



ANNUAL REPORT

2024 / 2025



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE PREMIER

VOTE NO. 1

ANNUAL REPORT

2024/2025 FINANCIAL YEAR

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PART A: GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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WEBSITE ADDRESS: www.limpopo.gov.za

2. LIST OF ABBREVIATIONS/ACRONYMS

ACRONYM	DEFINITION	ACRONYM	DEFINITION
AIDS	Acquired Immune Deficiency Syndrome	ETDPSETA	Education, Training and Development
AGSA	Auditor – General South Africa	EXCO	Executive Council
AG	Auditor General	FTSEZ	Fetakgomo Tubatse Special Economic Zone
APP	Annual Performance Plan	FY	Financial Year
BAS	Basic Accounting System	GAAL	Gateway Airports Authority Limited
CAC	Common Access Card	GIS	Geographic Information System
CETA	Construction Education & Training Authority	GEPF	Government Employees Pension Fund
CFO	Chief Financial Officer	GITO	Government Information Technology Officer
CGICTPF	Corporate Governance of ICT Policy Framework	Hawks	Directorate for Priority Crime Investigation
B-BBEE	Broad Based Black Economic Empowerment	HAST	Higher Ability Selection Test
CoE	Compensation of Employees	HIV	Human Immunodeficiency Virus
CoGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs	HRD	Human Resource Development
COVID -19	Novel Coronavirus 2019	HAST	HIV/AIDS, STI's and Tuberculosis
CSC	Central Supplier Database	ICT	Information and Communication Technology
DDM	District Development Model	IDP	Integrated Development Plan
DG	Director General	IRM	Infrastructure Reporting Management
DGITO	Departmental Government Information Technology Officer	LAF	Legal Advisor's Forum
DoE	Department of Education	LDARD	Limpopo Department of Agriculture and rural Development
DoH	Department of Health	LEDA	Limpopo Economic Development Agency
DORA	Division of Revenue Act	LEDET	Limpopo Department of Economic Development, Environment and Tourism
DPSA	Department of Public Service and Administration	LGSETA	Local Government Sector Education and Training
DPWR & I	Department of Public Works, Roads and Infrastructure	LTA	Limpopo Tourism Agency
DSAC	Department of Sports, Arts and Culture	MEC	Member of Executive Council
DSD	Department of Social Development	MERSETA	Manufacturing, Engineering and Related Services
DTCS	Department of Transport and Community Safety	M&E	Monitoring and Evaluation
ECM	Enterprise Content Management	MOU	Memorandum of Understanding

MTEF	Medium Term Expenditure Framework	RSA	Republic of South Africa
MTN	Mobile Telephone Network	SCM	Supply Chain Management
MTSF	Medium Term Strategic Framework	SALGA	South African Local Government Association
MVA	Motor Vehicle Accident	SAPS	South African Police Services
N/A	Not Applicable	SHE	Safety, Health Environment
NPA	National Prosecuting Authority	SANRAL	South African National Roads Agency Limited
NPO	Non-Profit Organisation.	SCOPA	Standing Committee on Public Accounts
NYDA	National Youth Development Agency	SETAs	Sector Education and Training Authority
ODA	Official Development Assistant	SITA	State Information Technology Agency
OtP	Office of the Premier	SMS	Senior Management Services
PEP	Post-Exposure Prophylaxis	SOEs	State Owned Enterprise
PERSAL	Personal and Salary System	SMMEs	Small Medium and Micro Enterprises
PFMA	Public Finance Management Act	SOPA	State of the Province Address
PMDS	Performance Management and Development System	SOPs	Standard Operating Procedures
PME	Performance Monitoring and Evaluation	TB	Tuberculosis
PSETA	Public Service Sector Education and Training Authority	TETA	Transport Education Training Authority
RAL	Road Agency Limpopo	WPS	Wi-Fi Protected Setup

3. FOREWORD BY THE PREMIER



Dr. Phophi Ramathuba
Premier

It is my honour and privilege to present the 2024/2025 Annual Report of the Office of the Premier to the people of Limpopo. This report is both reflective and forward-looking, uniquely situated at the intersection of two administrative eras, marking the conclusion of the 6th Administration and ushering in the beginning of the 7th. It captures the efforts made under the 2020–2025 Limpopo Development Plan (LDP), which has now reached its term, and sets the tone for the next phase of governance, service delivery, and development.

I wish to express my sincere appreciation to my predecessor, Mr. Chupu Stanley Mathabatha, who served as the Executive Authority of the Office during the 6th Administration. It is under his leadership that the 2024/2025 Annual Performance Plan was implemented, and this report bears testimony to the outcomes achieved through the collective effort of the provincial administration. As we transition into a new term, it is imperative that we build upon these achievements with renewed commitment and strategic alignment to the priorities of the 7th Administration. Over the past year, the Office of the Premier has continued to play a central role in leading, coordinating, and supporting the provincial government through its three core programmes. Notable progress has

been made in key areas, particularly financial management, with the Office achieving over 99% of its expenditure on its allocated budget and ensuring that 100% of supplier invoices were paid within 30 days.

This Annual Report reflects our progress in strengthening the machinery of government and enhancing service delivery. I am proud to report that 89% of the performance indicators were achieved, driven by decisive leadership, capable administration, and a dedicated workforce. We sustained an unqualified audit outcome, spent 99% of our budget, and ensured 100% of supplier payments within 30 days, demonstrating fiscal prudence and integrity.

The Office of the Premier continued to play a pivotal role in coordinating integrated planning and governance. Through targeted programmes, we have empowered women and youth, exceeded equity targets, with women currently occupying 51% of senior management positions. This reflects our resolve to build an inclusive, ethical, and capable developmental state. A critical area of focus remains the urgent filling of vacant Head of Department (HoD) positions in key portfolios such as Health, Education, Agriculture, and Social Development. Stable leadership in these departments is vital to ensure effective governance and continuity of service delivery.

As the new administration charts a new course, we are guided by the Limpopo Development Plan 2025–2030 and an unwavering commitment to a capable, developmental, and people-centred government. We are determined to finalise the feasibility of a provincial shared services model to enhance operational efficiency, fill critical vacancies, and advance digital transformation across departments.

In pursuit of inclusive economic growth, we are aligning our development agenda with the empowerment of the youth, women, and people with disabilities. Through the Limpopo Human Capital Investment Strategy, we have established strategic partnerships with SETAs and other stakeholders to deliver a robust skills development programme. These efforts are essential in cultivating a workforce that is future-ready and responsive to the province's development needs.

Finally, our programmes to uplift vulnerable groups — including women, youth, children, older persons, people with disabilities, and military veterans — continue to gain momentum. Our commitment to social equity and human dignity remains unwavering, and we will deepen these efforts in the coming term.

I extend my deepest appreciation to the Director General, Mr. N.S. Nchabeleng, the Executive Management Team, and all staff members for their dedication, professionalism, and pursuit of excellence. I also thank our oversight bodies, development partners, and, most importantly, the people of Limpopo for their continued support and trust in this office.

It is with this collective spirit of collaboration and accountability that I present the 2024/2025 Annual Report of the Office of the Premier to the citizens of our province. May it serve not only as a record of achievements but also as a blueprint for the path ahead.



Dr. Phophi Ramathuba
LIMPOPO PREMIER

21/08/2025

Date

4. REPORT OF THE ACCOUNTING OFFICER



Mr. N.S Nchabeleng
Accounting Officer

I wish to present the 2024/25 Annual Report, which outlines our performance, challenges, and progress in delivering on the priorities of government over the past financial year. This report provides a transparent account of how the Office of the Premier has executed its mandate to lead, coordinate and support integrated governance across the Limpopo Provincial Government. Our work during the reporting period was shaped by our responsibility to drive policy coherence, improve governance outcomes, and provide strategic leadership in pursuit of the province's developmental outcomes as outlined in the Limpopo Development Plan (LDP).

4.1 Overview of the operations of the department

The Impact Statement for the Office of the Premier as outlined in the 2019/20 – 2024/25 Strategic Plan is “**A capable and development-oriented provincial administration**”. The Office also identified 7 outcomes below to ensure that the organisation delivers on its mandate.

- Corruption incidents reduced within the Office of the Premier.
- Effective and efficient financial management services provided.
- Effective and efficient corporate management services provided.
- Digitally transformed Office of the Premier.
- Functional Provincial Government.
- Functional and Integrated Governance.
- Efficient management of International Relations within the Provincial Administration.

In the 2024/25 financial year, we continued to focus on strengthening the capacity of the state, enhancing intergovernmental coordination, promoting ethical and accountable leadership, and enabling evidence-based decision-making through improved planning, monitoring, and evaluation mechanisms. Our commitment to professionalising the public service has remained a cornerstone of our operations, and we have made important strides in institutionalising the District Development Model (DDM) and driving performance improvement across departments.

To implement the deliverables in the approved Annual Performance Plan for 2024/25, the Office of the Premier received an adjusted annual appropriation of R499,396 million. R499,396 million. The actual spending against the annual appropriation is R 495,079 million (99%) for the financial year, translating to an underspending of R4,317. The budget was utilised primarily for compensation of employees, operational costs, and implementation of key programmes aligned with the LDP. The Office had a total of thirty-six (36) output indicators and targets for the 2024/25 financial year. Thirty-two (32) out of the thirty-six (36) targets were fully achieved representing 89% achievement on pre-determined objectives and only four (4) targets were not achieved. The appropriation has also enabled the Office of the Premier to drive the implementation of the LDP, monitor the performance of the

provincial departments and provide support to both the Premier and the Executive Council to exercise their statutory responsibilities.

The organisational environment remained stable, with all the key executive leadership positions filled and internal controls consistently monitored. The governance structures, including the Executive Management, Risk Management Committee, and Audit Steering Committee, operated effectively throughout the financial year. The Office maintained a zero-tolerance stance towards fraud and corruption, with continuous risk assessments and ethical awareness campaigns rolled out. The Office continued to foster a high-performance culture, focusing on capacity building, ethical leadership, and compliance with regulatory frameworks. A strong emphasis was placed on improving financial management, supply chain processes, and compliance. Significant strides were made in digital transformation, including the Electronic Recruitment System's automation and implementation, which has improved our turnaround time in recruitment processes.

The report also reflects our efforts to implement key transversal programmes, including youth development, gender equality, and the promotion of social cohesion and innovation. Our commitment to gender equity is demonstrated by 52% of women occupying senior management positions within the Office, and 2.96% of our positions are filled by persons with disabilities. While progress has been made in many areas, we acknowledge the challenges that persist, particularly those related to high unemployment rate, fiscal constraints, and service delivery bottlenecks. These areas will remain the focus of our continuous improvement efforts and will be prioritised in the coming financial years.

Looking ahead, we reaffirm our commitment to building a capable, ethical, and developmental state that places the people of Limpopo at the centre of governance. As we move forward, we will continue to drive strategic coordination and accountability in the

provincial administration, ensuring that our work makes a meaningful and measurable difference in the lives of our citizens. Implementation of the 2025 – 2030 Strategic Plan and the 2025-2030 Limpopo Development Plan will remain our priority for the coming financial years.

4.2 Overview of the financial results of the department:

4.2.1 Departmental receipts

Departmental Receipts	2023 / 2024			2024 / 2025		
	Estimates	Actual Amount collected	(Over)/ Under Collection	Estimate	Actual Amount collected	(Over)/ Under Collection
	R '000	R '000	R '000	R '000	R '000	R '000
Sale of goods & services other than capital Assets	294	349	-55	317	319	-2
Sales of scrap	19	19	-	1	-	1
Sales of capital assets	154	154	-	-	-	-
Rent on land	24	69	-45	75	73	2
Financial transactions (Recovery of loans and advances)	212	234	-22	341	1,008	-667
TOTAL DEPARTMENTAL RECEIPTS	703	825	-122	734	1,400	-666

The over-collection is mainly due to the receipt of debt recovered from SITA and claim from Thubatse Economic Zone.

4.2.2 Programme Expenditure

Economic Classifications	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R '000	R '000	R '000	R '000	R '000
COMPENSATION OF EMPLOYEES	296,945	296,622	323	311,398	308,084	3,314
GOODS & SERVICES	148,512	144,651	3,861	172,352	171,397	955
TRANSFERS & SUBSIDIES	6,242	6,225	17	2,916	2,899	17
PAYMENTS FOR CAPITAL ASSETS	8,391	7,600	791	12,730	12,699	31
TOTAL	460,090	455,098	4,992	499,396	495,079	4,317

4.2.3 Programme 1 Expenditure: Administration Support Services

Administration	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
COMPENSATION OF EMPLOYEES	103,664	103,574	90	107,817	106,905	912
GOODS AND SERVICES	43,621	43,499	122	45,697	45,520	177
TRANSFERS & SUBSIDIES	2847	2839	8	1519	1510	9
PAYMENTS FOR CAPITAL ASSETS	3,642	3,639	3	5,140	5,122	18
TOTAL	153,774	153,551	223	160,173	159,057	1,116

4.2.4 Programme 2. Expenditure: Institutional Development Support

Institutional Development	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
COMPENSATION OF EMPLOYEES	107,356	107,232	124	112,380	111,227	1,153
GOODS AND SERVICES	86,582	82,947	3,635	108,666	108,045	621
TRANSFERS & SUBSIDIES	2,546	2,540	6	186	182	4
PAYMENTS FOR CAPITAL ASSETS	4,749	3,961	788	7,590	7,577	13
TOTAL	201,233	196,680	4,553	228,822	227,031	1,791

4.2.5 Programme 3. Expenditure: Policy And Governance

POLICY & GOVERNANCE	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
COMPENSATION OF EMPLOYEES	85,925	85,816	109	91,201	89,952	1,249
GOODS AND SERVICES	18,309	18,205	104	17,989	17,832	157
TRANSFERS & SUBSIDIES	849	846	3	1211	1207	4
TOTAL	105,083	104,867	216	110,401	108,991	1,410

For the 2024/25 financial year, the Office of the Premier has ensured that the budget allocated through the Departmental Vote and revenue generated is aligned towards the achievement of the outputs as defined in the Annual Performance Plan. Based on government-wide MTEF adjustments as communicated to departments by the Provincial Treasury in February 2024, the Office of the Premier's MTEF budget has been updated to align to this adjustment. The Office spent 99.1 per cent of the total Amended Adjustment Budget.

There was an increase of 4.9 per cent in Compensation of Employees from 2023/24 to 2024/25 financial years due to the Cost-of-living salary increase.

Goods and services increased by 16.1 per cent from 2023/24 to 2024/25 financial years due the following: Enterprise Content Management (ECM), Implementation of Shared service unit, Provincial Evaluation Plan (PEP), Review of the LP Integrated Infrastructure Master Plan, Provincial ICT Infrastructure Refresh, Premiers Events, and contractual obligations.

Transfers and Subsidies decreased by 53.3 per cent from 2023/24 to 2024/25 financial years due to leave gratuity. The item included in this budget are for leave gratuities, television licences and vehicle licences.

Payments for Capital Assets increased by 51.7 per cent from 2023/24 to 2024/25 financial years and was mainly because of purchasing of Motor vehicles, cameras, and finance leases – cell phones, photocopiers and Office building. The assets budget included in this allocation for the 2024/25 financial year relates to the replacement of aged office equipment, office furniture, finance lease – cell phones, photocopiers & Office building, audio visual equipment, and information technology equipment.

Virements

The Office has continued with cost containment measures in 2024/25 financial year, and various divisions realised savings which could be used to fund other critical areas in other divisions where there were budget pressures.

Programme	Classification	Amended Adjusted Budget	Shifting/ Virement		Final Budget
			From	To	
		R'000	R'000	R'000	R'000
Administration	Compensation of Employees	110,385	-2,568		107,817
	Goods and Services	46,842	-1,145		45,697
	Transfers and Subsidies	1,510	-38	47	1,519
	Machinery and Equipment	900		4,240	5,140
Administration Total		159,637	-3,751	4,287	160,173
Institutional Development	Compensation of Employees	115,626	-3,246		112,380
	Goods and Services	107,880		786	108,666
	Transfers and Subsidies	313	-127		186
	Machinery and Equipment	3,302		4,288	7,590
Institutional Development Total		227,121	-3,373	5,074	228,822
Policy & Governance	Compensation of Employees	94,303	-3,102		91,201
	Goods and Services	17,070		919	17,989
	Transfers and Subsidies	1,265		-54	1,211
Policy & Governance Total		112,638	-3,102	865	110,401
Grand Total		499,396	-10,226	10,226	499,396

Roll overs

The Office applied for no roll over from 2024/25 financial year to 2025/26 financial year.

Reasons for unauthorised, fruitless and wasteful expenditure and the amounts involved as well as steps taken to address and prevent a recurrence are detailed on the table below.

The Office utilises National Treasury instruction note no 4 of 2022/2023, PFMA Compliance and Reporting Framework which provide guidelines to be followed when reporting and dealing with unauthorised, irregular, fruitless and wasteful expenditures (UIFWE).

Description of reasons for irregular expenditures	Amount	Steps taken to address and prevent recurrence
The officials sent brand named request for quotations to the prospective service providers.	R195,706.00	Training was provided to SCM officials to conscientize them on adequate review and compliance with legislation. Disciplinary actions were taken against the responsible officials. The irregular expenditure was condoned by the irregular expenditure condonement committee.
The officials sent brand named request for quotations to the prospective service providers.	R97,200.00	Training was provided to SCM officials to conscientize them on adequate review and compliance with legislation. Disciplinary actions were taken against the responsible officials. The irregular expenditure was condoned by the irregular expenditure condonement committee
The officials sent brand named request for quotations to the prospective service providers.	R401,980.00	Training was provided to SCM officials to conscientize them on adequate review and compliance with legislation. Disciplinary actions were taken against the responsible officials. The irregular expenditure was condoned by the irregular expenditure condonement committee.

Strategic focus over the short to medium term period

Implementation of Digital Projects to advance the 4th Industrial Revolution(4IR) in the province.

- Infrastructure assessment for all provincial departments.
- Disaster recovery as a service.
- Electronic content management.

Public Private Partnerships

None

Discontinued key activities / activities to be discontinued.

None

New or proposed key activities.

None

Supply Chain Management.

The Office did not have any unsolicited bid proposals concluded for the year under review. Compliance check is done on all approved requisitions for goods and services to ensure adherence to all relevant legislations on a regular basis.

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

No	NAME OF EMPLOYEE	ITEM DESCRIPTION	APPROXIMATE VALUE	OFFERED BY	REASON FOR GIVING THE GIFT	REGISTER DATE	RELATIONSHIP BETWEEN THE GIVER AND EMPLOYEE
1.	Mr NS Nchabeleng	Drinks during HOD's Provincial strategic planning session	R30 000	Standard Bank of SA Limited	Sponsorship for drinks during HOD's Provincial strategic planning session	12-13/08/2024	Provincial Banker
2.	Ms MC Msindwana	Accommodation Voucher	R14,472.35	Zebula Golf Estate & Spa	Attending HOD's Provincial strategic planning	23/08/2024	No relationship
3.	Mr P Masakona	Diary	R350.00	Vhugi Protection Security	Gift from Security Company	29/08/2024	No relationship
4.	Ms M Pale	1x Tote Aldo Handbag 1x Aldo Wallet 1x Aldo Clutchbag	±R3300	Foskor Mining	Premier's personal use	30/07/2024	No relationship
5.	Ms M Pale	1 x Laptop Bag 2 x Rugby Golf shirts	±R600 ±R1800	MTN	Premier's personal use	30/07/2024	No relationship
6.	Ms M Pale	1X Powerbank 1X Bowl Wood Spoon and Fork	+R300 +R500 +R200	SALGA	Premier's personal use	07/08/2024	No relationship
7.	Ms M Pale	Dress	R1000	Ms Morula L	Premier's personal use	15/08/2024	No relationship
8.	Ms M Pale	Coffee Mug T-Shirt Jersey	R100 R200 R500	University of Venda	Premier's personal use	26/09/2024	No relationship

9.	Ms M Pale	Flask bottle and Bowl	R900	Netherlands	Premier's personal use	15/10/2024	No relationship
10.	Ms M Pale	Umbrella Neck balancer Marina 12 Litre Portable Cooler Salga Branded T Shirt	R250 R375.00 R1000.00 R500.00	SALGA	Premier's personal use	11/09/2024	No relationship
11.	Ms M Pale	Scarf Ornament	R500 R1500	Ambassador Peng of China in SA	Premier's personal use	13/11/2024	No relationship

Exemptions and deviations received from the National Treasury

None

Events after the reporting date

None

Acknowledgement/s or Appreciation

I wish to acknowledge the hard work of officials in the Office of the Premier and their dedication to ensuring that the Office continues to implement its mandate and remain a strategic leader in the province. I also acknowledge the strategic leadership and support from the Executive Authority, Premier Dr. Phophi Ramathuba.

Conclusion

In conclusion, I want to take this opportunity to thank the oversight bodies – the Audit Committee, Portfolio Committee on Public Administration, and the Standing Committee on Quality of Life for their contribution to the performance of the Office.

