy & Capacity Building									
Current payments	8 594	(2)	(572)	8 020	7 9 9 7	23	%2'66	6 2 5 9	5 971
Transfers and subsidies	01	1		01	0	ı	%0:001	<u> </u>	<u>~</u>
Payment for capital assets	61	2	1	21	21	ı	%0:001	ı	ı
3.3 M&E Data Support									
Current payments	829	2	1	089	089	ı	%0:001	4 371	4 028
Transfers and subsidies	I	1	1	1	ı	ı	1	ı	1
Payment for capital assets	1	1	-	1	1	1	-	83	83
Total	9 458		(099)	8 798	8 773	25	%1.66	13 378	12 607
Detail per economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	5 562	(4)	(261)	5 297	5 272	25	85.66	9 8 2 6	9 597
Goods and services	3 867	2	(399)	3 470	3 470	ı	%0:001	3 426	2 9 1 4
Interest and rent on land	I	1	1	1	1	I	-	1	ı
Transfers and subsidies to:									
Households	0	1	1	01	01	1	%0:001	13	13
Payment for capital assets									
Machinery and equipment	6	2	1	21	21	ı	%0:001	83	83
Software and other intangible assets	1	1	1	1	1	1	-	1	1
Total	9 458	•	(099)	8 798	8 773	25	%1.66	13 378	12 607





4. NOTES TO THE APPROPRIATION STATEMENT

4.1 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, disclosure notes and Annexure I to the Annual Financial Statements.

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

None

4.3 Detail on payments for financial assets

None

4.4 Explanations of material variances from Amounts Voted (after virement):

4.4.1 Per Programme (R'000)	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
Administration	59 595	59 575	20	0.03%
Outcomes Monitoring and Evaluation	69 301	68 330	971	1.4%
M&E Systems Coordination and Support	8 798	8 773	25	0.3%
Public Sector Oversight	55 051	55 049	2	0.0%

4.4.2 Per Economic classification (R'000)	Final Appropriation	Actual Expenditure	Variance	Variance as % of Final Appropriation
Current Expenditure				
Compensation of employees	105 079	104 095	984	0.9%
Goods and services	74 591	74 559	32	0.0%
Interest and rent on land	-	-	-	-
Transfers and subsidies				
Households	151	151	-	0.0%
Payments for capital assets				
Buildings and other fixed structures	-	-	-	-
Machinery and equipment	11 035	11 033	2	0.0%
Intangible assets	1 889	1 889	-	0.0%
Payments for financial assets	-	-	-	-

Under expenditure on compensation of employees was primarily due to longer than expected delays in completing pre-employment screening which impacted on the time taken to fill vacant funded posts. This had no significant impact on service delivery.



5. STATEMENT OF FINANCIAL PERFORMANCE (R'000)

	Note	2013/14	2012/13
REVENUE Annual appropriation	1	192 745	174 159
Statutory appropriation	ı	1/2/43	1/1/3/
Departmental revenue	2	69	113
Direct Exchequer Receipts		-	-
NRF Receipts		-	-
Aid assistance	3	13 000	428
TOTAL REVENUE		205 814	174 700
EXPENDITURE			
Current expenditure			
Compensation of employees	4	104 095	83 009
Goods and services	5	74 559	66 902
Interest and rent on land	6	-	-
Aid assistance	3	5 608	944
Unauthorised expenditure approved without funding Total current expenditure		184 262	150 855
iotal current expenditure		104 202	130 033
Transfers and subsidies			
Transfers and subsidies	7	151	219
Aid assistance		-	-
Unauthorised expenditure approved without funding		-	-
Total transfers and subsidies		151	219
Expenditure on capital assets			
Tangible capital assets	8	11 033	8 240
Software and other intangible assets	8	1 889	1 866
Unauthorised expenditure approved without funding		-	-
Total expenditure for capital assets		12 922	10 106
Payments for financial assets		-	-
Direct Exchequer Payments			
TOTAL EXPENDITURE		197 335	161 180
SURPLUS/(DEFICIT) FORTHEYEAR		8 479	13 520
December 11 at the set New York (Dec Cath) from the construction			
Reconciliation of Net Surplus/(Deficit) for the year Voted funds		1 018	13 923
Annual appropriation	1	1 018	13 923
Conditional grants	1	-	13 723
Unconditional grants		_	_
Departmental revenue and NRF Receipts	2	69	113
Direct Exchequer receipts/payments		-	-
Aid assistance	3	7 392	(516)
SURPLUS/(DEFICIT) FOR THE YEAR		8 479	13 520