Let us keep the momentum to ensure that the Office continues to provide strategic leadership over the Provincial Administration.

Approval and sign-off.



Mr. N.S. Nchabeleng
Director General



Date

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

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

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

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

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

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

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

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

Yours faithfully


Mr. N.S. Nchabeleng
Director General


Date

6. STRATEGIC OVERVIEW

6.1 VISION

“Good governance for sustainable growth and development for all.”

6.2 MISSION

“Provide strategic, ethical and innovative leadership for service delivery excellence.”

6.3 VALUES

- Accountability
- Integrity,
- Human Dignity.
- Patriotism,
- Responsiveness,
- Innovation

7. LEGISLATIVE AND OTHER MANDATES

7.1 CONSTITUTIONAL MANDATES

7.1.1 Constitution of the Republic of South Africa entrusts the Premier with authority to run the province. Chapter 6, s (125) (2) states that:

The Premier exercises the executive authority, together with the other members of the Executive Council, by

- implementing provincial legislation in the province;
- implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;
- administering in the province, national legislation outside the functional areas listed in Schedules 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament;

- developing and implementing provincial policy;
- coordinating the functions of the provincial administration and its departments;
- preparing and initiating provincial legislation and
- performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.

The Office of the Premier exists to support The Premier (and other MECs) to:

- a. Implement provincial legislation.
- b. Implement mandated national legislation.
- c. Coordinate functions of Limpopo Provincial Administrations
- d. Prepare and initiate provincial legislation.

[Chapter 6 of the Constitution of the RSA]

As a public organisation the office has to:

- Manage people, assets, finances, and information in line with legislation and policy.

7.2 LEGISLATIVE AND POLICY MANDATES.

The Office is guided by amongst others the following legislation:

i. The Constitution of RSA, Act 108 of 1996

Constitution of the Republic of South Africa entrusts the Premier with authority to run the province per Chapter 6, s (125)(2) states that.

The Premier exercises the executive authority, together with the other members of the Executive Council, by-

- implementing provincial legislation in the province;
- implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;

- administering in the province, national legislation outside the functional areas listed in Schedules 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament;
 - developing and implementing provincial policy;
 - coordinating the functions of the provincial administration and its departments;
 - Preparing and initiating provincial legislation; and
 - performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.
- ii. **Public Services Act 1994 (Proclamation 103 of 1994) Chapter III, s7(2)**
Provides for the administration of the Office of the Premier, as well as provides for the powers and functions of the Director General and the Premier. Public Service Regulations – Part III
- iii. **Inter-Governmental Relations Framework Act 13 of 2005**
The Premier is the Chairperson of the Premier's Inter Governmental Forum (PIGF), and the Office of the Premier provides administrative and other support to the PIGF.
- iv. **Promotion of Access to Information Act 2 of 2000**
Amplify the constitutional provisions pertaining to the access of information under the control of the various bodies. The Director General is the Information Officer for the province,
- v. **Public Finance Management Act 1 of 1999**
Provide for the administration of State Funds by functionaries, their responsibilities, and incidental matters.
- vi. **Labour Relations Act 66 of 1995**
Regulate the right of workers, employers, and trade unions.
- vii. **Basic Conditions of Employment Act 75 of 1997**
Provides for the minimum conditions of employment that employers must comply with at the workplace.

viii. Occupational Health and Safety Act 85 of 1993

Provides for the requirements that employers must comply with to create a safe working environment for employees in the workplace.

ix. Control of Access to Public Premises and Vehicles Act 53 of 1983

Provides for the regulation of individuals entering government premises and incidental matters.

7.3 INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD.

7.3.1 SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDG) are a combination of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all." The SDGs, set in 2015 by the United Nations General Assembly and intended to be achieved by the year 2030, are part of United Nation (UN) Resolution 70/1, the 2030 Agenda.

The Sustainable Development Goals are interlinked with the focus area of the National Development Plan Vision 2030 and Africa Agenda 2063. The NDP has a 74% convergence with the Sustainable Development Goals (SDGs), and prioritizes job creation, the elimination of poverty, the reduction of inequality and growing an inclusive economy by 2030. These goals included finding solutions for poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment, and social justice. These goals provide a universal roadmap to tackle urgent challenges, meaningfully engage with emerging risks and discover new opportunities for creating value. The need to move quickly on these issues is extremely urgent as global population estimates show that, at over 8.5 billion people, demand for resources are set to exponentially heighten risks identified by the SDGs. It is the responsibility of government, civil society, business, and Parliament to work in partnership on monitoring the implementation of SDGs.

Going towards 2030, critical interventions include: disaggregated data, addressing corruption, improved employment opportunities for the most vulnerable, discriminated sectors in society, strengthening multi-stakeholder partnerships, eliminating gender inequalities and gender-based violence and gauging the impact of the 4th Industrial Revolution. The implementation of SDGs paves a way for building effective, accountable, inclusive institutions at all levels.

The opportunities in the context of implementing SDGs:

- To promote active citizenry and multi-stakeholder engagements - To deliver on the SDGs, Agenda 2063, NDP and other national and continental obligations, there is a need to partner, coordinate and collaborate in order to establish and strengthen partnerships that blend the strengths of state and non-state actors.
- To expand youth involvement - Several plans, programmes and activities have been initiated to involve the youth sector in implementing the SDGs as well as the NDP. This presents a promising opportunity to involve future leaders of South Africa as well as internationally in sustainable development and long-term goals affecting the society.
- To strengthen knowledge infrastructure - There is an extensive need for research capacity and infrastructure to inform various sectors on what the socio-economic problems are, identifying baselines and developing effective programmes of actions to drive thematic content towards sustainable development. Building on the evidence generated since the MDGs were implemented presents further opportunities in the implementation of the SDGs to strengthen knowledge infrastructure. Effective knowledge management systems have become integral to well-functioning organisations in the private as well as public sectors. All types of data and information in the generation, intermediation and use of relevant research which generates greater understanding of citizen views, behaviour changes, political economy, power dynamics and sector development are critical to policy research. An adequate supply of policy-relevant research across the national priority areas is necessary to inform the implementation of the government's programme of action, the NDP as well as the SDGs. Policy research also requires innovative methodologies in the synthesis of all available evidence to assess the impact of the policies on society and their progress.

Success towards meeting SDGs and targets is typically measured at a national scale to enable a comparison towards global progress. However, tracking smaller scale, local progress assists in better identifying and understanding gaps that need to be addressed to meet the targets within a country's own borders. The challenges in moving toward 2030 are daunting, but they are also opportunities for transformation and scaling. There is an urgent need to address the challenges on climate change, reduce inequalities, and promote sustainable development. Guided by the United Nations Sustainable Development Goals and the national priorities of South Africa, all sectors will continue to innovate, adapt, and scale up our efforts to accelerate progress towards a more equitable, inclusive, and sustainable future.

7.3.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) Vision 2030, aims to reduce poverty and reduce inequality by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The NDP is an overarching national development plan designed to guide planning of all sectors of society with the following six interlinked priorities:

1. Uniting all South Africans around a common programme to achieve prosperity and equity.
2. Promoting active citizenry to strengthen development, democracy, and accountability.
3. Bringing about faster economic growth, higher investment, and greater labour absorption.
4. Focusing on key capabilities of people and the state.
5. Building a capable and developmental state.
6. Encouraging strong leadership throughout society to work together to solve problems.

By 2030 the plan aims to, among others, achieve the following:

1. Reduce income poverty,
2. Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
3. Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

In this regard, the NDP identified following enabling milestones:

1. Increase employment from 13 million in 2010 to 24 million in 2030.
2. Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
3. Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
4. Establish a competitive base of infrastructure, human resources, and regulatory frameworks.
5. Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
6. Broaden ownership of assets to historically disadvantaged groups.
7. Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.

8. Provide affordable access to quality health care while promoting health and wellbeing.
9. Establish effective, safe, and affordable public transport.
10. Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
11. Ensure that all South Africans have access to clean running water in their homes.
12. Make high-speed broadband internet universally available at competitive prices.
13. Realise a food trade surplus, with one-third produced by small-scale farmers or households.
14. Ensure household food and nutrition security.
15. Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
16. Realise a developmental, capable, and ethical state that treats citizens with dignity.
17. Ensure that all people live safely, with an independent and fair criminal justice system.
18. Broaden social cohesion and unity while redressing the inequities of the past.
19. Play a leading role in continental development, economic integration, and human rights.

Critical actions towards the attainment of the NDP targets include the following:

1. A social compact to reduce poverty and inequality and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport, and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination, and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness, and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals, and reducing the relative cost of private health care.
7. Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes, and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.

9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

7.3.3 LIMPOPO DEVELOPMENT PLAN

The Limpopo Development Plan (LDP) 2020-2025 is an overarching development plan to coordinate disaggregated contribution of all sectors in the province, both public and private, towards the attainment of the objectives, targets and priorities set out in the NDP – Vision 2030. The LDP is in alignment with the Medium-Term Expenditure Framework (MTEF) priorities to guide the spheres of government together with civil society, business, and organized labour to plan jointly, coordinate spatially referenced budgeting and integrated socio-economic service delivery implementation in keeping with the principles of the District Development Model (DDM).

The LDP envisions to create socio-economic environment that is beneficial to all the citizenry irrespective of race, creed, gender and age. It also aims to create a future wherein village, township and smart cities co-exist in harmony. It also delineates the envisioned economic reconstruction and development path following the outbreak of the novel Covid-19 global pandemic without posing threat to internationally appreciated pristine ecological heritage of the province. The vision of the LDP includes the following areas of focus:

1. Develop new smart green cities with integrated transport systems.
2. Embrace renewable energy to reduce the reliance on fossil fuels in pursuance of a climate resilient economy.
3. Develop and implement new 4IR education systems that can inspire and prepare the youth and even adults to participate in the digital economy.
4. Embrace 4IR innovations to become globally competitive.
5. Evolve the provincial economy from primary sectors to migrate to inclusive secondary and tertiary economy with focus on labour intensive initiatives.
6. Support social cohesion mechanisms to foster happy, prosperous, and connected communities.
7. Have new economic infrastructure that can enable the province to leap into the future, for example drone airports to assist in delivering packages to various destinations in the villages, townships, and towns in the province.

In a nutshell, the purpose of the LDP includes the following focus areas:

- i. To strive for economic recovery, social development and accelerate transformation to enable the province to address poverty, unemployment, and inequality.
- ii. To outline key development priorities of the province in 2020 – 2025 period of administration.
- iii. To provide framework for the government departmental strategic plans, Annual Performance Plans (APPs) and municipal Integrated Development Plans (IDPs) together with all sector plans including socio-economic development contributions by the private sector, civil society, and organised labour.
- iv. To serve as a single reference point for policymakers in both public and private sectors, and International Donor Agencies.
- v. To create mechanism for constructive participation of private sector and organised labour towards the achievement of provincial economic growth and social development objectives.

The infographic below captures the priorities of the LDP:



The LDP comprises of the following high level economic initiatives to drive economic reconstruction and development – catalytic projects.

Limpopo Mining and Minerals Processing Industries Initiative (LIMMPI) to enhance the value chain in the mining, metals, and chemicals industries; supporting agro-processing and new industries, as well as building the Limpopo Province's industrial infrastructure; and ensuring the success of projects that have a high-impact on industrial growth.

1. Mainstream an implementation of Digital Economic Strategy (4IR Strategy) designed to coordinate broadband roll-out initiative, e-learning programme, and e-governance.
2. Special Economic Zone (SEZ) Initiative to facilitate the establishment of an industrial complex and to develop infrastructure required to support the development of certain strategic economic sectors to be competitive.
3. Technology Hub/ Science Park Initiative to establish a centre for promotion of a venture to assist targeted technology companies to thrive by encouraging experimentation and helping firm network with other like-minded enterprises, and for the promotion of innovation, creativity, and engagement in science.
4. Mining Input Supply hub in the platinum complex to establish supplier's hub or park that would supply goods and services to the mining clusters while offering opportunities for local partnership and industry transformation mainly through localizing a giant portion of the procurement spend on capital and operational expenditure within the province.
5. Implement Integrated Agriculture Support and Development Programme: its main thrust is to ensure comprehensive farmer support programme, implementing the land reform initiatives and agro processing initiatives.
6. Implement Integrated Infrastructure Planning and Project Management Programme to infrastructure provision is a critical condition for ensuring access to basic services such as water, energy, efficient transport networks and shelter. Furthermore, it is a necessary condition to facilitate economic development and industrialisation. While the Province has noted some improvement in infrastructure delivery during the fifth term, there are still massive backlogs in terms, especially with regards to water, sanitation, and roads. Covid-19 pandemic contributed to slow project planning and execution capacity.
7. Strengthen Good Governance, Leadership and Service Delivery in the Provincial Growth Point (PGP) Municipalities as per spatial economic analysis espoused in the Limpopo Spatial Development Framework. The following municipalities should have requisite capacity to lead integrated development and good governance as a condition for sustainable development in the

Limpopo province, namely: Polokwane, Mogalakwena, Fetakgomo-Tubatse, Musina, Makhado, Lephalale, Greater Tzaneen, Ba-Phalaborwa, and Elias Motsoaledi.

7.3.4 LIMPOPO SPATIAL DEVELOPMENT FRAMEWORK (LSDF)

The National Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) was assented to by the President of South Africa on the 05th of August 2013 and came into effect from the 01st of July 2015. SPLUMA is a framework for spatial planning and land use management in South Africa, it also provides clarity on how planning law interacts with other laws and policies.

In response to the National Act the province developed the Limpopo Spatial Development Framework (2016) (LSDF) which seeks to promote social, economic, and environmental sustainability throughout the province and to ensure relevance to the developmental needs of all the dispersed urban and rural areas it represents. The province further developed a Limpopo Spatial Planning and Land Use Management Bill that is in the process of public consultation and discussions within communities and the Legislature.

- a. The Limpopo Spatial Development Framework (LSDF) has been crafted to promote social, economic, and environmental sustainability throughout the province and to ensure that it has relevance to the development needs of all the dispersed urban and rural communities in Limpopo Province which it represents. This was done in an integrated and holistic manner, and in accordance with the applicable legislation, policies, and protocols.
- b. The LSDF is compiled in terms of the provisions of the Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA). Section 12 of the SPLUMA calls for all spheres of government to develop Spatial Development Frameworks for their areas of jurisdiction and that all the Spatial Development Frameworks (SDF) of various spheres of government must be aligned and not conflict with each other.
- c. SPLUMA furthermore requires that a provincial SDF must coordinate, integrate, and align provincial plans and development strategies with policies of national government; provincial departments; and municipalities within the specific province and surrounding regions. It furthermore serves as both a horizontal and vertical alignment tool by spatially coordinating spending and developmental activities of the three spheres of government that are delivering services in the province.

- d. The LSDF has been structured around the functional integration of eleven (11) development principles, guided by SPLUMA development principles of spatial justice, spatial sustainability, spatial efficiency, spatial resilience, and good governance.

In the process of institutionalising Spatial Planning, eleven (11) Development Principles are as follows were adopted:

1. Development Principle 1: Define and protect a Provincial Regional Open Space System which ensures that ecosystems are sustained, and natural resources are utilised efficiently.
2. Development Principle 2: Facilitate efficient spatial targeting through the identification of a range of provincial, district, municipal and rural nodal points to serve as focal points for investment and service delivery.
3. Development Principle 3: Establish a multi modal transport network to optimise the movement of people and goods between nodes within the province and to all major destinations in Southern Africa.
4. Development Principle 4: Direct engineering infrastructure investment towards the priority nodal points where the majority of economic activity and human settlement will establish.
5. Development Principle 5: Prioritise consolidation of community infrastructure at the identified nodal points and in line with the concept of multi-purpose Thusong Centres/ Rural Development Centres in Rural Nodes.
6. Development Principle 6: Create conditions conducive to development in multi-functional business areas and implement Urban Revitalisation Strategies in such areas where required.
7. Development Principle 7: Optimise the utilisation of agricultural potential of Limpopo Province to provide sustainable livelihoods to marginalised communities in rural areas in partnership with commercial farms.
8. Development Principle 8: Utilise the provincial environmental resources as attractions to promote sustainable tourism development (and conservation) in all parts of the province.
9. Development Principle 9: Promote mining activity and associated job creation potential in an environmentally sustainable manner.
10. Development Principle 10: Address industrial sectoral diversification by way of area specific investment in high value production and value-added technologies and industries.
11. Development Principle 11: Sustainable Human Settlement in urban and rural Limpopo Province.

The LSDF has identified priority nodes/ growth points to guide development in the province. The function of a node is to provide residents, as well as those from surrounding rural areas, with an extensive range of goods and services in an efficient manner by way of targeted, multisectoral investment. Such targeted investment will – in time – strengthen agglomeration economies, support

effective public transport, and create a network of strong nodes that discourage unsustainable low-density sprawl in urban and rural areas.

Ten (10) of the nodes are classified as Provincial Growth Points (of which four are also earmarked as Special Economic Zones (SEZ's); ten (10) District Growth Points and 23 Municipal Growth Points. A total of 47 Rural Nodal/ Service Points have been identified from existing District and Local SDF's.

The ten (10) provincial growth points includes Musina, Makhado, Polokwane, Tzaneen, Phalaborwa, Tubatse, Elias Motsoaledi, Lephalale, Mogalakwena, and Thabazimbi.

SPLUMA was enacted to provide a framework for spatial planning and land use management in the Republic. While the initial national policy position was to enact a single legislation (SPLUMA), it was realised during the drafting of SPLUMA that there are distinct provincial matters that may be better regulated at provincial level through provincial specific law. Hence, SPLUMA provided guidelines in Schedule 1 on matters to be addressed in Provincial Legislations. Section 10(2) of SPLUMA allows for provinces to provide for structures and procedures different from those provided for in that Act in respect of a province.

The Limpopo Spatial Planning and Land Use Management Legislation seeks to address the following distinct provincial matters:

- The old order planning laws and assigned legislation which still apply in Limpopo Province and may conflict with the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) and are required to be repealed in order to create an integrated and uniform approach to planning, development, and the use of land within the province.
- Recognising that Limpopo has a strong traditional leadership presence, and those traditional leaders have a role to play in land development and land use management in areas falling within their jurisdiction.

Hence, the Limpopo Legislation envisions to ensure an integrated and uniform approach to spatial planning and land use management in the province; to provide for provincial norms and standards; to provide for matters of provincial interest in relation to spatial planning and land use management; to provide for provincial monitoring and support; to provide for the Limpopo Spatial Planning and Land Use Management Advisory Forum; to provide for authorizations issued in terms of other legislation; to provide for the inclusion of traditional leadership in municipal planning tribunals; to provide for procedures when dealing with land development applications in areas falling under traditional leadership; to provide for the appeal authority; to provide for the

composition of body or institution outside of a municipality as appeal authority; to provide for a register of land development applications; to repeal certain old order planning legislation and to provide for matters connected therewith.

7.3.5 DISTRICT DEVELOPMENT MODEL

The Republic of South Africa (RSA) has adopted an epoch changing District Development Model (DDM) as an approach to address silo planning, fragmentation, and duplication within the three spheres of government, and ensure participation of organs of society.

The DDM is an approach that encourages joint socio-economic development interventions within the three spheres of government, private sector, civil society, and organized labour to work in unison in an impact-oriented way, where there is higher performance and accountability for coherent and effective service delivery and development outcomes.

The DDM is intended to improve integrated planning and delivery across the three spheres of government in a spatially targeted way focused on the 52 district and metropolitan spaces as convergence points for all of government and private sector investment. The envisaged integrated planning and delivery in relation to district and metropolitan spaces will be enabled by joint planning, budgeting, and implementation process.

The DDM focusses on implementation of immediate priority projects, stabilization of local government and long-term institutionalization of integrated planning, budgeting and delivery anchored on the development and implementation of the “One Plan” in relation to each district and metropolitan space. DDM also focuses on building state capacity through the stabilization of Local Government with a view to improve cooperative governance, integrated planning and spatial transformation, and inclusive economic development where citizens are empowered to contribute and partner in development. The DDM is anchored on the “One Plan”. The “One Plan” is defined as an intergovernmental plan setting out a 25–30-year long-term strategic framework (consisting of short, medium, and long-term actions) to guide investment and delivery in relation to each of the 52 district and metropolitan spaces. This plan for each space is to be jointly developed and agreed to by all three spheres of Government.

7.3.5.1 IMPLEMENTATION OF THE DISTRICT DEVELOPMENT MODEL

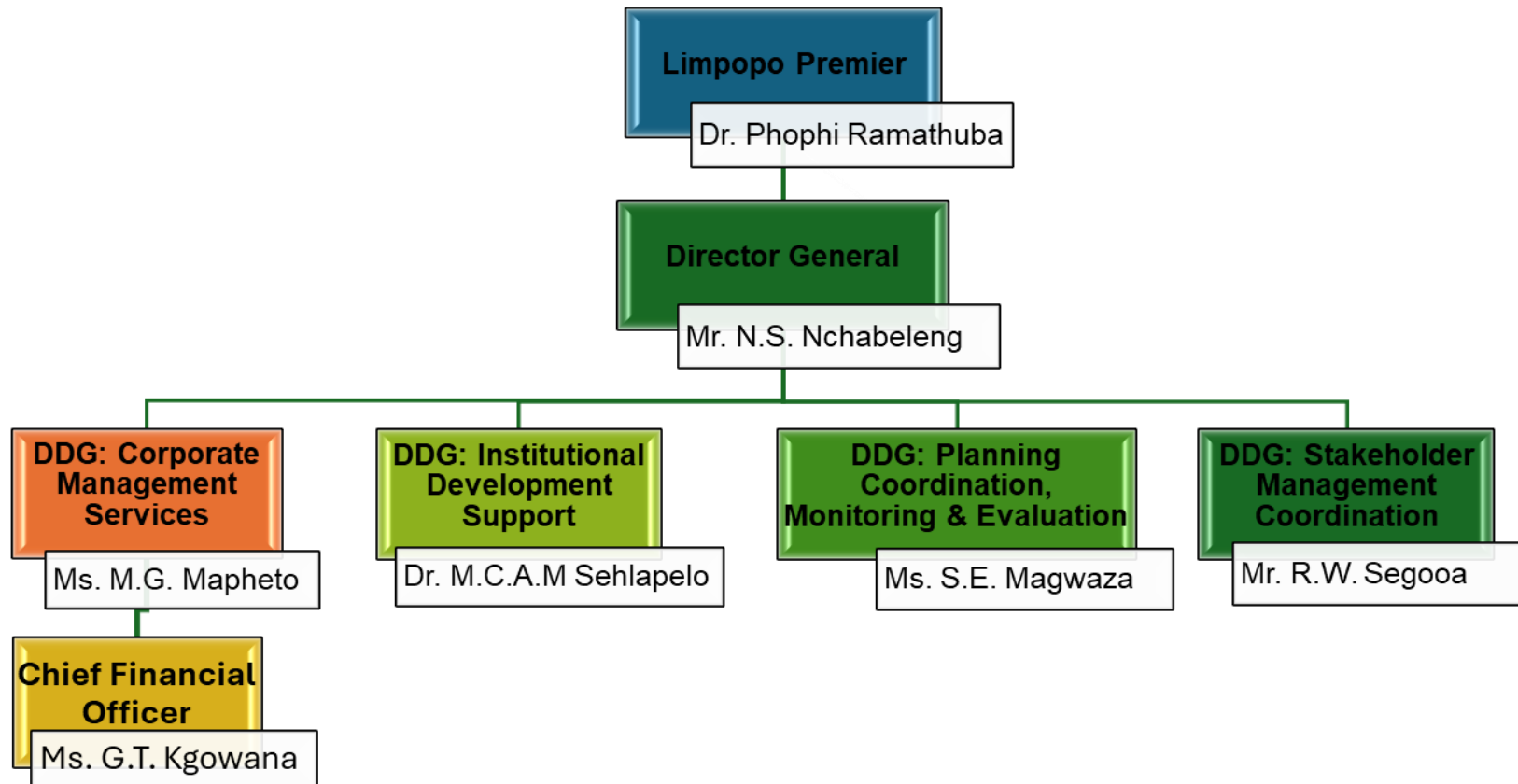
DDM implementation is undertaken through two interrelated processes to be followed by the whole of Government. These processes are spatialisation and reprioritisation. Spatialisation refers to the process of translating development priorities and objectives into spatial locations (district and metropolitan areas) manifesting in physical impacts on people’s lives and the places they live in.

Reprioritisation is the process of reviewing and changing plans and budgets of all three spheres of government as necessary to realize the desired physical impacts.

In 2021, the Limpopo Executive Council adopted the Inter-Governmental Relations (IGR), Integrated Planning and M&E Framework to, in part, guide the coordination of the DDM in the province in line with the provisions of legislative frameworks such as IGR Framework Act, Municipal Systems Act and Municipal Structures Act. The adoption of the IGR, Integrated Planning and M&E Framework will ensure that the Premier-Intergovernmental Forum (P-IGF) becomes a central coordination, accounting, and reporting structure in the province in respect of all DDM matters.

The province is utilising the existing planning and implementation political and technical IGR structures to institutionalise the DDM imperatives. Political Champions have been deployed in Districts to act as national and provincial focal points in the implementation of the DDM. The Report on DDM implementation has been a standing item in the Premier IGR Forum, District IGR forum, the District IDP Engagement Sessions, Provincial Planning Forum and District Development Planning Forum. Furthermore, the DDM is being institutionalised within the integrated development planning process as legislated in the Municipal Systems Act (MSA) of 2000, and as result, all five (5) Districts One Plans with the accompanying catalytic projects have been updated during the 2022/23 planning cycle. Issues emerging from the Districts Socio-Economic Profiles of the One Plans are considered by the provincial departments and entities when developing planning instruments (Strategic Plans, and Annual Performance Plans) in turn departments and entities contributes spatially referenced projects and programmes in response to emerging issues. The province is committed in securing the commitment of public and private partners to supporting the vision of the province and contributing to the implementation of DDM imperatives.

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE MINISTER/MEC

None

PART B: PERFORMANCE INFORMATION

1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 254 – 266 of the Report of the Auditor General, published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

During the 2024/25 financial year, the Office of the Premier operated within a complex and rapidly evolving service delivery environment. This period was marked by both internal institutional developments and external socio-economic pressures that influenced the strategic positioning and operational execution of the Office's mandate. As the central coordinating agency in the provincial administration, the Office was tasked with upholding its constitutional mandate of strategic leadership, policy coordination, and integrated governance across all sectors of government.

The service delivery environment was shaped by persistent structural challenges including high levels of unemployment, particularly among youth, as well as critical service delivery backlogs in sectors such as education, healthcare, housing, and infrastructure. These challenges intensified public demand for accountability, efficiency, and responsiveness, reinforcing the Office's role in driving the implementation of the Limpopo Development Plan (LDP) 2020–2025. This overarching provincial framework aligned with national priorities such as the NDP Vision 2030 and the Medium-Term Expenditure Framework (MTEF),

placing the Office at the center of efforts to promote inclusive socio-economic development through the District Development Model (DDM).

In response to these dynamics, the Office intensified its focus on integrated planning, evidence-based policy formulation, and performance monitoring and evaluation across all departments and municipalities. Strategic partnerships with civil society and business were critical in fostering multi-stakeholder cooperation and leveraging resources for development. This dynamic environment necessitated agile governance and adaptive leadership, enabling the Office to navigate both legacy constraints and emerging opportunities in pursuit of a capable, ethical, and developmental state.

LIMPOPO POPULATION DYNAMICS

Our province remains predominantly rural, with an estimated population of over 6.8 million. The outcomes of the Census 2022, indicate that the population of the province has increased to 6 572 721, which is an increase of 1.2 million between 2011 and 2022 as depicted in Figure 1 below. The population estimate as of April 2024 is 6 822 375 people, with household average of 1 897 352 and the density of 3,60. The district leading with the highest population is Mopani with 1 423 941 people, 369 045 households with a density of 3.86 followed by Sekhukhune with 1 384 768 people, 355 478 households at a density of 3.90, Vhembe has about 1 219 417 people, 336 690 households at a 3.62 density, Capricorn with 1 130 234 people, 309 078 households at a 3,66 density and Waterberg with 716 118 people, 236 010 households at 2.87 density. The province's demographic profile is predominantly Black African, accounting for 96% of the population. Other national groups include Whites (3.1%), Indians or Asians (0.5%), and Coloureds (0.3%).

Figure 1: Population Provincial Comparison

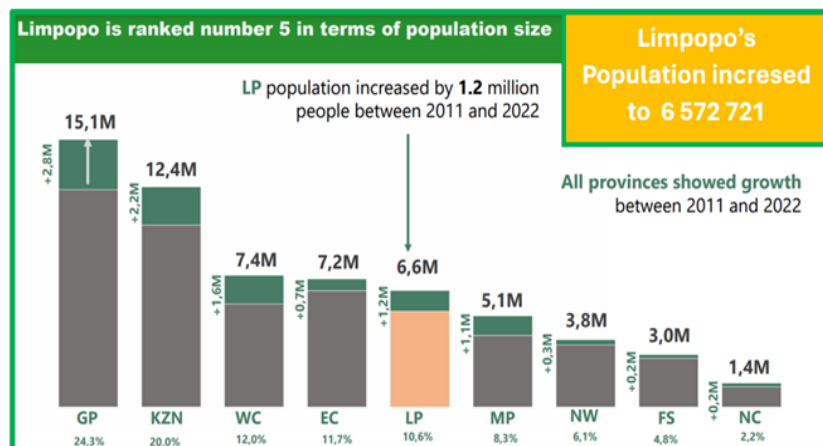
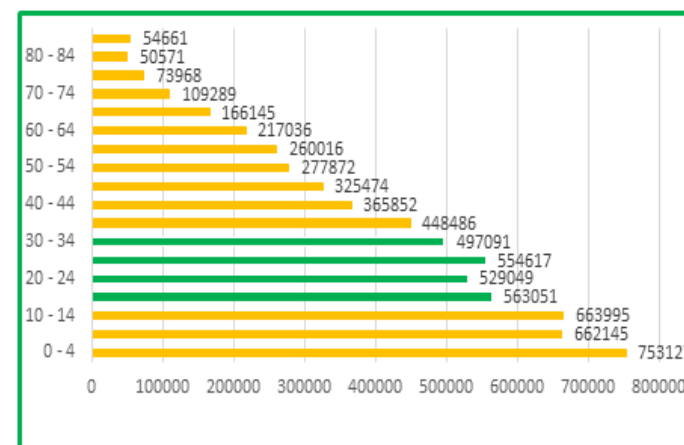


Figure 2: Limpopo Population by Age Categories



The province remains the 5th in terms of population size in the country, with a youthful population with a median age of 24 years as of April 2024, as compared to Gauteng with a median of 32 years, which is the lowest in South Africa. In terms of age distribution, as shown in Figure 2 above, Limpopo's population is predominantly young, with 33.2% of residents under the age of 15, the highest proportion in the country. There are about 2 million of young people in Limpopo (age 15 – 34). This youthful demographic underscores the need for substantial investment in education and youth services to cater to this significant segment. The provincial government has to enhance early childhood development programmes. The youthful median age offers long-term potential, it also requires proactive planning in education, employment, and infrastructure to harness the benefits and mitigate the challenges associated with a young population. The Limpopo Youth Development Strategy provides a framework for initiatives towards harnessing demographic dividends.

Limpopo, like several other predominantly rural provinces in South Africa, exhibits a higher female-to-male population ratio. According to the 2022 census, Limpopo's total population was approximately 6,572,721, with females accounting for 3,473,304 (52.8%) and males comprising 3,099,416 (47.2%). This indicates that there are 89 males per 100 females in the province. This can be attributed to several factors including but not limited to migration patterns, where males often migrate to urban areas in search of employment opportunities, leaving a higher percentage of females in rural communities or life expectancy where females generally have a higher life expectancy than males, contributing to a larger female population, especially in older age groups. This necessitates a strategic, gender-responsive economic development approach to ensure inclusive growth and optimize the province's labor force participation. By empowering women through targeted policy interventions, investment in skills development, and improved access to economic resources, we can transform our province's demographic landscape into a powerful economic asset.

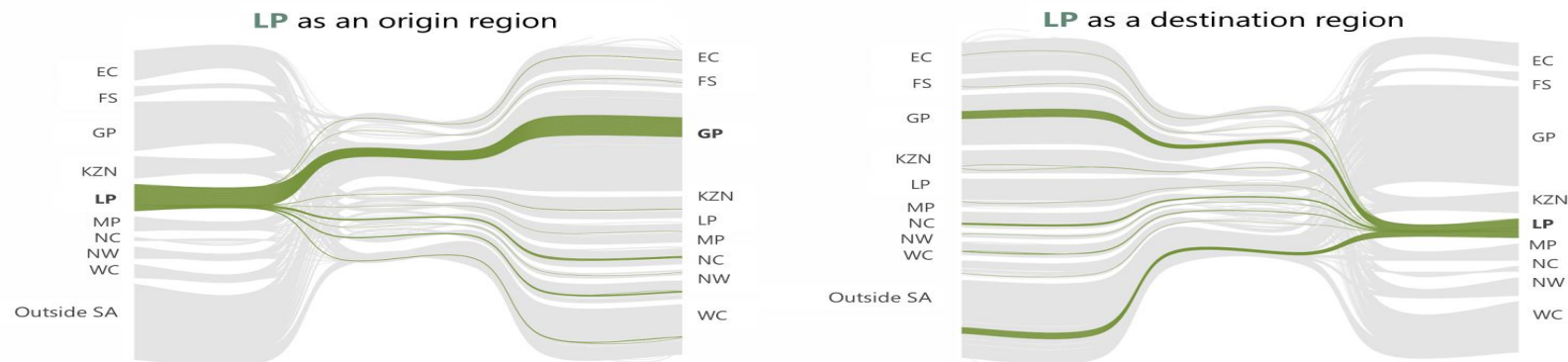
Limpopo Migration Trends

The province serves as a significant nexus for migration, influenced by its strategic location bordering Zimbabwe, Botswana, and Mozambique. Migration trends are shaped by a combination of cross-border movements, internal migration, and socio-economic factors. Limpopo's proximity to Zimbabwe has established it as a primary entry point for Zimbabwean migrants seeking economic opportunities in South Africa. The Beitbridge border post, one of Africa's busiest land crossings, facilitates this movement. Estimates suggest that between 1 and 3 million Zimbabweans reside in South Africa, with a significant number entering through Limpopo. This influx has led to the development of robust informal economies in border towns, driven by both regular and irregular migration.

According to the 2022 census data, between 2011 and 2022, almost 114 thousand people moved out of the province. Within South Africa, Limpopo experiences notable internal migration patterns. The province has a high share of out-migration, with residents relocating to other regions, particularly Gauteng, in search of better employment and educational opportunities. Many of these individuals migrated to Gauteng, with over 1.3 million people born in Limpopo now living in that province. Figure 3 below shows that Limpopo is among the provinces that recorded negative net migration. This migration pattern reflects a broader trend in which individuals from rural and economically disadvantaged areas move to urban centers for employment, education, and improved living conditions. Migration can have profound impacts on local development, both positive and negative. The positive aspect is that migrants often send remittance (money) home to improve the living conditions of their families. The negative effects include loss of skilled labour to grow the economy and young energetic people.

Figure 3: Migration Patterns

Residence in the previous census (2011) compared to the current census (2022)



IMPROVING LIVES THROUGH DATA ECOSYSTEMS

Source: SAPS Crime Statistics 2013–2023

According to the migration report issued in 2023 by StatsSA in collaboration with the South African Police Service, migration patterns in South Africa assumed two categories: one, temporary residence permits and transit migration, both of which experienced fluctuations over the past decade. During the pandemic in 2020, both categories experienced a substantial decline, with a partial rebound in 2022. Limpopo also experienced a similar pattern wherein in 2019/20, a decline of 512 was recorded, followed by an increase of 616 in 2021/22. Short-term visits, crucial for understanding tourist or business-related movements, demonstrated consistent growth until 2019 before facing significant declines in 2020 and 2021. The trends indicate the susceptibility of migration to external factors, reflecting the impact of global events on migratory patterns. Generally, figure 3 above shows a fluctuating migration trend in Limpopo. It is noted that Gauteng attracted more people than all the provinces. Limpopo is among the six provinces estimated to have a positive net migration of people from 2021 to 2026. The strongest migration flows from Limpopo province to Gauteng Province.

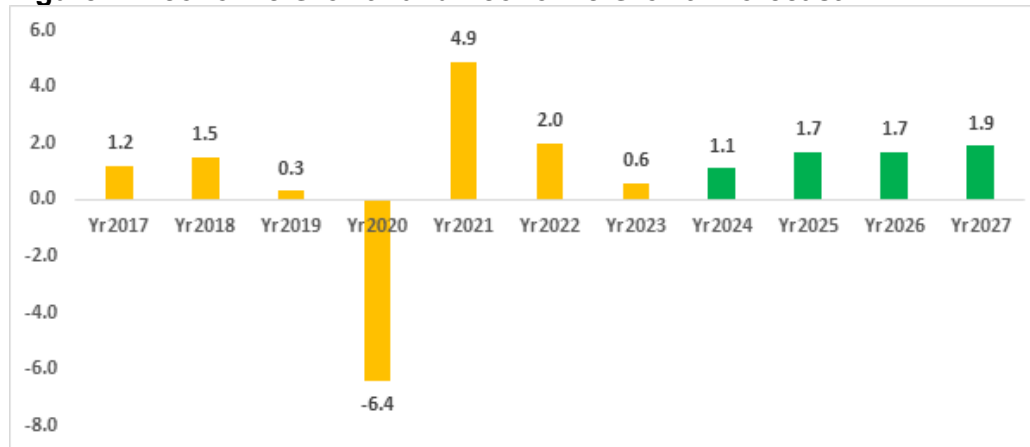
NATIONAL ECONOMIC OUTLOOK

The Government of National Unity (GNU) has been in place since June 2024, which the markets have welcomed. The GNU faces difficult challenges such as declining GDP per capita, high unemployment, poverty and inequality, and rising public debt service, which crowd out other urgent spending needs. Its mandate represents an opportunity to pursue ambitious reforms to safeguard macroeconomic stability and address these challenges, placing the economy on a path toward higher, more inclusive, and greener growth.

South Africa is faced with high levels of unemployment and social ills, levels of drug abuse, and a surge in crime statistics. The 7th administration is tasked with the inherited fight against poverty, inequality, and unemployment. The International Monetary Fund (IMF) projects South Africa's GDP growth at 1.5% for 2025, a modest increase from 0.8% in 2024. The African Development Bank

offers a slightly higher projection of 1.6%, attributing this to new infrastructure investments bolstering construction and other sectors. Positively, South Africa's Consumer Price Inflation (CPI) has been declining, thus bringing relief to consumers, and that led to the South African Reserve Bank reducing the repo rate with 25 basis points, and a further rate cut is anticipated in the next sitting of the Monetary Policy Committee.

Figure 4: Economic Growth and Economic Growth Forecast



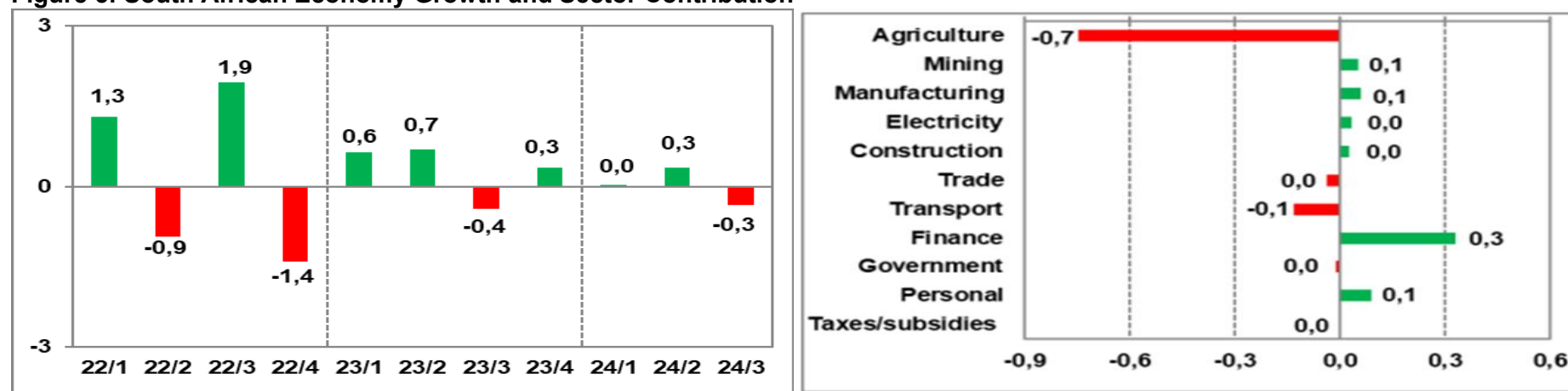
Source: IMF, October 2024

The figure 4 above indicates that there has been uncertainty in the SA economy, but the developments have been somewhat more positive. The South African economic growth is unstable. During 2022, GDP growth was recorded at 2.0 percent, whilst in 2023 GDP increased by 0.6 percent. In 2024, the SA GDP is projected to grow by 1.1 percent despite the shady beginning of Q1 2024 where GDP has contracted by 0.1 percent. The forecast by the National Treasury indicated growth of 1.7 percent in 2025 and 2026, respectively.