6. STATEMENT OF FINANCIAL POSITION (R'000)

	Note	2013/14	2012/13
ASSETS			
Current assets		9 449	13 929
Unauthorised expenditure		-	-
Cash and cash equivalents ¹	9	7 025	12 781
Other financial assets	1.0	-	-
Prepayments and advances	10 11	97	470
Receivables ¹ Loans	1 1	803	162
Aid assistance prepayments		_	_
Aid assistance receivable	3	1 524	516
Non-current assets		-	-
Investments		-	-
Loans Other financial assets		-	-
Other initialicial assets		_	_
TOTAL ASSETS		9 449	13 929
LIABILITIES			
Current liabilities		9 439	13 929
Voted funds to be surrendered to the Revenue Fund	12	1018	13 923
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	13	7	5
Direct Exchequer Receipts to be surrendered to the Revenue Fund		-	-
Bank overdraft		-	-
Payables	14	14	1
Aid assistance repayable		-	-
Aid assistance unutilised		8 400	-
Non-current liabilities			
Payables		-	-
TOTAL LIABILITIES		9 439	13 929
NET ASSETS		10	
NET ASSETS			
Represented by:			
Capitalisation reserve		-	-
Recoverable revenue		10	-
Retained funds		-	-
Revaluation reserves		-	-
TOTAL		10	
IVIAL			

Note 1: An amount of R296 000 was paid but not received in the Departmental PMG account by 31 March 2014. This amount is therefore excluded from Cash and cash equivalents and included in Receivables. Also see Annexure 3.



7. STATEMENT OF CHANGES IN NET ASSETS

	Note	2013/14	2012/13
Capitalisation Reserves		-	-
Recoverable revenue			
Opening balance		-	-
Transfers:		10	-
Irrecoverable amounts written off		-	-
Debts revised		-	-
Debts recovered (included in departmental receipts)		-	-
Debts raised		10	-
Closing balance		10	-
Retained funds		-	-
Revaluation Reserve			
TOTAL		10	



8. CASH FLOW STATEMENT (R'000)

	Note	2013/14	2012/13
CASH FLOWS FROM OPERATING ACTIVITIES		205 813	174 700
Receipts Annual appropriated funds received	1	192 745	174 700
Statutory appropriated funds received	1	-	-
Departmental revenue received	2	67	113
Interest received		1	-
NRF Receipts		-	-
Aid assistance received	3	13 000	428
Net (increase)/decrease in working capital		(255)	(431)
Surrendered to Revenue Fund		(13 990)	(3 472)
Surrendered to RDP Fund/Donor		-	-
Current payments		(184 262)	(150 855)
Interest paid		-	-
Payments for financial assets Transfers and subsidies paid	7	(151)	(219)
Net cash flow available from operating activities	15	7 155	19 723
The cash new available none operating activities	13		
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(12 922)	(10 106)
Proceeds from sale of capital assets	2		-
(Increase)/decrease in loans (Increase)/decrease in investments		-	-
(Increase)/decrease in other financial assets		-	-
Net cash flows from investing activities		(12 921)	(10 106)
3			(1 1 1)
CASH FLOWS FROM FINANCING ACTIVITIES			
Distribution/dividend received		_	-
Increase/(decrease) in net assets		10	-
Increase/(decrease) in non-current payables Net cash flows from financing activities		10	
Net cash nows from imancing activities			
Net increase/(decrease) in cash and cash equivalents		(5 756)	9 617
Cash and cash equivalents at beginning of period		12 781	3 164
Cash and cash equivalents at end of period	16	7 025	12 781
•			

Note 1:An amount of R296 000 was paid but not received in the Departmental PMG account by 31 March 2014. This amount is therefore excluded from Cash and cash equivalents and included in Receivables. Also see Annexure 3.



9. STATEMENT OF ACCOUNTING POLICES 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. 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 I 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.

I 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 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 exemployees 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. 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. 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.

II 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.

13 Investments

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



14 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

- **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 accurately, 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 I April 2002 (or a later date as approved by the OAG) are 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.
- 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 accurately, 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) are recorded at R1. Movable 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 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 accurately, 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) are 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

- **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

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. 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 total value of the irregularity unless it is impracticable to determine, in which case reasons therefor are provided in the note. Irregular expenditure is removed from the note when it is either condoned by the relevant authority or transferred to receivables for recovery. 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 estimates that relate to primary information are accounted for prospectively.

22 Prior period errors

Prior period errors are accounted for retrospectively unless it is impracticable to determine the period specific effects or the cumulative effect from the earliest date practicable.

Non-adjusting events after the reporting date

Non-adjusting events after the reporting date are highlighted in the report of the accounting officer in the Annual Report.

24 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.

25 Public private partnerships

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure notes.

26 Related party transactions

Specific information with regards to related party transactions is included in the disclosure notes.