In January 2025, inflation edged up to 3.2% year-on-year from 3.0% in December 2024, remaining within the SARB target range of 3% to 6%. The SARB has implemented three interest rate cuts since September 2024 to stimulate economic activity. However, Governor Lesetja Kganyago cautions that global trade tensions and potential domestic tax hikes, such as a proposed increase in Value-Added Tax (VAT) to 17%, could pose inflationary risks.

Notably, Figure 5 below indicates that real gross domestic product (GDP) measured by production, decreased by 0,3% in the third quarter of 2024, following an increase of 0,3% in the second quarter of 2024. Four industries recorded negative growth between the second and third quarters of 2024. The agriculture industry was the largest negative contributor, decreasing by 28,8% and contributing -0,7 of a percentage point to the negative GDP growth. The transport industry decreased by 1,6%, contributing -0,1 of a percentage point. The finance industry was the largest positive contributor, increasing by 1,3% and contributing 0,3 of a percentage point.

Figure 5: South African Economy Growth and Sector Contribution



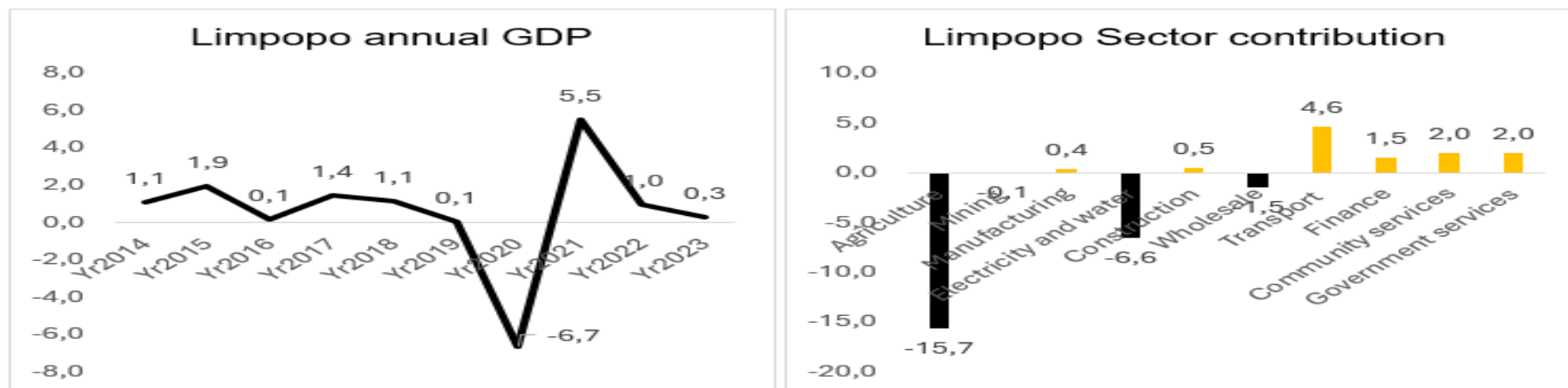
Source: STATSSA, GDP 3rd Quarter 2024

The province stands to benefit from national infrastructure investments, particularly in energy and transport, which could enhance mining and agricultural productivity. Job creation initiatives may boost employment, but skills development remains crucial. Inflation and a potential VAT increase could raise input costs for the agricultural sector, affecting food prices. Tourism may improve with better infrastructure, though global uncertainties could impact international visitors. A stable rand supports export industries, but trade tensions pose risks.

PROVINCIAL ECONOMIC OUTLOOK

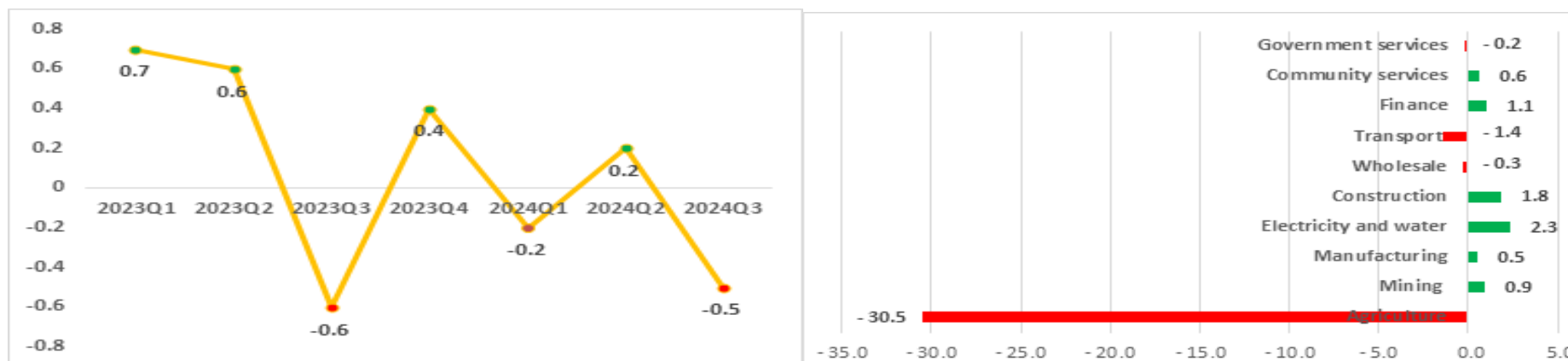
Limpopo's economy remains largely dependent on mining, services, and trade, with significant contributions from trade. The province is projected to experience moderate economic growth in 2025, aligning with South Africa's national growth forecast of 1.5% - 1.6%. The provincial economy continues to grow below the envisaged 2.0 percent growth as outlined in the LDP. This slow growth is also a mirror reflection of the country's economic performance. During the past 10 years (figure 6 below), Limpopo's GDP has only grown beyond 2.0 percent in 2021 at 5.5 percent from a decline of 6.7 percentage of 2020, which was the result of COVID-19 pandemic. During 2023, the province's GDP only grew by 0.3 percent following a 1.0 percent growth in 2022. The agriculture sector, mining sector, electricity and wholesale all contributed negatively to the provincial GDP growth in 2023, while manufacturing, transport, finance and personal services recorded positive growth. In 2023, the transport sector grew at 4.6 percent, being the main contributing sector despite the current logistical challenges.

Figure 6: Gross Domestic Product Growth and Sector Contribution



Source: IMF, April 2024

Figure 7: Limpopo GDP Growth



Source: IMF, October 2024

The Q3 2024 GDP for Limpopo has contracted by 0.5 percent, coming from a 0.2 percent growth in Q2 2024 (figure 7 above). Agriculture remains one of the main sectors for Limpopo economic growth and has recorded a significantly larger decline of 30.5 percent, this is due to the decline in production caused by the drought. The other sectors that had a negative growth in Q3 2024 are the transport and communication sector and also the wholesale & retail trade; hotels & restaurants at 1.4 percent and 0.3 percent, respectively. In this respective quarter, at least on a positive note the mining sector recorded an increase of 0.9 percent.

The province's economic outlook for 2025 is cautiously optimistic, with growth driven by mining, agriculture, and infrastructure development. However, inflation, unemployment, and global market volatility remain key challenges. Strategic investments in energy, transport, and skills development will be essential for sustainable economic progress. To ensure sustainable economic growth and mitigate risks in 2025, the Office of the Premier will coordinate the implementation of LDP focusing on key economic sectors, infrastructure development, and social programs. Infrastructure expansion, job creation, and social support programs will be the focus for the 7th administration as well as the province.

LABOUR FORCE CHARACTERISTICS

The unemployment levels in South Africa are among the highest in the world and have remained consistently high throughout 6th Administration. Limpopo Province in the Limpopo Development Plan 2020-2025 had targeted to record 14% unemployment rate by 2025. Labour force characteristics in Table 1 below show that Limpopo has more people employed than unemployed. However, it further indicates that there are many of those not economically active. The employed persons increased from 1,498 thousand in the fourth quarter of 2023 to 1,559 thousand in the fourth quarter of 2024, which is an increase of 45 thousand jobs. While the

unemployed working age population was recorded at 1,314 thousand in the fourth quarter of 2023 and increased to 1,345 thousand in the fourth quarter of 2024, which is a reasonable decrease of 29 year-on-year changes.

Table 1: Labour Force Characteristics

Limpopo	Oct-Dec 2023	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
Limpopo								
Population 15–64 yrs	4 010	4 023	4 036	4 049	12	51	0,3	1,3
Labour force	2 812	2 865	2 885	2 904	-19	74	-0,6	2,6
Employed	1 498	1 495	1 526	1 559	-16	45	-1,0	3,0
Unemployed	1 314	1 370	1 359	1 345	-2	29	-0,2	2,2
Not economically active	1 198	1 158	1 152	1 145	31	-23	2,7	-1,9
Rates (%)								
Unemployment rate	46,7	47,8	47,1	46,3	0,2	-0,2		
Labour force participation rate	37,4	37,2	37,8	38,5	-0,5	0,6		
Employed/population ratio (absorption)	70,1	71,2	71,5	71,7	-0,7	0,9		

Source: StatsSA QLFS Quarter 4:2024

Employment Quarterly trends for Limpopo

Table 2: Employment Quarterly Trends

Limpopo	Oct-Dec 2023	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
Employment	1 498	1 526	1 559	1 543	-16	- 45	-1,0	3,0

Limpopo observed the largest increase in employment on the year-on-year comparison; however, it recorded a decrease in the quarter under review. Compared with Q4: 2023, the largest increases in employment were recorded in Eastern Cape (108 000), Western Cape (55 000), Gauteng (47 000), and Limpopo (45 000).

Table 3: 5-year Unemployment Trend Analysis

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Jan-Mar	Oct-Dec	Jul-Sep	Oct-Dec
2020	23.6%	21.9%	26.3%	27.3%
2021	29.4%	30.4%	32.5%	33.9%
2022	35.6%	36.3%	31.0%	31.8%
2023	33.6%	31.6%	30.8%	30.3%
2024	32.7%	31.1%	32.6%	31.9%

Source: StatsSA Q4, 2024 and Archive data

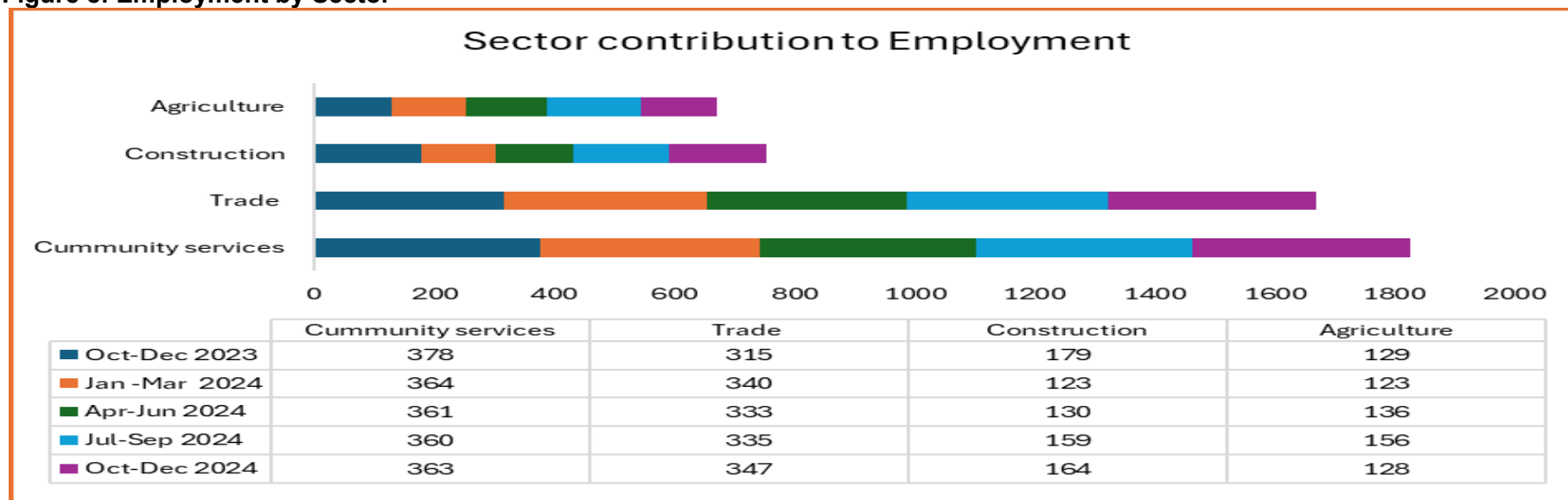
Table 3 above reflects the province's 5-year unemployment trend. During the 2020 financial year, the province experienced a significant fluctuation in unemployment rates, with a decrease to 21.9 % in Q2, which likely reflects the initial lockdowns in response to COVID-19, which temporarily reduced the number of active job seekers. The year 2021 saw a continuous rise in unemployment, peaking in Q4 at 33.9%. The year was heavily influenced by the continued economic struggles due to COVID-19, with many businesses struggling to recover.

In 2023, the unemployment rate started to stabilize, showing a consistent decrease across the quarters. The drop from Q1 (33.6%) to Q4 (30.3%) suggests some positive shifts, such as increased economic activity, possible infrastructure projects, or recovery in sectors like agriculture and mining, which are significant in Limpopo. However, the rate remained high compared to pre-pandemic levels, indicating the ongoing challenges in creating enough sustainable jobs.

In 2024, the unemployment rate fluctuated slightly between 31.1% and 32.7%, showing that while there was some improvement, the labor market remained volatile. The trend suggests that while the province might have seen some recovery, external factors (like global economic shifts or local industry performance) could have influenced the slight increases in Q1 and Q3.

Reducing unemployment in Limpopo will require a coordinated approach across various sectors. The government, businesses, and communities must work together to diversify the economy, improve skills, support entrepreneurship, and create job opportunities. While there is no quick fix, sustained investment in human capital, infrastructure, and local industries will drive long-term economic growth and help reduce the high unemployment rate in the province.

Figure 8: Employment by Sector



Source: Q4 2024 QLFS

Figure 8 above depicts employment by sector during quarter four of 2024. It is noted that employment has been driven mainly by the community and social services, trade, construction, and agriculture industries, with other sectors presenting inconsistent contributions quarter to quarter and year on year.

Not in Employment, Education, or Training (NEET)

The term "NEET" refers to individuals aged 15 to 34 who are not engaged in employment, education, or training. This demographic is of particular concern due to its potential social and economic implications. Nationally, the NEET rate has remained alarmingly high, exceeding 30% for the past decade. This means that over 3 million young South Africans fall into this category.

In the fourth quarter of 2024, Limpopo had a decrease in the number of youth's NEET from 1,860 in quarter 3 of 2024 to 1,831 in quarter 4 of 2024. The observation in table 4 below suggests that the interventions applied in the province are slowly showing positive outcomes. This reflects a consistent decline throughout the year; however, it is still the highest compared to the previous year with 1,829. The profile of young people who are NEET are from disadvantaged areas, especially rural communities, where opportunities are limited. The NEET phenomenon poses significant challenges, including increased unemployment, social instability, and economic inefficiencies. Addressing this issue requires targeted interventions such as enhancing access to education and vocational training, promoting job creation, and implementing mentorship programs to guide youth towards productive pathways.

Table 4: Not in Employment, Education, or Training (NEET)

Limpopo	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
NEET	1 829	1 866	1 860	1 833	1 831	-2	2	-1.0	0.1

Source: Q4 2024 QLFS

The provincial economy remains largely dependent on the mining, agriculture, and tourism sectors. While there was a moderate economic recovery in 2024, growth remained constrained by national and global economic headwinds, load shedding, and climate-related disruptions. The official unemployment rate in the province stood at approximately 31.9% in the fourth quarter of 2024, with youth unemployment particularly acute. This persistent challenge has increased reliance on government-led interventions to stimulate job creation, support small enterprises, and strengthen intergovernmental coordination.

GOVERNANCE AND PUBLIC ADMINISTRATION

Governance and public administration are central to promoting effective service delivery, accountability, and socio-economic development within the province. The provincial government, guided by national frameworks and policies, strives to enhance transparency, participatory decision-making, and institutional efficiency. The province's governance has evolved significantly, especially in terms of financial management and public administration. The implementation of the Public Finance Management Act (PFMA) and Municipal Finance Management Act (MFMA) has promoted transparency and accountability. The province's financial position improved after the Section 100(1)(b) intervention in 2011, which helped reduce unauthorised expenditure and stabilised the financial systems. Tables 5 and 6 below indicate the audit outcome trends for the 12 votes and 5 public entities over five (5) financial years.

Table 5: 2020/21 – 2024/25 Audit Outcomes trends for Provincial Departments over 5 financial years.

Vote No	DEPARTMENT	2020/21	2021/22	2022/23	2023/24	2024/25	TREND	COMMENTS
1	Premier	CL	CL	UQ	CL	CL	↔	Maintained Clean audit outcome
2	Provincial Legislature	UQ	UQ	CL	CL	UQ	↓	Regressed from Clean audit to Unqualified audit outcome
3	Education	Q	Q	Q	Q	UQ	↑	Improved from Qualified to Unqualified audit outcome
4	Agricultural & Rural Development	UQ	UQ	UQ	UQ	UQ	↔	Maintained Unqualified audit outcome
5	Provincial Treasury	CL	CL	UQ	CL	CL	↔	Maintained Clean audit outcome
6	Economic Development	CL	CL	CL	UQ	CL	↑	Improved from Unqualified to Clean audit outcome
7	Health	Q	Q	Q	UQ	UQ	↔	Maintained Unqualified audit outcome
8	Transport and Community Safety	CL	UQ	UQ	UQ	CL	↑	Improved from Unqualified to Clean audit outcome

9	Public Works, Roads & Infrastructure	UQ	UQ	Q	Q	UQ	↑	Improved from Qualified to Unqualified audit outcome
10	Sports Arts & Culture	UQ	UQ	UQ	CL	CL	↔	Maintained Clean audit outcome
11	Co-operative Governance, Housing Settlement & Traditional Affairs	UQ	UQ	UQ	UQ	UQ	↔	Maintained Unqualified audit outcome
12	Social Development	UQ	UQ	UQ	Q	UQ	↑	Improved from Qualified to Unqualified audit outcome

In the 2024/25 financial year, the Audit Outcomes for Provincial Departments were as follows: five (5) clean audit outcomes and seven (7) unqualified audit outcomes.

- Five departments achieved clean audit outcomes (OTP, LPT, DTCS, LEDET and DSAC).
- Seven departments received unqualified audit opinions (Provincial Legislature, DoH, DARD, CoGHSTA, DPWR&I, DoE and DSD).

Table 6: 2020/21 – 2024/25 Audit Outcomes trends for Public Entities over 5 financial years.

Vote No	PUBLIC ENTITIES	2020/21	2021/22	2022/23	2023/24	2024/25	TREND	COMMENTS
1	Limpopo Economic Development Agency (LEDA)	Q	Q	Q	Q	Q	↔	Maintained Qualified audit outcome
2	Limpopo Tourism Agency (LTA)	UQ	UQ	UQ	CL	CL	↔	Maintained Clean audit outcome
3	Limpopo Gambling Board (LGB)	CL	CL	CL	CL	UQ	↓	Regressed from Clean audit to Unqualified audit outcome
4	Roads Agency Limpopo (RAL)	UQ	UQ	UQ	UQ	Q	↓	Regressed from Unqualified to Qualified audit outcome
5	Gateway Airport Authority Limited (GAAL)	A	Q	Q	UQ	UQ	↔	Maintained Unqualified audit outcome

In the 2024/25 financial year, the Audit Outcomes for Public Entities were as follows: one (1) Clean Audit Outcome, two (2) Unqualified audit outcomes, and two (2) qualified audit outcome.

- One public entity achieved a clean audit outcome (Limpopo Tourism Agency).
- Two public entities achieved unqualified audit outcomes (GAAL and LGB).
- Two public entities achieved qualified audit outcomes (LEDA and RAL).

Audit outcomes for Limpopo province reflect a positive trajectory towards improved financial management and governance. Sustained efforts are required to address ongoing challenges, particularly in municipalities, to ensure that financial practices translate into enhanced service delivery. Oversight responsibility by the Provincial Treasury and COGHSTA in assisting all Provincial Departments, Public Entities, and Municipalities is critical.

However, challenges remain in governance, particularly in local government and service delivery. The management of conditional grants, delays in infrastructure projects, and financial mismanagement in some municipalities highlight ongoing administrative issues. Despite progress in audit outcomes, some municipalities still struggle to achieve clean audits, indicating room for improvement in financial discipline and management practices.

Looking ahead, the province will focus on several key areas to sustain its progress and address the remaining challenges. Economic diversification is critical, particularly in agriculture, tourism, and the green economy. The SEZs, particularly the Musina-Makhado SEZ, holds promises for industrialisation and job creation, but their success will depend on addressing the issue of land and securing investments. Infrastructure development, particularly in water and sanitation, must be prioritised to meet the growing

demands of the population and ensure equitable access to basic services. The province will also continue to invest in education and healthcare, focusing on quality and access, particularly in rural areas.

Services Delivered to the Public

Key services delivered directly to the public included citizen engagement programmes, youth development initiatives, public participation platforms, and access to information through communication and stakeholder outreach. In particular, the Premier's Imbizo and outreach programmes provided critical platforms for gathering feedback, promoting accountability, and responding to citizens' concerns at the grassroots level. Through these services, the Office contributed to strengthening accountability, transparency, and inclusive governance.

Challenges Encountered and Corrective Measures

Several challenges impacted the service delivery capacity of the Office:

- Infrastructure and ICT limitations in some provincial and local offices hindered effective coordination and data-driven planning.
- Capacity constraints and high vacancy rates in key strategic Heads of Departments posts affected the implementation pace of some priority programmes.
- Limited public awareness and engagement with digital platforms slowed the uptake of some citizen-centred initiatives.

To address these challenges, the Office has initiated corrective steps including:

- Strengthening the ICT infrastructure and implementing e-Government solutions to modernize internal processes.
- Accelerating the filling of Heads of Departments posts and enhancing skills development programmes across the provincial administration.

- Intensifying community outreach and awareness campaigns to improve public participation and feedback mechanisms.

External Developments Impacting Performance

Several external factors influenced the department's operational context:

- National load shedding and water supply constraints disrupted normal operations and required contingency planning for sustained service delivery.
- Environmental factors, including recurring droughts and seasonal flooding in some regions, increased the need for interdepartmental coordination on disaster response and mitigation efforts.

The table below highlights strategies implemented to address some of the identified challenges:

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
Unemployment: Unemployment, particularly amongst youth is a pertinent challenge facing the province since the province has a youthful population.	The focus will be on expediting the implementation of the Youth Development Strategy to ensure that youth are empowered to participate in the mainstream economy. The strategy is underpinned by the following pillars: 1. Effective and capable youth development machinery. 2. Employability, active labour market and entrepreneurship.	The Office of the Premier successfully coordinated the Limpopo youth development strategic pillars with the following outcomes: - Effective and capable youth development machinery • Profiled the provincial youth machinery about its effectiveness and capabilities, all departments and municipalities have youth offices in the special focus units. • In this financial year, four quarterly stakeholder engagements with the South African Youth Council coordinated to discuss the youth action plan, integrated youth strategy and the youth month programme of activities Employability, active labour market and

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
	3. Second chance quality education and skills development. 4. Pathways into Healthy productive adulthood. 5. Agents of social cohesion and nation-building.	entrepreneurship. - Coordinated the memorandum of agreement between OTP and the NYDA in respect of the Limpopo Youth Fund. 1st phase over R 5,226,889.52 was allocated for the first phase of implementation, 94 youth entrepreneurs benefited from the fund. 2nd phase of the Limpopo youth development fund: The fund was opened in September 2024 and four hundred and twelve (412) youth entrepreneurs applied for the funding. The applications are from all five districts of the province. - A total of 362 youth benefited to the value of R434 050.00 though non-financial support on business plans, financial management, website development, marketing strategy and due diligence. Second chance quality education and skills development. - A total number of 4179 youth benefited from experiential training, 50 youth benefited from training on water waste treatment, 15 youth benefited from training in Chartered Accountancy, 73 youth benefited from training in GBV & Femicide, 50 youth benefited from training in Skills development on labour Law. - A total number 52 youth benefited in diversity management, reasonable accommodation, disability mainstreaming, gender Equality, roof construction and Occupational Health and Safety

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
		Pathways into Healthy Productive Adulthood. • A total of 15 youth health and well-being programmes were implemented, benefiting 2680 youths. Agents of social cohesion and nation building. • A total of 12 social cohesion programmes were implemented, benefiting youths.
Integrated Planning is still a challenge due to persistent silo planning and incoherent implementation of development activities across spheres of government and with the private sector which render development impact to be inefficient and non-responsive to the development needs of the society	Implementation of District Development Model facilitated by the IGR, Integrated Planning and Monitoring and Evaluation Framework will augment other existing planning and implementation instruments.	The province coordinated integrated planning through the IGR, Integrated Planning and Monitoring and Evaluation Framework augmented by existing planning and implementation legislative and policy frameworks including the Municipal Systems Act (Integrated Development Planning), Spatial Planning and Land Use Management Act, SPLUMA (Integrated Land Development) and IGRF Act. Performance Analysis reports were compiled and served as an indicator that suggest the need to continue strengthening integrated planning within the three spheres of government. Further, facilitated platforms that encourages national, provincial, local spheres and private sector to align and integrate respective development endeavours. The platforms included the Provincial Planning Forum, IDP Engagement Sessions, Provincial Growth Points Forum Provincial SPLUMA forum hosted on a quarterly basis. Moreover, the Provincial Intergovernmental Forum (PIGF) has been instrumental in overseeing the implementation of the District Development Model (DDM) within the province through reports and DDM EXCO Outreach.

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
Energy crisis: Electricity cuts due to load-shedding pose a threat to the already ailing economy, which was already negatively impacted by Covid 19.	Facilitate the implementation of the Limpopo Renewable Energy Strategy Action Plan to enhance electricity generation capacity and explore other alternative sustainable ways of ensuring energy security and supply.	The Limpopo Renewable Energy Strategy and its accompanying Implementation Plan have been approved by the Executive Council (EXCO), establishing a comprehensive framework for advancing renewable energy initiatives within the province. To ensure effective execution, the implementation of the Renewable Energy Strategy will also be monitored and evaluated through the Limpopo Development Plan (LDP) 2025–2030.
Water shortages: Water shortages in the province are due to the delayed implementation of bulk water resources as well as operation and maintenance. This does not only pose challenges to the society in ensuring access to basic services, it also negatively affects effective implementation of catalytic projects that underpin the provincial industrialization agenda.	Facilitate the functioning of the Premier War Room on water to ensure immediate solutions to water interruptions while developing long term sustainable strategies to water provision. Coordinate the development of strategies, frameworks, and plans to inform water interventions.	The Limpopo Water Intervention Plan has been updated on a quarterly basis by the Provincial Water Infrastructure Technical Working Group. This proactive oversight has facilitated the revival of previously stalled projects by providing necessary technical and financial support. Coordinated the establishment of Water War Rooms in Polokwane, Makhado, and Mopani (Nwamitwa) to address immediate water supply interruptions while formulating sustainable, long-term solutions. Measures have been put in place (refurbishment of boreholes) while construction of sustainable bulk and reticulation system is underway. Provided in developing key water management strategies to address the province's water challenges. This initiative is particularly pertinent given that, as of 2023 (General Households Survey), only 64.2% of households in Limpopo had access to piped water. Notably, two significant strategies are nearing completion: 1. The Limpopo Differentiated Approach on Water. 2. Limpopo Bulk Water Master Plan.

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
Gender-Based Violence Gender-Based Violence and Femicide (GBVF) continues to be a problem in a number of hotspots in the province.	Implement the resolutions of the 2nd Presidential GBVF Summit. Strengthen the coordination and governance capacity of NGOs within the GBVF sector. Increase the number of shelters for victims of GBVF in the Province in collaboration with the Department of Public Works, Roads, and Infrastructure. Capacitate Traditional Leaders, interdenominational-based Faith-based organizations to be effective respondents to incidences of GBVF. (CoGHSTA, NPA, DoH, DTCS).	The Limpopo Gender Based violence steering Committee coordinates the implementation of the national strategic plan on gender-based violence and femicide framework in line function departments and are effectively and efficiently facilitating the six pillars as follows: - Pillar 1: Accountability, Coordination and Leadership • Established a provincial steering committee on GBVF • Established Rapid Response teams in all districts. • Partnered the European Union on the GBVF rollout in the province by appointing consultants. • Established men's forums to fight the scourge of gender-based violence Pillar 2: Prevention and Rebuilding Social Cohesion. • To achieve a Strengthened delivery capacity in South Africa to roll out evidence-based prevention programmes; 22 campaigns conducted during the sixteen days on no violence against women and children and additional 12 campaigns were conducted in the fourth quarter. Pillar 3: Justice, Safety and Protection • The department of transport and community safety, SAPS, National prosecuting authority and public protector jointly collaborate to create a dent on cases of gender-based violence. • Department of Justice and Constitutional development initiated a 100 day challenge to improve the provisioning of services • The statistical rate of sexual violence has improved

Challenges	Mechanisms to Address them	Progress on Implementation of the Interventions
		drastically in the province. Pillar 4: Response, Care, Support and Healing • To achieve a Strengthened existing response, care and support services by the state and civil society in ways that are victim-centred and survivor-focused to facilitate recovery and healing. • 26 228 persons accessed social crime prevention programme and 480 children in conflict with the law. This was done over a target of 18500 persons to be reached. Pillar 5: Economic Empowerment • Women and men in the province are economically empowered through the Provincial Procurement Policy. See the below table for the Provincial status on the Procurement of 40% of women. • 74 NPO are being funded by DSD on the gender-based violence programme. • 600 women entrepreneurs were skilled on different skills programme to equip them to improve access to funding. Pillar 6: Research and Information Systems • University of Limpopo have initiated research on the impact of gender-based violence and femicide in various communities around Mankweng villages.

Provincial Procurement of 25% for Women during the Period Under Review:

DEPARTMENT	TOTAL SPEND	BLACK OWNED (65%)	WOMEN (25%)	YOUTH (25%)	DISABLED (7%)	RURAL/ TOWNSHIP (10%)	MVAs (5%)	SMMEs (70%)
DARD	R730 266 871	75%	31%	11%	0,20%	14%	0,17%	80%
COGHSTA	R274 077 782	38%	16%	11%	0,05%	8%	0,00%	38%
LEDET	R237 771 828	46%	24%	5%	0,15%	6%	0,19%	63%
EDUCATION	R5 916 945 613	66%	15%	8%	0,22%	8%	0,12%	51%
HEALTH	R9 908 655 010	53%	14%	7%	0,25%	7%	0,04%	48%
OTP	R172 522 239	38%	12%	6%	0,06%	6%	0,06%	44%
LPT	R114 290 998	44%	7%	3%	0,25%	4%	0,01%	45%
DPWRI	R1 302 620 371	69%	25%	10%	0,05%	11%	0,11%	68%
DSD	R308 900 867	58%	27%	11%	0,50%	12%	0,10%	60%
DSAC	R347 882 951	66%	25%	14%	0,23%	11%	0,02%	77%
DTCS	R457 667 799	49%	18%	8%	0,13%	16%	0,03%	53%
TOTAL SPEND		R19 771 602 330						
LEGEND								
No Spend / Very low spend								
Partially Achieved (Above 50% of the target)								
Fully Achieved								

OPPORTUNITIES AND EMERGING PRIORITIES

Opportunities	Emerging Priorities
The Final Draft Limpopo Spatial Development Framework 2025, The Final Draft Limpopo Development Plan 2025-2030 and the approved Limpopo Renewable Energy 2025 to guide sustainable socio-economic, development in the 7 th Administration.	1. Emerging priorities for the 7th Administration are as follows: 2. Transformation and modernization of the provincial economy 3. Economic Transformation, Job Creation and International Cooperation 4. Integrated and sustainable socio-economic infrastructure development 5. Spatial transformation for integrated socio-economic development 6. Accelerate social change and improve the quality of life of Limpopo's citizens 7. Strengthen crime prevention and build safer communities 8. Provision of quality education and a quality healthcare system 9. Transform public service for effective and efficient service delivery 10. Invest in human capital for a developmental state 11. Digitalization transformation to improve efficiency

Despite these challenges, the Office remained committed to driving a capable, ethical, and developmental state. Through the implementation of the Limpopo Development Plan (LDP), the Office of the Premier continues to play a central role in aligning provincial strategies with national priorities and ensuring that government performance contributes meaningfully to improved quality of life for all Limpopo residents.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

The purpose of the Service Delivery Improvement Plan (SDIP) for the Office of the Premier is to enhance the quality, efficiency, and responsiveness of services provided to citizens and stakeholders. Its significance lies in promoting a culture of continuous improvement, accountability, and customer-centric governance, ensuring that the Office effectively supports provincial development priorities and the needs of the public. The department has completed a Service Delivery Improvement Plan. The tables below highlight the service delivery plan and the achievements to date.

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Facilitate the development and monitor the implementation of WSP in all the Provincial Departments	Provincial Departments	Inadequate implementation of WSP in all the Provincial Departments	100% implementation of the WSP by Provincial Departments	Improved adherence to the WSP by Provincial Departments. Commenced with the implementation of the revised Strategy
Facilitate the development and implementation of Integrated Planning Framework	Provincial Departments and Municipalities	Minimal implementation of integrated planning framework	100% Assessment of Strategic plans, APPs and IDPs	100% APPs 2024/25 and IDPs 2024/25 have been assessed as guided by the Revised Framework for Strategic Plans and Annual Performance and IDP Assessment Template respectively.

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

Current/actual	Desired arrangements	Actual achievements
Consultation	Consultation with provincial departments on the implementation of	All desired arrangement in the province have been achieved
Courtesy	Through forums, bilateral and meetings	All desired arrangement in the province have been achieved
Access	Acknowledgement letters	All desired arrangement in the province have been achieved
Information	Feedback meetings with provincial departments	All desired arrangement in the province have been achieved
Openness & Transparency	Advocate policy and directives to departments	All desired arrangement in the province have been achieved
Redress	Communicate non-compliance to departments	All desired arrangement in the province have been achieved
Value for Money	Provision of services in a cost-effective manner.	All desired arrangement in the province have been achieved

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
N/A	N/A	N/A

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Premier's Hotline	90% resolution of all complaints received	93.00 %
Presidential Hotline	90% resolution of all complaints received	99.3 %

2.3 ORGANISATIONAL ENVIRONMENT

The 2024/25 financial year marked a pivotal period for the Limpopo Office of the Premier, defined by transformative internal developments that significantly enhanced the Office's ability to deliver on its Strategic Plan and Annual Performance Plan. These developments reflected the institution's commitment to responsive governance, administrative excellence, and strengthened policy coordination.

A defining milestone during the year was the appointment of a female Premier following the national and provincial elections in May 2024. This historic transition introduced renewed political leadership, underpinned by a vision of ethical governance, accelerated service delivery, and the empowerment of women and youth. The Office of the Premier responded proactively to this shift, initiating a comprehensive institutional handover process to ensure continuity and alignment with the new administration's priorities. This involved a series of internal planning sessions, a review of strategic implementation frameworks, and the reinforcement of coordination mechanisms across departments.

In tandem with the leadership transition, the Office oversaw the formal induction and strategic onboarding of the newly appointed Executive Council (EXCO) members of the 7th Administration. This process included structured workshops to orient Members of the Executive Council (MECs) to provincial governance frameworks, their legislative responsibilities, and the key policy instruments guiding provincial development, such as the Limpopo Development Plan (LDP). The induction programme also facilitated interdepartmental collaboration on performance monitoring, budget alignment, and enhanced intergovernmental coordination to ensure seamless policy continuity and effective service delivery.

Institutional governance also saw notable progress. The Office made significant strides in improving administrative efficiency and internal control systems. A core pillar of this effort was the continued work of the Ethics and Integrity Unit, which championed clean

governance through proactive risk assessments, integrity management programmes, and ethics awareness training. Importantly, no corruption incidents were reported during the year under review - testament to the Office's preventative governance posture and ongoing commitment to transparency and accountability.

Overall, the Office of the Premier exhibited resilience, adaptability, and strategic foresight during a period of major political and organizational transition. By prioritizing structured leadership change, institutional readiness, and ethical administration, the Office positioned itself as a central enabler in supporting the 7th Administration's mandate of building a capable, developmental, and people-centred provincial government.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

Not applicable.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

3.1 Measuring Impact

Impact Statement	A capable and development oriented provincial administration
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3.1.1. Measuring Outcome

Outcome	Outcome Indicator	Baseline	Five Year Target	Progress to date
Corruption incidents reduced within the Office of the Premier	Number of strategic objectives of the anti-corruption strategy implemented	09 strategic objectives of the Public Service Anti-Corruption strategy implemented in the Office of the Premier.	09 strategic objectives of the Public Service Anti-Corruption strategy implemented in the Office of the Premier.	05 strategic objectives of the Public Service Anti-Corruption strategy implemented in the Office of the Premier.
Effective and efficient financial management services provided	Number of credible quarterly financial statements.	5 sets of credible Annual Financial Statements.	5 sets of credible Annual Financial Statements.	5 sets of credible Annual Financial Statements.
Effective and Efficient corporate management services provided	Number of Prioritised Human Resources services provided	2 Prioritised Human Resources services provided.	3 Prioritised Human Resources services provided.	3 Prioritised Human Resources services provided.
Digitally Transformed Office of the Premier	Number of application systems developed and implemented as per the	Not Measured	12 application systems and network infrastructure developed	12 application systems and network infrastructure developed

Outcome	Outcome Indicator	Baseline	Five Year Target	Progress to date
	configuration standards document			
Functional Provincial Government	Number of Departments complying with government policies and frameworks	Government policies and frameworks available	All Provincial Departments complying with government policies and frameworks	All provincial departments complying with government policies and frameworks
	Number of departments complying with Strategies of five targeted groups	Not Measured	All Provincial Departments mainstreamed six targeted groups.	All provincial departments complied with the strategies of the six targeted groups (inclusive of Military Veterans).
	% of reported National Anti-Corruption Hotline Cases resolved	79% of reported National Anti-Corruption Hotline Cases resolved.	85% of reported National Anti-Corruption Hotline Cases resolved.	92% of reported National Anti-Corruption Hotline Cases resolved
	Number of departments with accessible digital government services	Not Measured	All Departments to have accessible digital government services.	Digital government services are accessible in the following departments: 1. LEDET Central Reservation Systems & Website Wildlife Permit System: Phase 1 Liquor License System Wildlife Permit System 2. OTP eRecruitment Management System

Outcome	Outcome Indicator	Baseline	Five Year Target	Progress to date																		
				1. LDARD Itemele Farmer Support Solution 2. DTCS Taxi Registration System 3. Education eLearning System in 106 Schools																		
	Quantum of legal contingent liability	R8.9 billion	5% reduction per year	<table><tr><th>Period</th><th>Amount</th><th>% Change</th></tr><tr><td>2024/2025</td><td>R13 513 788 316,48</td><td>52,51% Increase</td></tr><tr><td>2023/2024</td><td>R8 861 069 549,73</td><td>-12.01% Decrease</td></tr><tr><td>2022/ 2023</td><td>R10,070,538,607.12</td><td>-35.7% Decrease</td></tr><tr><td>2021/ 2022</td><td>R15,659,959,383.96</td><td>23.7% Increase</td></tr><tr><td>2020/ 2021</td><td>R12,656,444,071.17</td><td>baseline</td></tr></table>	Period	Amount	% Change	2024/2025	R13 513 788 316,48	52,51% Increase	2023/2024	R8 861 069 549,73	-12.01% Decrease	2022/ 2023	R10,070,538,607.12	-35.7% Decrease	2021/ 2022	R15,659,959,383.96	23.7% Increase	2020/ 2021	R12,656,444,071.17	baseline
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2021/ 2022	R15,659,959,383.96	23.7% Increase																				
2020/ 2021	R12,656,444,071.17	baseline																				
	Quantum of legal costs and fees	Not measured	5% reduction per year	<table><tr><th>Period</th><th>Amount</th><th>% Change</th></tr><tr><td>2024/2025</td><td>R7 929 273,69</td><td>50,06% Increase</td></tr><tr><td>2023/2024</td><td>R5 284 173,63</td><td>481,29% Increase</td></tr><tr><td>2022/ 2023</td><td>R909,035.81</td><td>-17.7% Decrease</td></tr><tr><td>2021/ 2022</td><td>R1,103,871.93</td><td>151.9% Increase</td></tr><tr><td>2020/ 2021</td><td>R438 215.49</td><td>baseline</td></tr></table>	Period	Amount	% Change	2024/2025	R7 929 273,69	50,06% Increase	2023/2024	R5 284 173,63	481,29% Increase	2022/ 2023	R909,035.81	-17.7% Decrease	2021/ 2022	R1,103,871.93	151.9% Increase	2020/ 2021	R438 215.49	baseline
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2021/ 2022	R1,103,871.93	151.9% Increase																				
2020/ 2021	R438 215.49	baseline																				
	Number Government priorities communicated	4 Reports on the communication of all Government priorities	7 Government priorities communicated.	7 Government priorities communicated.																		
Functional and integrated government.	Evidence-based policy making and planning.	Planning and M&E instruments are not integrated.	Effective coordination of integrated provincial planning,	Integration Planning Action Plan was developed and implemented to enhance coordination of integrated provincial planning. The Action Plan facilitated the development of frameworks for guiding the development of Cluster Programme of Action, and Strategic Planning of departments																		

Outcome	Outcome Indicator	Baseline	Five Year Target	Progress to date
			monitoring, and evaluation.	to ensure alignment, integration and implementation of provincial priorities. Further, platforms such as the Provincial Development Forum, IDP Engagement Session, Provincial Growth Points Forum, Provincial Water Infrastructure Technical Water Group, Provincial SPLUMA Forum were facilitated to provide opportunities for planners to engage on matters of mutual interest, fostering alignment and integration across departments and sectors. Provincial Plans including the Final Draft LSDF 2025, Final Draft Limpopo Development Plan 2025-2030 have been drafted for processing to EXCO, once endorsed, they will serve as the foundational spatial and developmental blueprints guiding the 7th Administration's efforts to achieve sustainable growth, economic resilience, and social upliftment across the province
	Number of PIGF convened	2 PIGF convened	10	10 PIGF convened
Efficient management of International Relations within the Provincial Administration.	% of active MOUs monitored	Not measured	100%	100% of active MOU monitored
	% of Donor funded Projects/ Programmes monitored and supported	Not measured	80%	80% of Donor - funded projects/programmes monitored and supported

3.1.2 NARRATIVE ON THE SIGNIFICANT ACHIEVEMENTS ABOUT THE CONTRIBUTION TOWARD THE 2019-24 MEDIUM TERM STRATEGIC FRAMEWORK AND THE LIMPOPO DEVELOPMENT PLAN.