27 Key management personnel

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.



10. NOTES TO THE ANNUAL FINANCIAL STATEMENTS (R'000)

I. Annual Appropriation

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

		2013/14		2012/13
Programme	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Appropriation received
Administration	59 595	58 000	1 595	59 840
Outcomes Monitoring and Evaluation	69 301	71 640	(2 339)	48 539
M&E Systems Coordination and Support	8 798	9 458	(660)	13 370
Public Sector Oversight	55 051	53 647	I 404	52 410
Total	192 745	192 745		174 159

2. Departmental revenue

	Note	2013/14	2012/13
Sales of goods and services other than capital assets	2.1	46	28
Interest, dividends and rent on land	2.2		-
Sales of capital assets	2.3		-
Transactions in financial assets and liabilities	2.4	21	85
Departmental revenue collected		69	113

2.1 Sales of goods and services other than capital assets

Note 2	2013/14	2012/13
Sales of goods and services produced by the department		
Sales by market establishment	13	14
Other sales	33	14
Total	46	28



2.2 Interest, dividends and rent on land

	Note 2	2013/14	2012/13
Interest	,	1	-

2.3 Sales of capital assets

	Note 2	2013/14	2012/13
Machinery and Equipment		I	-

2.4 Transactions in financial assets and liabilities

	Note 2	2013/14	2012/13
Other Receipts including Recoverable Revenue		21	85

3. Aid Assistance

	2013/14	2012/13
Aid Assistance received in Cash from RDP: Foreign		
Opening Balance	(516)	-
Revenue Annex 2	13 000	428
Expenditure	(5 608)	(944)
Current	(5 608)	(944)
Capital	-	-
Total	6 876	(516)
Analysis of Balance		
Aid assistance receivable: RDP ¹ Annex 2	(1 524)	(516)
Aid assistance unutilised: RDP ²	8 400	
Closing balance	6 876	(516)

Note: Aid assistance receivable (CIDA) 1 and unutilised (DFID) 2



4. Compensation of employees

	Note	2013/14	2012/13
Salaries and wages	4.1	92 430	72 488
Social contributions	4.2	11 665	10 521
Total compensation of employees		104 095	83 009
Average number of employees		179	162

4.1 Salaries and Wages

	Note 4	2013/14	2012/13
Basic salary		70 535	55 360
Performance award		1 508	799
Service Based		27	55
Compensative/circumstantial		329	355
Periodic payments		2 048	149
Other non-pensionable allowances		17 983	14 770
Total		92 430	72 488

4.2 Social contributions

	Note 4	2013/14	2012/13
Employer contributions			
Pension		9 179	8 293
Medical		2 475	2 2 1 9
Bargaining council			9
Total		11 665	10 521



5. Goods and services

	Note	2013/14	2012/13
Administrative fees		838	891
Advertising		I 684	992
Minor Assets	5.1	506	1 338
Bursaries (employees)		514	378
Catering		576	511
Communication		3 547	2 715
Computer services	5.2	19 372	18 245
Consultants, contractors and agency/outsourced services	5.3	25 859	20 996
Entertainment		18	77
Audit cost – external	5.4	2 492	2 585
Fleet services		112	62
Inventory		-	-
Consumables ¹	5.5	948	790
Housing		-	-
Operating leases		165	149
Property payments	5.6	142	-
Rental and hiring		2	-
Transport provided as part of the departmental activities		-	-
Travel and subsistence	5.7	12 228	10 963
Venues and facilities		I 453	2811
Training and staff development		922	1 609
Other operating expenditure	5.8	3 181	790
Total		74 559	66 902

Note 1: Expenditure on inventory for 2012/13 was reclassified as consumables



5.1 Minor Assets

Note 5	2013/14	2012/13
Tangible assets	506	I 004
Machinery and equipment 27.5	491	1 004
Transport assets	15	-
Intangible assets		334
Total	506	I 338

5.2 Computer services

Not	te 5	2013/14	2012/13
SITA computer services		14 652	10 850
External computer service providers	_	4 720	7 395
Total	_	19 372	18 245

5.3 Consultants, contractors and agency/outsourced services

	Note 5	2013/14	2012/13
Business and advisory services		24 285	18 601
Legal costs		-	38
Contractors		480	690
Agency and support/outsourced services		094	667
Total		25 859	20 996

5.4 Audit cost – External

	Note 5	2013/14	2012/13
Regularity audits		2 492	2 585
Performance audits		-	
Total		2 492	2 585



5.5 Consumables

Note 5	2013/14	2012/13
Consumable supplies	247	148
Uniform and clothing	40	-
Household supplies	78	90
Building material and supplies	80	56
Communication accessories	2	2
IT consumables	39	-
Other consumables	8	-
Stationery, printing and office supplies	701	642
Total	948	790