The Limpopo Development Plan (LDP) 2020–2025, serves as the province's strategic blueprint for integrated development and service delivery across all sectors. Aligning with South Africa's National Development Plan (NDP) Vision 2030, the LDP outlines Limpopo's commitment to reducing poverty, unemployment, and inequality. The plan identifies high level development targets to steer the province's growth and development initiatives as follows:

The LDP 2020-2025 identified nine development targets to guide growth and development for the province as follows.

INDICATOR	BASELINE	TARGET
Increased contribution to GDP	7.2%	9%
Number of jobs created	448,000	500,000
Increased GDP growth rate	1.4%	2%
Reduction of official unemployment	23.1%	14%
Reduction of income inequality	0.57	0.5
Reduced % of people living in poverty	52%	20%
Increased matric pass rate from 73.2 to 80%	73.2%	80%
Increased access to basic services		
Water	74.1	80
Electricity	97.2	95
Sanitation	58.6	65
Reduction of HIV Aids mortality	91-72-89	90-90-90
Premature mortality due to non-communicable diseases	36%	26%

The plan is also aligned to the Medium-Term Strategic Framework (2019-2024) priorities as highlighted in the table below:

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
Priority 1. A Capable, Ethical and Developmental State	Transform public service for effective and efficient service delivery	The provincial departments, SOEs and municipalities achieved the following audit outcomes for the 2024/25 financial year. Provincial Departments - Five departments achieved clean audit outcomes (OTP, LPT, DTCS, LEDET and DSAC). - Seven departments received unqualified audit opinions (Provincial Legislature, DoH, DARD, CoGHSTA, DPWR&I, DoE and DSD). SOEs - One public entity achieved a clean audit outcome (Limpopo Tourism Agency). - Two public entities achieved unqualified audit outcomes (GAAL and LGB). - Two public entities achieved qualified audit outcomes (LEDA and RAL). The Municipalities - Two (2) Municipalities achieved clean audit outcomes (Capricorn District Municipality and Waterberg District Municipality). - Thirteen (14) Municipalities achieved unqualified audit opinions: Greater Letaba, Greater Tzaneen, Greater Giyani, Makhuduthamaga, Musina, Makhado, Ephraim Mogale, Fetakgomo-Tubatse, Lephalale, Lepelle-Nkumpi, Polokwane, Maruleng, Molemole and Mogalakwena. - Eleven (10) Municipalities achieved qualified audit opinions: Blouberg, Ba-Phalaborwa, Bela-Bela, Mopani District Municipality, Sekhukhune, Vhembe, Modimolle-Mookgopong,

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		Collins Chabane, Thulamela, and Elias Motswaledi) - One (1) Municipality received a disclaimer opinion: Thabazimbi Filling of Strategic Posts - Nine (9) Heads of departments posts are filled and two (2) are vacant (DOH and DSAC) - Eleven (11) CFO posts for all departments are filled. - Twenty-three (24) Municipal Manager posts are filled and three (03) are vacant (Maruleng, Phalaborwa and Lepelle-Nkumbi) - Twenty-four (24) CFO posts for municipalities are filled and three (3) are vacant (Phalaborwa, Vhembe and Thabazimbi). 99.3% per cent of all cases reported on the Presidential Hotline have been resolved. 99% compliance to payments made within 30 days by Provincial Departments. All departments are complying with the 10% vacancy rate of funded vacant posts on PERSAL

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
	Invest in human capital for a developmental state	The Limpopo Human Capital Investment Strategy During the 2024/25 financial year, the Limpopo Administration made significant progress in implementing the Limpopo Human Capital Investment Strategy (LHCIS), particularly through a strategic partnership with the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MerSETA). MerSETA allocated over R136 million towards skills development initiatives in the province, targeting 960 predominantly unemployed youth. The skills programme was implemented in two phases. Phase 1 focused on apprenticeship training for 500 young people in trades such as motor mechanics, diesel mechanics, mechanical fitting, welding, and electrical work. An additional 70 youth received training through the Artisan Recognition of Prior Learning programme in the same trades. Phase 2 included learnerships in New Venture Creation (NQF Level 2) for nearly 250 participants, aimed at enhancing youth entrepreneurship. Furthermore, 10 youth-led SMMEs were supported through product standardisation training, while another 130 young people were trained in solar installation through short skills programmes. Institutional capacity to support these initiatives was strengthened through the Limpopo Human Resource Development Council, chaired by the Premier, and its technical arm, the Limpopo Skills Development Forum, chaired by the Director-General. These structures

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		provided strategic oversight and technical support to ensure effective implementation of SETA-funded projects across the province. The Limpopo SMS Capacity Building Programme In the 2024/25 financial year, the Limpopo Office of the Premier implemented the Limpopo SMS Capacity Building Programme to address skills gaps and support the administrative transition from the 6th to the 7th term following the May 2024 national elections. This initiative aligned with the National Framework Towards the Professionalisation of the Public Sector (adopted in October 2022), which emphasizes professional, skilled, ethical, and constitutionally grounded public service. The training programme aimed to enhance the competencies of newly elected public representatives and their support staff, ensuring alignment with legislative, policy, and administrative requirements. A total of 226 participants benefited from the programme, which was led by the Office of the Premier in collaboration with the WITS School of Governance, the National School of Government, and in-house experts from provincial and national government.

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		Key highlights of the workshops and six months courses are disaggregated below together with the beneficiaries per programme: • Eighteen (18) participants, including EXCO members, senior officials from the Office of the Premier, and the Limpopo Provincial Commissioner of the Public Service Commission, attended the EXCO Induction Workshop facilitated by the National School of Government (NSG). • Forty-three (43) support staff members of EXCO, including directors, parliamentary officers, media liaison officers, and protocol officers, attended an induction workshop coordinated in-house by the Office of the Premier with support from senior government experts. • Forty (40) Planners from various Departments and State Entities attended Theory of Change training conducted by the National School of Government (NSG). • Twenty-five (25) Government Communicators from various Provincial Departments, State Entities, SAPS, Municipalities and Department of Employment Labour attended a workshop titled “Enhancing the capacity of Government Communications and Marketing offered by WITS School of Governance (WSG). • Twenty-five (25) officials from various Departments attended a workshop on Leadership capacity building for digital government offered by WSG. • Twenty-five (25) officials from various Departments attended a workshop on Unpacking the

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		Role of Political Economy – Scenario planning offered by WSG. - Twenty-five (25) officials from various Departments and State Entities attended six months courses on Economic Planning, Development and Investment Promotion offered by WSG. - Twenty-five (25) officials from various Departments and State Entities attended six months course on Infrastructure Planning and Project Management offered by WSG. - The 2 six months courses have concluded and final assessment in a form of examination done. Successful candidates will be invited to attend the graduation in July 2025 to be arranged and facilitated by WITS School of Government.
Priority Economic Transformation and Job Creation 2.	Transformation and modernization of the provincial economy	SMMEs Support 508 Township and Rural Enterprises Supported through the Township and Rural Economy strategy 125 SMMEs supported with incubation 7983 beneficiaries benefited from of Business Skills Training 25 companies owned by Military Veterans provided with business support 125 entrepreneurs were trained through productivity and competitiveness programmes as part of the Limpopo Socio-Economic Recovery Plan Agricultural Development 180 Agri-businesses supported with marketing services 2750 Farmers supported with production economic services 65 ha of citrus orchards were planted at Majeje Citrus 18 awareness workshops were conducted to empower cannabis production stakeholders. 634 agricultural producers are using climate smart technologies. - More than 1 500ha of agricultural land has been rehabilitated

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		Bulk Water Supply - Construction of raising the Tzaneen Dam is at 47% and completion is expected in February 2026. - The Phase 2A of the Mogalakwena Bulk Water Supply project has been completed. - The Sinthumule Kutama Phase 3 of 3 Bulk Water Supply has been completed including the Luvuvhu Government Water Scheme. - The Mooihoek Bulk Water Supply Phase 4 of 4 has been completed. Improved Road Infrastructure 47 kilometres of gravel roads have been re-gravelled. 52 618 kilometres of gravel roads have been bladed. 712 202 square metres (m²) of surfaced roads have been rehabilitated. 35 Kilometres of gravel roads have been upgraded to tar 29 026 EPWP job opportunities were created by the Infrastructure Cluster departments.
Priority Education, Skills and Health	3. Provision of quality Education and quality Health Care System	Provision of Quality Education - Matric pass rate has increased from 79.5% in 2023 to 85.01% in 2024 marking an improvement by 5.51 per cent. 176 classrooms were built in public ordinary schools - The number of learners who obtained bachelor passes increased from over 34,018 (36.4 per cent) in 2023 to 41,370 (44.3 per cent) in 2024. Provision of Quality Healthcare - The construction of the Limpopo Central Academic Hospital is at 30% while expenditure is at 16%. 1.1% of people aged between 25 and 24 years tested HIV positive in public facilities.

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		81% essential medicine available at Primary Health Care facilities. 87% essential medicine available at Hospital facilities. 82% essential medicine available at Depot facilities. The construction the Limpopo Provincial Theatre is at 40% with an expected completion date of February 2027.
Priority 4. Consolidating the Social Wage through Reliable and Quality Basic Services	Integrated and Sustainable socio-economic infrastructure development	Access to Basic Services - Water - 64.2% - Electricity – 97.1 - Sanitation – 61.9%
	Accelerate social change and improve quality of life of Limpopo Citizens	- Approximately 137,419 beneficiaries are benefiting from social, and behaviour change programmes. - More than 20,436 beneficiaries received psychosocial support services. 3,516 Public Ordinary and 35 Special Schools provided learners with meals as per the National School Nutrition Programme - Nearly 505 schools are providing learner transport as per Learner Transport Policy. 22,821 people accessed food through the Department of Social Development feeding programmes (centre based) 9,535 households accessing food through DSD food security programmes.
Priority 5. Spatial Integration, Human Settlements and Local Government	Spatial transformation for integrated socio-economic development	The province is utilising the Limpopo Spatial Development Framework (LSDF) to facilitate spatial transformation for integrated socio-economic development through 11 Provincial Departments and 27 Municipalities. The review of the LSDF (2016) has been concluded and ready for processing to EXCO in in terms of Spatial Planning and Land Use Management Act, 2013 (SPLUMA). The final draft LSDF 2025 outlines the desired and intended pattern of land use development

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
		to ensure a spatial transformation that will inform the socio-economic patterns of the province. It further affirms the notion of “spatial targeting”- resources are focused and consolidated in selected areas through a coordinated approach and in response to identified development opportunities, hence, the “Provincial Growth Points (PGP) approach” to planning and development was endorsed. The final draft LSDF Nodal Strategy identified eleven municipalities as Provincial Growth Points. These municipalities are inherently anchoring the comparative advantages of the province. They anchor catalytic projects such as SEZs, Industrial parks, Agriparks, Logistic hubs and major nature reserves, amongst others. Further, the final draft LSDF introduces a productive region approach defined as a functionally linked areas with an interconnected system consisting of nodes, which serve as gateways to economic activity, connective infrastructure that is the conduit for moving people, goods and information, areas of value adding in urban economic activities (e.g. manufacturing, retail, services), and areas of value adding in rural economic activities (e.g. mining, agriculture and tourism). The Limpopo SPLUMA forum that oversees the implementation of SPLUMA in the province is functional and processing reports to the “National SPLUMA forum”. Housing Programme • More than 5000 low-cost housing units have been built including Military Veterans. Municipal Infrastructure Grant • Municipalities spent 90 per cent of their 2023/24 Financial Year Municipal Infrastructure Grant.
Priority 6. Social Cohesion and Safe	Strengthen crime prevention and social cohesion	• Conviction rate of the sexual offences is at 69% while the conviction rate for trio crimes is at 67%. • More than 157 victims of GBVF crime accessed sheltering services.

MTSF (2019-2024) PRIORITIES	LDP (2020-2025) PRIORITIES	PROGRESS SO FAR
Communities		• More than 11,200 victims of crime and violence accessed support services through the victim empowerment programme. • More than 26,228 people were reached through social crime prevention programmes while implementing the Integrated Social Crime Prevention Strategy. • More than 78,600 people were reached through substance abuse prevention programmes. • 478 community feedback meetings were conducted by ward councillors. • 5% of road crash fatalities were reduced.
Priority 7: A Better Africa and World	Economic transformation and job creation through regional integration	The province advanced its efforts through various high-level international engagements and cooperative initiatives. These included a ministerial mission to Bulawayo Metropolitan Province in Zimbabwe, which resolved to convene a Joint Political Council to operationalise the existing Memorandum of Understanding with Matabeleland. Additionally, the Limpopo Investment Conference held in November 2024 attracted international participation, further cementing the province's role in regional economic diplomacy and economic development. The Ambassador of the Kingdom of the Netherlands paid a courtesy visit to the province in October 2024, promoting bilateral relations and knowledge exchange. The province demonstrated a consistent commitment to international collaboration and diplomacy through activities that included participation in the Africa Prominent Young Leaders Training Programme in China, engagements at the Ongwediva Annual Trade Fair in Namibia, and cultural exchange visits to Mozambique and Malawi. The province also hosted delegations from Venezuela and the USA, including the American Ambassador's public lecture at the University of Venda.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 PROGRAMME 1: ADMINISTRATION SUPPORT SERVICES

Programme 1 is entrusted with the responsibility of providing administrative support to the Premier and the Director General in fulfilling their legislative oversight function and in promoting good corporate governance.

The programme has the following sub-programmes:

- **Premier Support** – To provide strategic support services to the Premier.
- **Strategic Management Support Services** – To manage and provide administrative support services to the Director General.
- **Administration Services** – To render corporate services.
- **Financial Management** – To manage financial administration and supply chain management.
- **Labour relations** – To manage and monitor labour relations cases within the Office of the Premier and promote Labour peace.
- **Protocol Services** – To manage protocol services within the province.

Programme 1 contributes to the following institutional outcomes:

- Corruption incidents reduced within the Office of the Premier.
- Effective and efficient financial management services provided.
- Effective and Efficient corporate management services provided.
- Digitally transformed Office of the Premier

4.1.1 Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Programme: Administration Support Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
Corruption incidents reduced within the Office of the Premier	Strategic Pillars of the National Anti-Corruption Strategy implemented	Number of strategic pillars of the National Anti-Corruption Strategy implemented.	5	5	5	5	None	None	None
Effective and efficient financial management services provided.	Payment of legitimate suppliers' invoices within 30 days	% of legitimate supplier invoices paid within 30 days	Not measured	100%	100%	100%	None	None	None
	Preferential procurement spent on women	% of preferential procurement spent on women.	Not measured	Not measured	20%	66%	46%.	The overachievement was due to the provincial heritage, women's and youth days celebrations	None

Programme: Administration Support Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	Preferential procurement spent on youth	% of preferential procurement spent on youth.	Not measured	Not measured	25%	33%	8%.	The overachievement was due to the provincial heritage, women's and youth day celebrations	None
	Preferential procurement spent on people with disability	% of preferential procurement spent on people with disability.	Not measured	Not measured	5%	0.58%	4.42%	There are few service providers from the designated group (people with disabilities) on the central supplier database for the requested services.	None
	Revenue collected	% of forecasted own revenue collected	104%	117%	95%	426%	331%	The Office had an over-collection of 331% due to a once-off debt	None

Programme: Administration Support Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
								collected from SITA and the Limpopo Economic Development Agency.	
	Debt recovered	% of debt recovered against total recoverable debt	143%	110%	95%	819%	724%	The Office had an over-collection of 724% due to a once-off debt collected from SITA and the Limpopo Economic Development Agency.	None
	Internal Audit recommendations implemented	% of internal audit recommendations implemented	100%	94%	98%	100%	2%	The Office implemented all internal audit recommendations, which is 2% over the target.	None

Programme: Administration Support Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/Annual targets
	External audit recommendations implemented.	% of external audit recommendations implemented.	83%	100%	98%	83%	15%	The Office underperformed by 15% - Awaiting LPT to finalise forensic investigation on one recommendation.	None
Effective and efficient corporate management services provided.	A Business Continuity Management Plan implemented.	Number of stages of the Business Continuity Management Plan Lifecycle implemented.	Not measured	Not measured	5	4	1	Part B of stage 5 (Evacuation Drill) could not be carried out during the 4 th quarter to allow the relocation process to be completed.	None
	Average vacancy rate in the Office of the Premier.	% average vacancy rate in the Office of the Premier.	12.5% vacancy rate in the Office of the Premier.	5.93%	10%	7.95%	None	None	None

Programme: Administration Support Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	Training programmes in the Workplace skills plan implemented	Number of training programmes in the Workplace skills plan implemented.	5	4	4	4	None	None	None
Digitally transformed Office of the Premier	ICT application systems are implemented as per the configuration standards document.	Number of ICT application systems implemented as per the configuration standards document.	2	3	3	3	None	None	None

4.1.2 Linking performance with budgets.

Administration	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
PREMIER SUPPORT	15,618	15,583	35	19,385	19,277	108
EXECUTIVE SUPPORT SERVICES	4,435	4,426	9	4,057	4,040	17
DIRECTOR GENERAL	33,081	33,022	59	34,671	34,450	221
FINANCIAL MANAGEMENT	89,090	88,985	105	90,940	90,191	749
PROGRAMME SUPPORT ADMINISTRATION	11,550	11,535	15	11,120	11,100	20
TOTAL	153,774	153,551	223	160,173	159,058	1,115

4.1.3 STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE

Deviation from Planned Target to Actual Achievement 2024/2025	Reasons for Deviations	Strategy to Overcome areas of Under Performance
4.42% of preferential procurement was not spent on people with disability.	There are few service providers from the designated group (people with disabilities) on the central supplier database for the requested services.	Continue to advocate for designated groups to register on the central supplier database through the Service Delivery Directorate.
15% of external audit recommendations were not implemented.	The Office underperformed by 15% - Awaiting LPT to finalise forensic investigation on one recommendation.	Follow up with LPT on the outstanding investigation report. The Office will continue to monitor the implementation of the external audit recommendation.

Deviation from Planned Target to Actual Achievement 2024/2025	Reasons for Deviations	Strategy to Overcome areas of Under Performance
1 stage of the Business Continuity Management Plan Lifecycle was partially implemented.	Part B of stage 5 (Evacuation Drill) could not be carried out during the 4 th quarter to allow the relocation process to be completed.	Part B (Evacuation drill) of stage 5 will be implemented in the next financial year after the relocation process is completed.

4.1.4 Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

4.2 PROGRAMME 2: INSTITUTIONAL SUPPORT SERVICES

Programme 2 has been established to ensure that the Provincial Administration has the capacity to deliver on its mandate. This programme ensures that there are policies, processes and systems enabling the Provincial Administration to deliver services are in place.

The Programme has the following sub-programmes: -

- **Strategic Human Resources** – To coordinate Transversal Strategic Human Resources.
- **Provincial HRD Strategy and Policy** —To coordinate the implementation of the Provincial HRD Strategy.
- **Transformation Programmes** – To coordinate and promote Transformation programmes.
- **Provincial Information and Communication Technology** – To coordinate ICT services, Records and Knowledge Management.
- **Legal Services** – To coordinate Provincial Legal services.

Programme 2 contributes to the following institutional outcomes:

- Functional Provincial Government.

4.2.1 Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
Functional Provincial Government	Provincial departments monitored on resolving labour relations cases	Number of provincial departments monitored on	Not all reported disciplinary cases were finalised within 90 days in all	11	11	11	None	None	None

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	within prescribed timeframes.	resolving labour relations cases within prescribed timeframes	provincial departments. Out of 356 cases, 148 (42%) were finalised within prescribed timeframes						
	Provincial Departments monitored on compliance with the average vacancy on PERSAL.	Number of departments monitored on compliance with the 10% average vacancy on PERSAL	5	11	11	11	None	None	None
	Development of Limpopo HRD Public Sector Plan.	Development of Limpopo HRD Public Sector Plan.	Not measured	Not measured	Limpopo HRD Public Sector Plan developed	The Limpopo HRD Public Sector Plan was developed.	None	None	None

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	Departments monitored on the implementation of strategic pillars of the National Anti-Corruption Strategy	Number of departments monitored on the implementation of strategic pillars of the National Anti-Corruption Strategy	11	11	11	11	None	None	None
	Targeted Stakeholder groups engaged in Transformation Programmes	Number of targeted Stakeholder groups engaged on Transformation programmes	6	6	6	6	None	None	None
	Provincial departments monitored on the implementation of Service	Number of provincial departments monitored on the implementation	10	9	11	11	None	None	None

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	Delivery Improvement Plan.	of the Service Delivery Improvement Plan							
	Provincial departments monitored on implementation of Corporate Governance of Information Communication and Technology Policy Framework	Number of provincial departments monitored on implementation of Corporate Governance of Information Communication and Technology Policy Framework.	11	11	11	11	None	None	None
	Government priorities communicated.	Number of government priorities communicated.	Not measured	Not measured	7	7	None	None	None
	ICT Digital Projects implemented as	Number of ICT Digital Projects implemented	0	0	2	2	None	None	None

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	part of the eGovernment Strategy Implementation Plan.	as part of the eGovernment Strategy Implementation Plan.							
	Provincial departments implementing government information management prescripts.	Number of provincial departments monitored on the implementation of government information management prescripts.	11	11	11	11	None	None	None
	Default judgements prevented	Number of default judgments	Nil	Nil	Nil	Nil	None	None	None
	Prescribed cases prevented.	Number of prescribed cases	Nil	Nil	Nil	Nil	None	None	None
	Provincial legislation	% of provincial legislation	100%	100% (19)	100%	100% (44)	None	None	None

Programme: Institutional Development Support									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	drafted in line with service standards timeframes	drafted in line with service standards timeframes							
	Provincial contracts drafted in line with service standards timeframes	% of provincial contracts drafted in line with service standards timeframes	100%	100% (22)	100%	100% (42)	None	None	None
	Legal opinions provided.	% of legal opinions provided in line with service standards timeframes	95.83%	98.45%	100%	98,88%	1.12%	The matter was complex and involved a lot of research on property law.	None

4.2.2 Linking performance with budgets.

Institutional Development	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
STRATEGIC HUMAN RESOURCES	62,371	62,221	150	66,727	66,275	452
INFORMATION COMMUNICATION TECHNOLOGY	74,520	70,964	3,556	95,005	94,286	719
LEGAL SERVICES	17,323	17,309	14	22,175	21,961	214
COMMUNICATION SERVICES	36,054	35,234	820	33,604	33,369	235
PROGRAMME SUPPORT INSTITUTIONAL DEVELOPMENT	10,965	10,952	13	11,311	11,140	171
TOTAL	201,233	196,680	4,553	228,822	227,031	1,791

4.2.3 Strategy to overcome areas of underperformance.

Deviation from Planned Target to Actual Achievement 2024/2025	Reasons for Deviations	Strategy to Overcome areas of Under Performance
1,12% (2 out of 180) of legal opinions and research not finalized within 7 working days after receiving full instructions.	New employee still getting used to the systems. The matter was complex: and involved a lot of research on property law, company law and the reading of documents from the client department.	None

4.2.4 Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

4.3 PROGRAMME 3: GOVERNANCE AND POLICY

Programme 3 is established to enable the Office of the Premier to implement the mandate of Planning as well as Monitoring and Evaluation. The Programme initiates the development and implementation of policies and strategies to achieve an integrated approach towards sustainable growth and development. The Programme also ensures that the Outcome-Based approach is properly implemented and monitored in all the spheres of government.

The Programme has the following sub-programmes:

- **Planning Coordination** – To coordinate planning in the province.
- **Provincial Policy Management** – To develop and coordinate policy analysis, research and development and anti-poverty strategies.
- **Monitoring and Evaluation** – To coordinate performance monitoring and evaluation of Government programmes.
- **Stakeholder Management Coordination** – To manage the implementation of Stakeholder Management services within the province.
- **Communication** – To communicate Government Programmes to the public.

Programme 3 contributes to the following institutional outcomes:

- Functional and integrated government.
- Efficient management of International Relations within the Provincial Administration

4.3.1 Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Programme: Governance and Policy									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/2025	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
Functional and integrated government	Departments and district municipalities utilizing the Provincial GIS Enterprise	% of departments and District Municipalities utilizing the Provincial GIS Enterprise	Not measured	10	65%	63%	None	None	The target was revised from 65% to 63% because the target did not meet the SMART criteria (not measurable).
	Research projects conducted in line with the R&D Framework	Number of research projects conducted in line with R&D Framework.	1	0	1	0	N/A	N/A	The output indicator and target was removed from the APP due to intellectual property challenges between LDARD and the Agriculture Research Council.
	Provincial departments monitored on	Number of provincial departments	11	11	11	11	None	None	None

Programme: Governance and Policy									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/2025	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
	the implementation of the Policy Development Framework.	monitored on the implementation of Policy Development Framework.							
	Spatially referenced Integrated Development Plans	% of spatially referenced integrated development plans	95%	98%	95%	100%	5%	National Infrastructure Reporting Management (IRM) System captures coordinates for all projects which assist departments with spatial referencing	None
	Departments infrastructure project plans aligned to the Provincial infrastructure Plan	% of departments Infrastructure project plans aligned to the Provincial Infrastructure Plan.	90%	90%	90%	92.5%	2.5%	Improved coordination of infrastructure planning through Infrastructure Technical Management	None

Programme: Governance and Policy									
Outcome	Output	Output Indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/2025	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the outputs/output indicators/ Annual targets
								Committee, Provincial PMU and Water Infrastructure Technical Working Group (TWG).	
	Convening PIGF	Number of PIGF convened	2	2	2	2	None	None	None
	Implementation of government priorities.	Number of Performance Analysis Reports on the implementation of government priorities.	4	4	4	4	None	None	None
	Monitoring of signed MOUs.	Number of signed MOUs monitored	2	2	3	3	None	None	None
	Monitoring of ODA projects/ programmes	Number of ODA projects / programmes monitored	4	3	3	3	None	None	None

4.3.2 The table below highlights only the output indicators as per the revised and re-tabled 2024/2025 APP

Programme: Governance and Policy								
Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from planned target to Actual Achievement 2024/2025	Reasons for deviations
Functional and integrated government.	Departments and district municipalities utilizing the Provincial GIS Enterprise	% of departments and District Municipalities utilizing the Provincial GIS Enterprise	Not measured	10	63%	63%	None	None

4.3.2 Linking performance with budgets.

POLICY & GOVERNANCE	2023 / 2024			2024 / 2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
INTERGOVERNMENTAL RELATIONS	17,630	17,592	38	14,843	14,595	248
PROVINCIAL POLICY MANAGEMENT	49,714	49,594	120	54,057	53,450	607
PROGRAMME SUPPORT POLICY & GOVERNANCE	11,159	11,153	6	12,816	12,553	263
SPECIAL PROGRAMMES	26,580	26,528	52	28,685	28,393	292
TOTAL	105,083	104,867	216	110,401	108,991	1,410

4.3.3 Strategy to overcome areas of underperformance.

None

4.3.4 Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not Applicable

5. TRANSFER PAYMENTS

5.1 Transfer payments to public entities.

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity	Amount spent by the public entity	Achievements of the public entity
N/A	N/A	N/A	N/A	N/A

5.2 Transfer payments to all organisations other than public entities.

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

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred. (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
N/A	N/A	N/A	N/A	N/A	N/A	N/A

The table below reflects the transfer payments which were budgeted for in the period 1 April 2024 to 31 March 2025, but no transfer payments were made.

Name of transferee	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred. (R'000)	Reasons why funds were not transferred
N/A	N/A	N/A	N/A	N/A

6. CONDITIONAL GRANTS

6.1 Conditional grants and earmarked funds paid.

The Office did not have any conditional grants in the period under review.

7. DONOR FUNDS

7.1 Donor Funds received.

Donor Fund: MeRseta

Name of donor	MeRseta (Manufacturing Engineering and related Studies)
Full amount of the funding	R176,000,00,00
Period of the commitment	24 Months
Purpose of the funding	Skills Development: Apprenticeship and Internship Program
Expected outputs	Trade Testing Certificates (Apprentices) and Recommendation letters (interns)
Actual outputs achieved	Project still ongoing.
Amount received (R'000)	19 900 000.00
Amount spent by the department (R'000)	18 471 937, 50
Reasons for the funds unspent	Project still ongoing.
Monitoring mechanism by the donor	Site visits, meetings, and Reports

8. CAPITAL INVESTMENT

8.1 Capital investment, maintenance, and asset management plan.

The Office did not have any infrastructure projects in the period under review.

PART C: GOVERNANCE

1. INTRODUCTION

The Office of the Premier will maintain the highest standards of governance to the management of finances and resources allocated to it. This section demonstrates that the Office has put in place good governance structures which are effectively, efficiently, and economically utilized to maintain accountability for the state resources, which are funded by the taxpayer.

2. RISK MANAGEMENT

The Office has an approved Risk Management Policy, and the Strategy. The Office conducts annual risk assessments to determine the effectiveness of its risk management strategy, and the Risk Assessment Report is approved by the Accounting Officer and adopted by the Audit Committee. Emerging risks are identified and assessed quarterly and reported in the Quarterly Risk Management Reports.

The Risk Management Committee has been appointed in terms of the Office of the Premier Risk Management Committee Charter and advises the Accounting Officer and Management on the overall system of risk management. The committee is chaired by an independent chairperson and meets quarterly.

The Audit Committee advises the Office on risk management and independently monitors the effectiveness of the system of risk management. The Office sees progress in the management of risks, and this has translated into improvements in the department's performance as all risk owners ensure that risk management culture is inculcated within the Office.

The table below details the Office Risk management plan and progress in mitigation for the period under review.

PRIORITISED RISKS REGISTER: 2024/2025 FY

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
1.	Functional and Provincial Government	Collapse of capacity to render/deliver services	Non-compliance to prescripts and directives Inadequate accountability Insufficient capacity [resources, competence, knowledge, skills & capability]	Implement Consequence Management Framework Implement the support framework	All Departments were capacitated to on the consequence management framework. All departments implement the Consequence Management guidelines and misconduct cases are reported on monthly and quarterly basis to OtP. Key activities of the support framework were implemented as follows: - Analysed departmental Organisation Functionality Assessment and submitted the report to DPSA. - Developed the Consequence management guideline and directives and conducted capacity on same. - Participated in MTECH hearings convened by Provincial Treasury with all departments. - All departments supported on ensuring reduction of	16: High	16: High	The residual risk exposure remained high at the end of the financial year. However, the risk was reviewed to align with the new outcomes, and its causes will be addressed through the implementation of the 5 pillars of the National Framework towards Professionalisation of the Public Sector in the new financial year.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					percentage of funded vacant posts. - Provincial Treasury in consultation with OtP provided support to departments on development of audit action plan. Both LPT and OtP monitored 2nd quarter implementation of audit action plans. - Assisted Departments to finalise their Organisational structures. - Convened CoE Bilaterals with all Departments with the view to assist in finalisation of 25/26 recruitment plans. - All Departments are below the 10% vacancy rate. - Conducted productivity assessment for DoE, LEDET, DSD and CoGHSTA which will be completed by 2nd quarter of the 25/26 FY.			
2.	Functional and integrated government.	Failure to implement the IGR, integrated planning and M & E prescripts	Ineffective Implementation of the LDP Misalignment of plans across the three	Implement the IGR Integrated Planning & M&E Action plan.	The IGR Integrated Planning, Monitoring & Evaluation Framework was implemented with the following key highlights: Developed the Roadmap/ Integrated Planning Action Plan.	20: High	20: High	The residual risk exposure remained high at the end of the financial year. However, the risk was

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
			spheres of government		Provided Integrated Planning strategic guidance in the Districts' strategic planning sessions. The Provincial Development Planning Forum convened to provide a platform for integrated development planning. Developed Integrated Planning Action to guide the process of developing Strategic Plans 2025 – 2030 and 2025/2026 APPs. Coordinated strategic planning sessions of departments and provided strategic support and outlined LDP priorities. Conducted performance analysis of Departments, Entities and Municipalities and compiled reports with recommendations for improvements. Analysed Strategic Plans 2025-2030 and APPs 2025/26 and compiled analyses reports Conducted District-Wide IDP Engagement sessions which			reviewed, and the original cause has evolved into a risk and has been carried forward into the next financial year.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					processed the content for the analysis and strategies phase of the IDPs. Convened 2 Provincial Intergovernmental Forum (P-IGF) chaired by the honourable Premier.			
3.	Functional and integrated government /Integrated infrastructure delivery plan.	Limited Inter-sphere coordination of Provincial and Local Infrastructure Programme	Disjointed infrastructure planning and delivery	Coordinate Infrastructure planning and delivery.	Infrastructure planning and delivery coordinated with the following highlights: Created LIIMP reporting Dashboard of all projects in the Master Plan. Coordinated the inclusion of infrastructure projects in the 2024/25 IDPs. Coordinated the review of the Limpopo Water Master Plan. Developed the Provincial Water Intervention Plan. Departmental Infrastructure planning and projects progress report compiled for submission to the Infrastructure Cluster for endorsement. Provided support on the development of the five-year Water Reliability Plans Assessed infrastructure projects	16: High	16: High	The residual risk exposure remained high at the end of the financial year. However, the risk was reviewed and will be addressed under risk by risk No. 1, and 2 of the 2025/26 risk register.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					included in the Draft Annual Performance Plans (APPs) for 2025/26. Facilitated Water War Room sessions in Polokwane and Makhado to address and resolve ongoing water supply challenges. Convened Limpopo Water Infrastructure TWG to provide a platform for integrated infrastructure planning. Compiled Departmental Infrastructure planning and projects progress report for submission to Infrastructure Cluster for endorsement.			
4.	Functional Provincial Government	Social disorder due to youth disillusionment	Social ills (Poverty, unemployment, and Inequality) Mismatch in tertiary qualifications acquired and skills required by the economy,	Implement the Limpopo Youth Development Strategy	Implemented the five (5) pillars of the LYDS with the following outcomes: Pillar 1: Effective and capable youth development machinery 1.1. Performed oversight on the mainstreaming of youth programmes and youth machinery in Departments and Municipalities	20: High	20: High	The residual risk exposure remained high at the end of the financial year and the risk will continue to be monitored as a provincial risk.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
			Lack of career guidance and financial support to continue with their studies.		with the following outcomes: Establishment of the Youth Machinery: all Departments and Municipalities have special programme officers dealing with mainstreaming of youth programmes. Pillar 2: Employability, active labour market and entrepreneurship: The access recruitment and selection process are premised on the employment equity legislation in that the target for women is 50% at SMS level and 2% on persons with disabilities at all level, though we are lagging behind the 50% women representative at present only two departments are at 50% whilst the disability target is overall levels at 2.3%. We have made a stride in empowering the youth entrepreneurs through the Limpopo			The associated mitigation measures were also reviewed

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					youth fund, over 94 entrepreneurs from the youth sector have been empowered with R 5,266 million spend during the 1st phase of the implementation of the youth Fund. The 2nd phase of the Limpopo Youth Fund has been closed and approximately 412 youth entrepreneurs have lodged their applications for business support, the Office will ensure that all processes are efficiently and effectively implemented. A team of compliance officers are in place to monitor and evaluate the implementation process. Pillar 3: Second Chances, Quality Education and Skills Development 51 internships, 37 Graduate Recent scheme, and 19 Apprenticeships were employed.			

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					Pillar 4: Pathways into Healthy Productive Adulthood: Two awareness programmes in respect of health programme in Tlapeng, Phalaborwa Municipality on Health & Safety, GBVF, Human Trafficking, 100 Days challenge and in Lenyenye Community Hall, Great in Letaba local municipality on World TB Day to CDWs. Pillar 5: Agents of social cohesion and nation-building: One (01) dialogue on key message packaged and disseminated to young people. The Limpopo Human Capital Investment Strategy was implemented with the following highlights: Procurement of training providers for skills development and training was approved. Partnership was established with the key SETAs and TVET Colleges which implemented skills development and training.			
				Implement the Limpopo Human Capital Investment Strategy				

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					Actual roll-out of skills development and training were monitored through site visits conducted at facilities of training providers. Terms of Reference (ToRs) for Phase 2 MerSETA programmes have been finalised.			
5.	Functional Provincial Government	Unavailability of ICT systems supporting service delivery in the Province	Poor, dilapidated, or unsupported ICT infrastructure (inclusive of applications) Cyber-attacks, malware and other ICT Security failures	Develop Provincial ICT Infrastructure enhancement programme.	Following the ICT Infrastructure Assessment that was conducted in all Departments, an Analysis report was received with recommendation for improvement. The Office developed an enhancement programme and received inputs from the GITO Council and SITA. All Departments were requested to developed implementation plans and a monitoring tool was developed to monitor implementation. A business case and implementation plan were developed and a budget of R20m was allocated to start the project in the next financial year.	16: High	16: High	The residual risk exposure remains high. The risk has been reviewed and carried forward into the next financial year.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
				Conduct vulnerability assessment, penetration testing	The vulnerability assessment was conducted and final reports with recommendations for improvements submitted to the OTP.			
				Monitor the implementation of recommendations for Departments	All departments were consulted to mitigate urgent and high-risk vulnerabilities and the Office monitored implementation by Departments.			
6.	Functional Provincial Government	Loss of critical data	Data management failures Data recovery failures	Acquire and Implement Disaster Recovery as a service. Finalise the records management strategy after approval Develop Provincial Incident Management tool	The Disaster Recovery as a Service (DRaaS) was acquired and implemented in all Departments. Draft submitted to policy coordination for quality assurance. Approval process to commence in quarter 1 of 25/26FY. The Cyber Attack Response Procedure was developed, approved and sent to departments as Circular 21 of 2024 for guidance and implementation.	16: High	16: High	The residual risk exposure remains high. The risk has been reviewed and will be monitored in the next financial year to evaluate the effectiveness of the implemented solutions.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
7.	Functional Provincial Government / ICT Digital Projects Implemented as part of the eGovernment implementation plan	Inability to deliver on provincial ICT projects	Inconsistent configuration of the ICT function Inadequate human capacity	Formalise the current working arrangement between PGITO and DGITO Review the ICT structure	An interim working arrangement between the PGITO and DGITO was approved by the Premier and subsequently implemented. Additionally, three new appointments were made to fill existing vacancies within the staff complement, which had previously impacted the implementation of projects The Office analysed the ICT Structure in line with Provincial ICT needs. The Organisational structure review process is currently underway and will address the capacity challenges within the ICT function.	20: High	20: High	The residual risk exposure remained high at the end of the financial year, and the risk has been carried forward to the next financial year.
8.	Functional Provincial Government	Failure of the Provincial Administration to pay legal claims (reflected in the size of the contingent liability) if/when they become due	Failure to comply with contractual obligations Negligence by employees Understaffing Poor record management	Coordinate and monitor the Limpopo Litigation Management Strategy	Limpopo Litigation Management Strategy (LLMS) was implemented quarterly with the following highlights: a) Provision of crucial legal information: - Weekly Court Rolls from Polokwane and Thohoyandou High Courts. - Recent Case Law (Judgments) that concerns provincial Departments from various courts/forums on a weekly basis.	16: High	16: High	The residual risk exposure remained high at the end of the financial year, with contingent liabilities—particularly medico-legal contingencies—increasing at a significant rate.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					- Worklaw – weekly summary of top labour-related articles - Legal brief: A Matter of Justice Newsletter by Juta on current international case law. b) Monitoring of the implementation of the Strategy by Departments - All departments implemented the strategy and submitted reports for analysis c) Monitoring of Compliance with Court Orders (CwCO). - All 11 departments submitted reports on compliance with court orders for analysis by the Office d) Monitoring of Default judgments & prescribed claims, and the provincial contingent register. - All 11 departments submitted reports default judgements & prescribed claims and provincial contingent register for analysis. e) Development Plan & Alternative Dispute Resolution Mechanisms & The use of cost-effective Alternative Dispute Resolution Mechanisms by departments			The risk has been carried forward into the next financial year, and the Office will engage with Departments to ensure the effective implementation of the Limpopo Litigation Management Strategy.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					- The Office identified the training on Court Annexed ADR Training and in the process exploring if the Justice College would be able to provide training in the Province. f) Review of Provincial Legal Services SOPs: - The Office conducted the review of Provincial SOPs and business process mapping for in consultation with Departments. Draft documents will be processed for approval by EXCO. g) Stakeholder Management: - The LAF 2nd Quarter meeting was held on the 19 September 2024 on MS Teams			
				Finalise Provincial Records Management Strategy	Draft submitted to policy coordination for quality assurance. Approval process to commence in quarter 1 of 25/26FY.			
				Develop Electronic Content Management system.	The Bid for the development of the ECM was advertised thrice and was unsuccessful.			