Note: Expenditure on inventory for 2012/13 was reclassified as consumables

5.6 Property Payments

	Note 5	2013/14	2012/13
Other		142	

5.7 Travel and subsistence

	Note 5	2013/14	2012/13
Local		10 517	8 355
Foreign		711	2 608
Total		12 228	10 963

5.8 Other operating expenditure

Note 5	2013/14	2012/13
Professional bodies, membership and subscription fees	571	244
Resettlement costs	646	306
Gifts	-	69
Other	l 964	171
Total	3 181	I 790



6. Interest and rent on land

	Note	2013/14	2012/13
Interest paid			

7. Transfers and subsidies

Note	2013/14	2012/13
Households Annex I	151	219

8. Expenditure on capital assets

	Note	2013/14	2012/13
Tangible assets			
Machinery and equipment	27.1	11 033	8 240
Software and other intangible assets			
Computer software	28	l 889	1 866
Total	=	12 922	10 106

8.1 Analysis of funds utilised to acquire capital assets – 2013/14

	Voted funds	Aid assistance	Total
Tangible assets			
Machinery and equipment	11 033	-	11 033
Intangible assets			
Software	I 889	-	1 889
Total	12 922		12 922



8.2 Analysis of funds utilised to acquire capital assets - 2012/13

	Voted funds	Aid assistance	Total
Tangible assets			
Machinery and equipment	8 240	-	8 240
Intangible assets			
Software	1 866		I 866
Total	10 106		10 106

8.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2013/14
Tangible assets		
Machinery and equipment		505
Intangible assets		
Software		
Total		505

9. Cash and cash equivalents

	Note	2013/14	2012/13
Consolidated Paymaster General Account		7 005	12 771
Cash on hand		20	10
Total		7 025	12 781

Note: An amount of R296 000 was paid but not received in the Departmental PMG account by 31 March 2014. This amount is therefore excluded from Cash and cash equivalents and included in Receivables. Also see Annexure 3.

10. Prepayments and Advances

	Note	2013/14	2012/13
Travel and subsistence		20	6
Advances paid to other entities ¹	24	77	464
Total		97	470

Note 1: Advance paid to the National Department of International Relations and Cooperation. Also see Annexure 5



11. Receivables

		2013/14			2012/13	
	Note	Less than one year	One to three years	Older than three years	Total	Total
Claims recoverable ¹	II.I Annex 3	414	-	-	414	74
Recoverable expenditure	11.2	13	1	-	14	88
Staff debt	11.2	-	-	-	-	-
Fruitless and wasteful expenditure	11.3	10	-	-	10	-
Other debtors	11.4	365	-	-	365	
Total		802	I	-	803	162

Note 1: An amount of R296 000 was paid but not received in the Departmental PMG account by 31 March 2014. This amount is therefore excluded from Cash and cash equivalents and included in Receivables. Also see Annexure 3.

11.1 Claims recoverable

Note II	2013/14	2012/13
National departments	414	71
Provincial departments		3
Total	414	74

11.2 Recoverable expenditure (disallowance accounts)

N	lote I I	2013/14	2012/13
Telephone expenses ¹		14	8
Salary related accounts:Tax debt ¹		-	7
Recoverable expenditure			73
Total		14	88

Note 1: Recoverable tax debt and private telephone expenses were disclosed under staff debt in the 2012/13 AFS and have been reclassified as recoverable expenditure.



11.3 Fruitless and wasteful expenditure

Note II	2013/14	2012/13
Opening balance	-	-
Less amounts recovered	-	-
Less amounts written off	-	-
Transfers from note 23 Fruitless and Wasteful Expenditure	10	
Total	10	

11.4 Other debtors

Note II	2013/14	2012/13
SARS – VAT	365	

12. Voted funds to be surrendered to the Revenue Fund

	Note	2013/14	2012/13
Opening balance		13 923	3 361
Transfer from statement of financial performance		1018	13 923
Add: Unauthorised expenditure for current year		-	-
Voted funds not requested/not received		-	-
Transferred to retained revenue to defray excess expenditure		-	-
Paid during the year		(13 923)	(3 361)
Closing balance		1018	13 923

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

Note	2013/14	2012/13
Opening balance	5	3
Transfer from Statement of Financial Performance	69	113
Paid during the year	(67)	(111)
Closing balance	7	5



14. Payables - current

	Note	2013/14	2012/13
Clearing accounts – Salary related accounts		14	-
Other payables - South African Revenue Services		-	
Total		14	1

15. Net cash flow available from operating activities

	Note	2013/14	2012/13
Net surplus/(deficit) as per Statement of Financial Performance		8 479	13 520
Add back non cash/cash movements not deemed operating activities		(1 324)	6 203
(Increase)/decrease in receivables – current	11	(641)	80
(Increase)/decrease in prepayments and advances	10	373	(470)
(Increase)/decrease in other current assets		-	-
Increase/(decrease) in payables – current	14	13	(41)
Proceeds from sale of capital assets		(1)	-
Proceeds from sale of investments		-	-
(Increase)/decrease in other financial assets		-	-
Expenditure on capital assets	8	12 922	10 106
Surrenders to Revenue Fund	12, 13	(13 990)	(3 472)
Surrenders to RDP Fund/Donor		-	-
Voted funds not requested/not received		-	-
Own revenue included in appropriation		-	-
Other non-cash items		-	-
Net cash flow generated by operating activities		7 155	19 723

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

	Note	2013/14	2012/13
Consolidated Paymaster General account		7 005	12 771
Cash on hand		20	10
Total		7 025	12 781



11. DISCLOSURES NOTES TO THE ANNUAL FINANCIAL STATEMENTS (R'000)

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

		Note	2013/14	2012/13
Liable to	Nature			
Other departments (interde	partmental unconfirmed balances)	Annex 4	-	102

17.2 Contingent Assets

None

18. Commitments

Note	2013/14	2012/13
Current expenditure	51 178	14 875
Approved and contracted	48 107	14 875
Approved but not yet contracted	3 07 1	-
Capital expenditure (Including transfers)	594	I 699
Approved and contracted	594	1119
Approved but not yet contracted	-	580
Total Commitments	51 772	16 574

Notes:

- Excludes operating and finance lease commitments disclosed under note 21.
- Significant increase in commitments primarily due to new service level agreements (RTT 995 000 until March 2018) concluded with SITA after the Department migrated to its own ICT system in March 2013, commitments to renew software licenses at a total cost of US\$ 322 556 30 (for 2 years) at an exchange rate of RTO.28/USDT and commitments related to donor funds (RTS 456 000)
- Excludes R2 797 000 in commitments for payments related to evaluations that will be recovered from other government departments in terms of co-funding agreements.



19. Accruals and payables not recognised

			2013/14	2012/13
Listed by economic classification	30 Days	30+ Days	Total	Total
Goods and services	60	361	1 962	I 738
Capital assets	93	208	301	1 610
Total	I 694	569	2 263	3 348
Listed by programme level				
Administration			933	2 301
Outcomes Monitoring and Evaluation			675	309
M&E Systems Coordination and Support			64	298
Public Sector Oversight			591	440
Total			2 263	3 348
Confirmed balances with other departments		Annex 4	-	-
Confirmed balances with other government entities			135	
Total			135	-

Note: Includes accruals for operating and finance leases. Includes accruals related to donor funds (R336,000).

20. Employee benefits

	Note	2013/14	2012/13
Leave entitlement		I 407	1 330
Service bonus (Thirteenth cheque)		2 086	1 609
Performance awards		I 627	877
Capped leave commitments		1 009	908
Other			-
Total		6 129	4 724
Total		6 129	4 724



21. Lease commitments

21.1 Operating leases expenditure commitments

2013/14	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year*	-	-	-	168	168
Later than I year, not later than 5 years	-	-	-	15	15
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	183	183

2012/13	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than I year	-	-	-	117	117
Later than 1 year, not later than 5 years	-	-	-	-	-
Later than five years	_	-	-	-	-
Total lease commitments	-	-	-	117	117

^{*}Note: Long term vehicle rental Phakisaworld PPP (also see note 26 for expenditure). Commitment increased from 2012/13 due to extension of validity of contract beyond original 30 November 2013 expiry date.



21.2 Finance leases expenditure commitments

2013/14	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment ¹	Total
Not later than I year	-	-	-	479	479
Later than I year, not later than 5 years	-	-	-	294	294
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	773	773

2012/13	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	341	341
Later than I year, not later than 5 years	-	-	-	312	312
Later than five years	_	-	-	-	-
Total lease commitments	-	-	-	653	653

Note 1: Projected expenditure on lease of photocopiers and 3G data modems included in data contracts

22. Irregular expenditure

22.1 Reconciliation of irregular expenditure

	Note	2013/14	2012/13
Opening balance		-	1 009
Add: Irregular expenditure – relating to prior year		-	-
Add: Irregular expenditure – relating to current year	22.2	714	455
Less: Prior year amounts condoned		-	(1 009)
Less: Current year amounts condoned	22.3	(510)	(455)
Less: Amounts recoverable (not condoned)		-	-
Less: Amounts not recoverable (not condoned)			
Irregular expenditure awaiting condonation		204	-
Analysis of awaiting condonation per age classification	22.4		
Current year		204	-
Prior years		-	-
Total		204	-



22.2 Details of irregular expenditure - current year

Incident	Disciplinary steps taken/criminal proceedings	2013/14
Finance Lease expenditure	None	505
Failure by official to follow procurement procedures and to obtain 3 quotations	Official received written warning	5
Failure by SCM official to disclose interest and to withdraw from bid process	Disciplinary action against official was initiated. Supplier removed from suppliers' database ¹	204
Total		714

Note 1: The investigation was finalised after year end.

22.3 Details of irregular expenditure condoned

Incident	Condoned by (condoning authority)	2013/14
Finance leases expenditure	National Treasury practice note 5 of 2006/07	505
Failure by official to follow procurement procedures and to obtain 3 quotations	Accounting Officer	5
Total		510

22.4 Details of irregular expenditure under investigation

Incident	2013/14
Failure by SCM official to disclose interest and to withdraw from bid process.	204
Total	204

Note: The investigation was finalised after year end. The condoning authority has subsequently not condoned the expenditure and the financial effect of this outcome will be accounted for in the 2014/15 financial year.



23. Fruitless and wasteful expenditure

23.1 Reconciliation of fruitless and wasteful expenditure

	Note	2013/14	2012/13
Opening balance		29	2
Fruitless and wasteful expenditure – relating to prior years		10	3
Fruitless and wasteful expenditure – relating to current year	23.3	106	65
Less: Amounts resolved		(122)	(37)
Less: Amounts transferred to receivables for recovery		(10)	(4)
Fruitless and wasteful expenditure awaiting resolution	23.2	13	29

23.2 Analysis of awaiting resolution per economic classification

	Note	2013/14	2012/13
Current		13	29

23.3 Analysis of current year's fruitless and wasteful expenditure

Incident	Disciplinary steps taken/criminal proceedings	2013/14
No Show / Cancellation — Accommodation, Flights, Carrental	Amounts recovered in instances of negligence	23
Re-printing of publications	Condoned	54
Bursary breach of contract	I case condoned, 2 cases recovered	17
Damage to rented vehicles	Condoned	
No Show / Cancellation – Accommodation, Flights, Carrental	Pending investigation outcome	11
Total		106



24. Related party transactions

All departments and public entities in the national sphere of government are related parties. Amounts disclosed below relate to The Presidency, Government Communications and Information Systems (GCIS), National Youth Development Agency (NYDA), Media Development and Diversity Agency (MDDA) and Brand South Africa as they reported to the Minister.

	Note	2013/14	2012/13
Revenue received			
Transactions in financial assets and liabilities		-	85
Payments made			
Goods and services ¹		548	I 642
Year end balances arising from revenue/payments			
Receivables from related parties		-	464

Note 1: Related party transactions refer to payments made to GCIS for media buying. Amounts disclosed exclude unconfirmed balances (See Annex 5).

Note 2: The Department of Public Works provides the Presidency, who in turn provides the DPME with office accommodation at the Union Buildings at no cost to the DPME.

25. Key management personnel

	No. of Individuals	2013/14	2012/13
Political office bearers (provide detail below)	-	-	-
Officials:			
Level 15 to 16 ^{2,4}	16	18 461	14 065
Level 143.4	9	6 430	4 233
Family members of key management personnel		-	-
Total	_	24 891	18 298

Note: Remuneration only includes amounts expensed during the financial year.

Note 1: Offices of the Minister and Deputy Minister are funded under Vote 1 (The Presidency).

Note 2: Figures include key management personnel and specialists at salary levels 15 and above (including contract and seconded personnel)

Note 3: Figures include key management personnel at level 13 as well as officials acting in level 14 posts (including personnel on contract).

Note 4: Includes 2 officials that are related and therefore not included under "Family members of key management personnel"



26. Public Private Partnership

Note	e 2013/14	2012/13
Contract fee paid		
Indexed component		
Goods and services (excluding lease payments)	1 999	1 128
Operating leases	165	149
Total	2 164	I 277

Note: The Department participates in the PPP Vehicle Fleet Contract (RTG718) between the Department of Transport and Phakisaworld Fleet Solutions. This agreement is a full maintenance lease contract regulated by National Treasury PPP and SCM regulations. The Department leases long-term vehicles and rented short-term and chauffeur driven vehicles. All expenditure relating to this PPP is recognised in the statement of financial performance. Commitments related to PPP operating leases are disclosed in note 21.1

27. Movable Tangible Assets

27.1 Movable Tangible Capital Assets: Movement for 2013/14

Movement in movable tangible capital assets per asset register for the year ended 31 March 2014

	Opening balance	Current Year Adjustments to prior year balances (1)	Additions	Disposals	Closing Balance
HERITAGE ASSETS	-	-	-	-	-
MACHINERY AND EQUIPMENT	18 074	(644)	8 948	(154)	26 224
Transport assets	-	-	42	-	42
Computer equipment	13 814	17	7 040	(73)	20 798
Furniture and office equipment	3 638	(617)	343	(66)	3 298
Other machinery and equipment	622	(44)	1 523	(15)	2 086
SPECIALISED MILITARY ASSETS	-	-	-	-	-
BIOLOGICAL ASSETS	-	-	-	-	-
TOTAL	18 074	(644)	8 948	(154)	26 224

Note I: Current Year Adjustments to prior year balances	Computer Equipment	Furniture and Office Equipment	Other machinery and equipment
Finance Leases: Removal of leased copiers from assets register	-	(637)	-
Finance Leases: Removal of 3G modems / cell phones from asset register	-	-	(44)
Adjustments to value of assets transferred from Presidency	17	20	-
TOTAL	17	(617)	(44)



27.2 Movable Tangible Capital Assets: Additions

Additions to movable tangible capital assets per asset register for the year ended 31 March 2014

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
MACHINERY AND EQUIPMENT					
Transport assets	42	-	-	-	42
Computer equipment	8 621	-	-	(1 581)	7 040
Furniture and office equipment	343	-	-	-	343
Other machinery and equipment	2 028	-	(505)	-	I 523
TOTAL ADDITIONS	11 034	-	(505)	(1 581)	8 948

27.3 Movable Tangible Capital Assets: Disposals

Disposals of movable tangible capital assets per asset register for the year ended 31 March 2014

	0		•	J	,		
				Sold for cash	Transfer out or destroyed or scrapped ¹	Total disposals	Cash Received Actual
MACHINERY	AND EQUIP	MENT					
Transport a	assets			-	-	-	-
Computer	equipment			33	40	73	I
Furniture a	nd office equip	ment		-	66	66	-
Other mac	hinery and equ	uipment .		-	15	15	-
TOTAL DISPO	DSALS		•	33	121	154	1

Note 1: R54 000 is for computer and audio visual equipment lost through theft and written off



27.4 Movable Tangible Capital Assets: Movement for 2012/13

Movement in movable tangible capital assets per asset register for the year ended 31 March 2013

	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
MACHINERY AND EQUIPMENT	8 465	(135)	9 821	(77)	18 074
Transport assets	-	-	-	-	-
Computer equipment	5 273	9	8 609	(77)	13 814
Furniture and office equipment	2 925	(135)	848	-	3 638
Other machinery and equipment	267	(9)	364	-	622
SPECIALISED MILITARY ASSETS	-	-	-	-	-
BIOLOGICAL ASSETS	-	-	-	-	-
TOTAL MOVEMENT	8 465	(135)	9 821	(77)	18 074

27.5 Minor assets: Movement for 2013/14

Movement in minor assets per asset register for the year ended 31 March 2014

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Opening balance	-	350	-	3 178	-	3 528
Current Year Adjustm. to Prior Year balances (I)	-	-	-	11	-	11
Additions	-	-	-	518	-	518
Disposals ¹	-	(17)	-	(9)	-	(26)
TOTAL	-	333	-	3 698	-	4 03 I
Number of RI minor assets	-	-	-	-	-	-
Number of minor assets at cost	_	325	-	2 227	-	2 552
TOTAL NUMBER OF MINOR ASSETS	-	325	-	2 227	-	2 552

Note 1: R2 000 is for computer equipment lost through theft and written off

Minor Assets Note 1: Current Year Adjustments to Prior Year balances	Intangible Assets	Machinery and Equipment
Adjustments to values of assets transferred from Presidency	-	6
Lost hard drive recovered	-	2
Correction to asset values disclosed in 2012/13 AFS	-	3
TOTAL	-	



27.6 Minor assets: Movement for 2012/13

Movement in minor assets per asset register for the year ended 31 March 2013

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Opening balance	-	-	-	2 329	-	2 329
Current Year Adjustm. to Prior Year balances	-	89	-	(150)	-	(61)
Additions	-	333	-	1 005	-	1 338
Disposals		(72)	-	(6)	-	(78)
TOTAL		350	-	3 178	-	3 528
Number of RI minor assets	-	-	-	-	-	-
Number of minor assets at cost		330	-	1 869	-	2 199
TOTAL NUMBER OF MINORASSETS	-	330	-	I 869	-	2 199

28. Intangible Capital Assets

28.1 Intangible Capital Assets: Movement for 2013/14

Movement in intangible capital assets per asset register for the year ended 31 March 2014

		Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
Computer Software	5 213	-	1 889	1 047	6 055
TOTAL	5 213	-	I 889	I 047	6 055

28.2 Intangible Capital Assets: Additions

Additions to intangible capital assets per asset register for the year ended 31 March 2014

	Cash	Non-Cash	(Development work in progress – current costs)	Received current year, not paid (Paid current year, received prior year)	Total
Computer Software	1 889	-	-	-	1 889
TOTAL ADDITIONS	I 889	-	-	-	I 889



28.3 Intangible Capital Assets: Disposals

Disposals of intangible capital assets per asset register for the year ended 31 March 2014

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
Computer Software	-	1 047	1 047	-
TOTAL DISPOSALS	-	I 047	I 047	-

28.4 Intangible Capital Assets: Movement for 2012/13

Movement in intangible capital assets per asset register for the year ended 31 March 2013

	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
Computer Software	2 148	I 375	1 866	176	5 213
TOTAL MOVEMENT	2 148	I 375	I 866	176	5 213

29. Transfer of functions

The Presidential Hotline was transferred from The Presidency in October 2011. No functions were transferred to or from the Department during the 2013/14 financial year.



12. ANNEXURES TO THE FINANCIAL STATEMENTS (R'000)

ANNEXURE I: STATEMENT OF TRANSFERS TO HOUSEHOLDS

TRANSFERS TO TRANSFER ALLOCATION					EXPEN	2012/13	
HOUSEHOLDS	Adjusted Approp. Act	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds Transferred	Approp. Act
Leave Gratuities	23	-	128	151	151	100%	219

ANNEXURE 2: STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE	REVENUE	EXPENDITURE	CLOSING BALANCE
Received in cash					
German Government (GIZ)	Strengthen capacity of the South African Government in Performance Monitoring and Evaluation	(516)	516	-	-
UK Government (DFID)	Non-budget support financial aid to support strengthening performance monitoring and evaluation for the poor in South Africa	-	12 484	(4 084)	8 400
Canadian Government (CIDA / DFATD)	Supporting the implementation of building a capable state project	-	-	(1 524)	(1 524)
Subtotal		(516)	13 000	(5 608)	6 876
Received in kind	None				
TOTAL		(516)	13 000	(5 608)	6 876



ANNEXURE 3: CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
Government Departments						
Office of the Public Service Commission	-	52	-	-	-	52
Department of Rural Development and Land Reform	-	10	-	-	-	10
Department of Tourism	-	9	-	-	-	9
Gauteng Department of Education	-	3	-	-	-	3
Gauteng Department of Finance	-	-	-	3	-	3
Department of Cooperative Governance	-	-	7	-	7	-
Department of Military Veterans	296	-	99	-	395	-
Department of Water Affairs	12	-	-	-	12	-
TOTAL	308	74	106	3	414	77
Other Government Entities						
GIZ	-	516	-	-	-	516
CIDA	I 524	-	-	-	524	-
SARS	_	-	365	-	365	-
TOTAL	I 524	516	365	-	I 889	516

Note 1: An amount of R296 thousand was paid but not received in the Departmental PMG account by 31 March 2014. This amount is therefore disclosed as receivable in the statement of financial position.

ANNEXURE 4: INTER-GOVERNMENT PAYABLES

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
Departments (Current)		•	•	•		
The Presidency	-	-	-	57	-	57
Public Service Commission	-	-	-	45	-	45
Other Government Entities (Current)						
Government Employees Pension Fund	135	-	-	-	135	-
TOTAL	135	-	-	102	135	102



ANNEXURE 5: INTER-ENTITY ADVANCES PAID

Government Entity		Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013	
National Departments							
GCIS	-	464	-	-	-	464	
DIRCO	-	-	77	-	77	-	
TOTAL	-	464	77	-	77	464	

ANNEXURE 6: INVENTORY

Inventory	Note	2013/14		2012/13	
		Quantity	R'000	Quantity	R'000
Opening balance		4 049	200	3 263	57
Add/(Less): Adjustments to prior year balance		(4 049)	(200)	-	-
Add: Additions/Purchases — Cash		-	-	12 531	790
Add: Additions - Non-cash		-	-	-	-
(Less): Disposals		-	-	-	-
(Less): Issues		-	-	(11 745)	(647)
Add/(Less): Adjustments			-	-	
Closing balance		-	-	4 049	200

Note 1: Departmental inventory (office stationery and consumables) was reclassified as consumables at the beginning of the 2013/14 financial year in accordance with the revised Standard Chart of Accounts



UNION BUILDINGS, EAST WING GOVERNMENT AVENUE

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