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
				Develop Electronic Case Management system.	Legal Services Management System (LSMS) will be a module within the Electronic Content Management System (ECM).			
9.	Digitally transformed Office of the Premier	Malware and electronic attacks directed at Office of the Premier.	ICT Security failures Negligent employees disregarding ICT security measures.	Develop and Implement action plan based on the Vulnerability & penetration outcomes. Continuous training of the employees on cyber security	The Office received the final report on the vulnerability & penetration test conducted by the service provider and developed and initiated an implementation plan to address the gaps identified. Four (4) sessions of MFA (Multiple Factor Authentication) were organized as per cybersecurity awareness to strength the security on the internal systems. One hundred eighty-two (182) Employees attended Monitored mail filtering tool which blocks dangerous emails. Users who need awareness were identified. Cyber-Security awareness posters were sent to all and loaded on infographics for employees to see on their computers monthly.	13: Med	08: Med	The risk shifted within the medium risk exposure and has been carried forward into the next financial year.

Risk No	Outcomes/ Annual Target	Risk	Cause	Mitigation Measure	Progress	RRE Beginning of Year	Adjusted RRE end of year	Management Comment
					Furthermore, every new employee joining the office attended an ICT awareness before being allocated a computer.			
				Invoke the ICT disaster Recovery Plan in the event of a disaster	The Office did not experience any disaster during the quarter under review. The office has reviewed the version of the DRP to align with the DRaaS solution which has been procured			

3. FRAUD AND CORRUPTION

The Office has an approved Anti-Corruption Policy and Anti-Corruption plan and Implementation Plan. The implementation of the Anti-Corruption Plan is reported quarterly to Management and other Stakeholders, including the Risk Management Committee.

In addition to the Anti-Corruption Policy, the Office has an approved Whistle Blowing Policy (Protective Disclosure Policy) where employees, members of the public, and service providers are allowed to report suspected cases of fraud and corruption confidentially. Cases are reported directly to the Office (to the Office of the Premier, the Office of the Director General or to Organisational Risk, Integrity, and Security Management Directorate), through National Anti-Corruption Hotline (NACH) and the Premier's hotline.

Once a case is reported, it is investigated and recommendations for corrective measures are made to the Accounting Officer (DG) for approval, once approved, a case will be forwarded to Labour Relations Unit for disciplinary process. Cases which require

criminal prosecution are also referred to the Directorate for Priority Crime Investigation (Hawks) and South African Police Services (SAPS).

4. MINIMISING CONFLICT OF INTEREST

The Office is guided by Public Service Regulation of 2016 in minimising conflict of interest in the Office of the Premier. The Office further has approved Ethic Management Policy, Framework and Strategy. Conflict of interest is managed in procurement and recruitment processes, strategic meetings, and remunerative work outside public service. For the procurement and recruitment processes and meetings, panel member and committee members are required to sign oath of secrecy and declaration of interest forms.

SMS employee, all deputy directors, and employees in the Financial Management Chief Directorate complete financial disclosures on the DPSA website annually. The outcome of the disclosures is analysed to detect any conflict of interest, and employees who wish to conduct remunerative work outside public service are required to request permission which must be approved by the Executive Authority before engaging into such work. For the financial year under review, no conflict of interest was reported or detected by the Office.

5. CODE OF CONDUCT

Upholding the Code of Conduct is essential for maintaining the integrity, credibility, and effectiveness of the Office of the Premier. It sets the standard for professional behavior and decision-making, fostering a work environment that is free from corruption, conflict of interest, and unethical practices. Adherence to the code strengthens public confidence in the provincial government, ensures consistent service delivery, and creates a foundation for a capable, ethical, and developmental state. The established ethics

management structures within the Office not only ensures compliance but also nurtures a culture of accountability and moral leadership that is critical for long-term institutional performance and public sector transformation.

In the 2024/25 financial year, the Limpopo Office of the Premier continued to reinforce a culture of ethical governance and integrity through its Ethics Management Committee. This committee plays a pivotal role in promoting adherence to the Public Service Code of Conduct and ensuring that all employees uphold the values of professionalism, honesty, transparency, and accountability in line with the Constitution and public service regulations.

The Office has designated Ethics Officers and practitioners within the Human Resources Management and Organisational Risk Integrity and Security Directorates. These officers are tasked with implementing the Ethics Management Policy, Framework, and Strategy, and serve as custodians of ethical standards within the institution. Their work includes ethics awareness initiatives, training, advisory support, and monitoring of compliance across all levels of the organization.

Where breaches of the Code of Conduct are identified, ethics officers undertake investigations and submit recommendations for corrective action to the Accounting Officer (Director-General). In cases where misconduct is confirmed, disciplinary procedures are initiated in accordance with the Public Service Disciplinary Code and Procedure. This ensures that ethical lapses are addressed decisively and fairly, maintaining institutional credibility and upholding public trust.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Ensuring adherence to health, safety, and environmental standards is critical to maintaining a safe, efficient, and compliant workplace. It protects the physical and mental well-being of employees, minimizes operational disruptions, and fosters a culture of accountability and care. By embedding SHERQ practices into its operations, the Office of the Premier not only complies with

national legislation but also strengthens its institutional resilience and ability to deliver on its strategic mandate in a sustainable manner. A safe working environment is foundational to the productivity, morale, and overall performance of public service personnel, directly contributing to improved service delivery outcomes for the province.

During the 2024/25 financial year, the Office of the Premier continued to prioritize the health, safety, and well-being of its employees through the implementation of the SHERQ (Safety, Health, Environment, Risk, and Quality) framework. This effort is guided by the Occupational Health and Safety Act 85 of 1993 and is coordinated by the Employee Health and Wellness Sub-Directorate. The framework ensures a proactive approach to risk management, workplace safety, and regulatory compliance across the Office.

To ensure proper governance and oversight, a SHERQ Coordinator has been appointed to lead health and safety initiatives within the Office. Additionally, a Section 16(2) appointee, the Director of HRD, PMDS, and EHWP has been designated to coordinate and monitor compliance with the Occupational Health and Safety Act across all office buildings. An Occupational Health and Safety Officer is also in place to embed safety considerations into day-to-day operations and decision-making processes.

A SHE Representatives Committee has been established to implement and uphold safety protocols in line with legal requirements. Together with the SHERQ Coordinator, the committee conducts quarterly building inspections to identify potential hazards, ensure compliance, and recommend corrective actions where necessary.

7. PORTFOLIO COMMITTEES.

In the 2024/25 financial year, the Limpopo Office of the Premier reaffirmed its commitment to responsive governance and institutional accountability through the continued implementation of resolutions issued by the Portfolio Committee on Public Administration and the Standing Committee on Public Accounts (SCOPA). These oversight resolutions provided critical guidance in

strengthening administrative practices, enhancing financial management, and promoting ethical leadership across the Office. In line with the Office's mandate, targeted actions were taken to address identified gaps, improve compliance with legislative frameworks, and ensure transparency in service delivery. The collaborative engagements with both committees have not only reinforced good governance but have also contributed to the broader objective of building a capable, accountable, and developmental provincial government aligned with the priorities of the Province. The following tables provide progress on the implementation of the resolutions:

QUARTERLY PROGRESS REPORT (2024/25 FY)

Fully implemented (FI)	Not fully implemented (NFI)	Not implemented (NI)
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2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
1	Monitor the implementation of the Audit Action Plan.	The Office is currently implementing the Audit Action Plan. The progress report is monitored every month through Audit Steering Committee meetings, and the Provincial Treasury assesses the implementation of the mitigation measures.	The Office is currently implementing the Audit Action Plan. The progress report is monitored every month through Audit Steering Committee meetings, and the Provincial Treasury assesses the implementation of the mitigation measures.	None	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
2	OtP to return to the clean audit achieved in the financial year 2022/23 moving forward.	The Office of the Premier obtained an unqualified audit opinion with no material findings (clean audit) during the 2023/24 financial year.	Fully Implemented	None	FI
3	OtP to continue the implementation of all internal and external audit recommendations.	The Office has 6 external audit findings emanating from the 2023/2024 financial year. Three (03) of the six (06) recommendations were implemented as of the 30 th of September 2024, which represents a 50% implementation rate. The Audit Action Plan is monitored monthly through the Audit Steering Committee meetings. The Provincial Treasury assesses the implementation of the mitigation measures quarterly.	The action plan has six (06) external audit findings, five (05) recommendations were implemented which translate into 83% as of the 8 April 2025. The remaining one (01) recommendation is in progress and relates to Expenditure paid without sufficient supporting documents (Diners club).	Provincial Treasury is still busy with the forensic investigation.	NFI
		The Office implemented all internal audit recommendations.	Fully Implemented	None	FI
4	Ensure that there is compliance with monitoring of the implementation of equity	Monitoring the compliance with the implementation of employment equity and preferential procurement policies is done on a quarterly	Monitoring the compliance with the implementation of employment equity and preferential procurement	Departments filling of vacant posts not in line with the Employment equity	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
	policy and preferential procurement.	basis. However, in the previous period of reporting OTP (51%) is the only department complying with the 50% female employment equity at the SMS level and 3% EE target for persons with disabilities at all levels. In respect of the preferential procurement policy, the implementation was as follows: Four departments reached the 25% target for women empowerment e.g. agriculture and rural development (31%), DSD (27%) Public works (25%), and DSAC (25%) Departments through the HOD forum were advised to improve on compliance of support to the designated groups.	policies is done on a quarterly basis. For the past quarters of reporting, OTP (52%) and DSD (50%) are the only two departments complying with the 50% female employment equity at SMS level. However, five (05) departments reached disability EE target of 2% i.e. OTP (3.04%), DSD (2.24%), DSAC (3.08%), DARD (2.02%) & LPT (3.20%) In respect of the n respect of the preferential procurement policy the implementation was as follows: Seven departments reached the 25% target for women empowerment, viz. DARD (39.72%), CoGHSTA (30.58%), Education (25.81%), DPWRI (32.73%), DSD (27.35%), DSAC (37.33%) and DTCS	plans. The department of Limpopo Provincial Treasury lack of capacity building programmes aimed at designated groups OTP and the department to heighten awareness on capacity building campaigns.	

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
		A quarterly report is submitted to the Provincial Executive Council for consideration. The Premier has included issues of Employment Equity and implementation of the Preferential Procurement targets in the Premier/MEC's Service Delivery Agreement.	(28.77%). Monitored preferential procurement targets for youth (25%) with no department achieving the target. Monitored preferential procurement targets for, persons with disability (7%) and no department achieving the target. Monitored preferential procurement targets for military veterans (5%) with no department achieving the target.		
5	Monitor and ensure that spatial planning is responsive to the immediate needs of the people, especially where residential developments are not provided with adequate basic services such as water, electricity,	The Office provides strategic direction on matters related to spatial planning. The Office is continuously coordinating the implementation of the LSDF 2016. The draft Limpopo Spatial	The Office provides strategic direction on matters related to spatial planning. The Office is continuously coordinating the implementation of the Limpopo Spatial Development Framework	The delays in the enactment of the Limpopo Spatial Planning and Land Use Management Bill by the Legislature	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
	and access to schools.	Development Framework (LSDF) 2024 has been finalised in line with SPLUMA 2013. It is envisaged that EXCO will approve the LSDF before 31 March 2025. The Office facilitated the development of the Limpopo Spatial Planning and Land Use Management Bill. The Bill was tabled to the Legislature during the 6th term of administration; however, it should be re-tabled in the 7th term of administration because the legislature was unable to finalise it. LSDF guides the crafting of the Limpopo Development Plan (LDP), and plans and strategies of national, provincial, and local government.	(LSDF). The Limpopo Spatial Development Framework (LSDF) 2025 is ready for approval by EXCO on 16 April 2025. The Office facilitated the development of the Limpopo Spatial Planning and Land Use Management Bill is scheduled to be presented before the Portfolio Committee on Cooperative Governance, Human Settlements and Traditional Affairs on 17 April 2025. The Bill will address the role of the Institution of Traditional Leadership, and repeal legislation that was assigned to the province in alignment with SPLUMA.		
6	Assist the provincial Department of Roads and Transport for airlift in the	A sustainability of GAAL Business Strategy is a standing item in the provincial 3D steering committee.	GAAL has secured funding and commissioned a comprehensive study on the	None	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
	province to ensure its optimum operation to impact on tourism.		following: Develop the Polokwane International Airport Master Plan and ensure that it is in line with international best practices. Take cognizance of environmental requirements and enable future environmental approvals. Take account of changes in the industry including technology, air traffic navigation, aircraft performance, fleet evolution, and airline strategies. Align with external plans and initiatives (spatial development frameworks).		
7	Monitor the prioritization of commercialization of nature reserves.	The Bid to appoint a Transaction Advisor has been canceled. The budget has been reprioritised for earmarked reserves for Commercialization i.e. Makuya;	The budget for the commercialization of the Nature Reserves has been re-prioritised to upgrade and refurbish the Nwanedi	Budget Constraints.	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
		Lekgalameetse; Nwanedi and Masebe. The budget is currently utilised for operation and maintenance at Lekgalameetse, Makuya, and Nwanedi. At the Makuya the budget is being utilised to buy equipment for the operationalization of the reserve. Once the TA is appointed in the 2025/26 FY, they will oversee the development of commercialisation initiatives. The Transaction Advisor's scope has been divided into two phases: Phase 1, involves feasibility studies for key nature reserves (Blouberg, Lekgalameetse, Makuya, Masebe, Nwanedi, Rust de Winter, and Wonderkop). These studies will evaluate project viability, full life-cycle costs, and identify optimal management approaches. Phase 2 will involve providing advisory services for the procurement and implementation of these projects. This includes	Nature Reserve.		

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
		supporting the development and operationalisation of Public-Private Partnerships (PPPs), which are integral to the success of the commercialisation process. If sufficient budget is available, additional reserves such as D’Nyala, Doorndraai, and Hans Merensky, will also undergo similar feasibility assessments in the 2026/27 financial year. OTP and LPT advised the department to re-prioritise and focus on few key projects in the 2024/25 MTEF period.			

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
8	Monitor Special Economic Zone projects, ensure that they are sufficiently supported, and show significant progress, especially on job creation.	To strengthen monitoring of the MMSEZ, the Office has established a Forum chaired by the Director General that provides a platform for the SEZs to report on progress. Further, the Office is conducting an Implementation Evaluation of the MMSEZ to measure the success of the implementation since its designation in 2016.	The national Department of Public Works has signed the concurrence for the transfer of land for the North Site. The Musina Local Municipality, on the 25 March 2025, signed the Power of Attorney in relation to Antonvilla paving a way for the MMSEZ to submit the Township Establishment application to Municipal Planning Tribunal for approval. On the South Site, legal issues such as floor ratios, response to objections, and queries raised by SANRAL. The final submission to the municipality is expected to be ready by 14 April 2025. The Minister of the Department of Trade,	The land ownership transfer and township establishment process are still outstanding.	NI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
			Industry and Competition (the DTIC) has issued the FTSEZ gazette for public comments for 30 days, commencing on 20 March 2025 to 07 May 2025. The installation of the perimeter fence, security features covering 75 Hectares has commenced. The investment pipeline of approximately R 52,6 billion with the potential to create 16 000 long-term jobs has been secured for the FTSEZ.		
9	Intensify monitoring of the integrated infrastructure development plan and job creation through the infrastructure development projects.	The province monitors the process of infrastructure planning and job creation through the ITMC, Provincial and District PMUs, and the Provincial Water Infrastructure Technical Working Group (TWG). It is a requirement for all technical reports and business plans for	The province continues to monitor the process of infrastructure planning and job creation through the Infrastructure Technical Management Committee, Provincial and District Project Management Units,	Non-compliance with infrastructure projects procurement plans leading to delayed commencement of projects.	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
		infrastructure projects to indicate the number of jobs to be created. Further, the approval of technical reports considers the alignment of projects to provincial priorities as espoused in the LDP.	and the Provincial Water Infrastructure Technical Working Group (TWG). It is a requirement for all technical reports and business plans for infrastructure projects should indicate the number of jobs to be created. Further, the approval of technical reports considers the alignment of projects to provincial priorities as espoused in the LDP. A Special EXCO was convened to address non-compliance with infrastructure projects procurement plans		
10	Ensure improved road maintenance and assist in the increase of funding (equitable share) for construction of new roads to connect more villages for economic initiatives	The Office monitored the performance of DPWRI and RAL. They are achieving their targets in relation to the blading and re-graveling of roads and maintenance of the tar roads. The upgrading of gravel roads to tar is	RAL continues to face budgetary constraints for the maintenance and construction of roads. The challenge of overcommitment has been addressed and invoices are	Some projects are encountering stoppages due to the SMMES requiring subcontract work ("30% set aside").	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
	and growth.	also continuing however delays were experienced due to stoppages.	honoured. The Department of Public Works, Roads and Infrastructure has appointed additional personnel and procured yellow fleet to maintain gravel roads.		
11	Monitor and provide support the implementation of the solar panel rollout for the Departments of Health and Education to counter the power supply interruptions in these essential services.	The Limpopo Renewable Energy Strategy has been completed and will be processed to EXCO for approval during the 3 rd Quarter of 2024/25. The strategy includes an Implementation Plan and clarifies the roles and responsibilities of each stakeholder, and outlines projects and initiatives to support the implementation thereof.	The Limpopo Renewable Energy Strategy has been approved by EXCO on 26 March 2025. The department of Economic Development, Environment and Tourism (LEDET) has been directed by EXCO to facilitate the implementation of the strategy.	None	NFI
12	Monitor and provide necessary support for the operationalization of the Lebowakgomo abattoir.	LEDA signed a 9-year Lease Agreement with Montana Agriculture and Mining SA on 29 April 2024. Subsequently, the facilities (Lebowakgomo Abattoir and Mashashane Hatchery) were handed over to the Lessee on 03 June 2024. The Lessee is expected	Fully Implemented	None	FI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
		to assess the facilities and submit a detailed Implementation Plan with deadlines. The Lessee has taken site.			
13	Must intensely and regularly monitor the provision of water authorities in the province	The Office coordinates Water Service Authorities through the established Provincial Water Infrastructure Technical Working Group. The Provincial Water Intervention Plan has been compiled including stalled projects and problematic projects that are updated and monitored during the quarterly sittings. The Department of COGHSTA is in the process of developing a comprehensive Water Intervention Strategy that will review the Provincial Water Intervention Plan and design measures to improve water provision. The Office is in the process of establishing an Inter-Ministerial Committee to oversee the provision of water in the province.	The Office coordinates Water Service Authorities through the established Provincial Water Infrastructure Technical Working Group. The Provincial Water Intervention Plan is being update quarterly regarding stalled and problematic projects. The process of developing a comprehensive Water Intervention Strategy has progressed towards final Draft Water Intervention Implementation Plan. The Draft Water and Sanitation Master Plan is developed and ready for public consultation. Water War Room on	None	NFI

2024/25 APP and Budget					
No	Committee Resolutions	Date of the meeting: 23 October 2024 Progress as at October 2024	Date of the meeting: 09 April 2025 Progress as at April 2025	Challenges	Status
			Polokwane, Mopani (Grater Tzaneen - Nwamitwa community and surrounding villages) and Vhembe (Makhado Town) was established to address water regression, interruptions and incomplete water infrastructure.		
14	Ensure that the Agriculture and Mining are revitalised and prioritised in the 2024/25 financial year.	The Office developed the LDP Implementation Plan, and updates annually, which included Catalytic programmes on Agriculture and Mining such as Special Economic Zone (SEZ) and agriculture key projects have been prioritised. The LDP Implementation Plan was considered during the development of the 2024/25 departmental APPs.	Fully Implemented	None	FI

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
1 of 2015/16	Irregular Expenditure	R3,709,000.00 on the implementation of the incentive Policy Framework on PMDS	During the regulatory audit of 2015/16 financial year Auditor General South Africa identified an irregular expenditure amounting to R3, 709,139.00 relating to PMDS incentive payments. The expenditure amounting to R3,596, 501.00 was removed by the Accounting Officer in line with paragraph 5.7 and 5.8 of the PFMA Compliance and Reporting Framework. The loss that was suffered by the Office amounting to R112,638.00 was recovered from the affected officials. An assessment was conducted to confirm the irregular expenditure and to determine the loss. The purpose of the assessment was to determine the root causes that led to the irregular expenditure, officials responsible, any loss incurred, any allegations of fraudulent, corrupt, other criminal conduct or any breakdown in the designed internal control systems. After the assessment was done a request for the condonement of the confirmed loss amounting to R112,638.00 was made to Provincial Treasury to ensure that the Office of the Premier complies with paragraph 5.6 of the National Treasury instruction note no. 4 of 2022/2023, Compliance and Reporting Framework.	Yes

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)																				
4 of 2015/16	Contingent liabilities (Litigations) in Limpopo Provincial Government	The Limpopo Provincial Administration incurred Contingent liabilities of about R15,659,959,383.96 on litigations in various Departments.	The province is implementing Litigation Management Strategy and as a result the contingent liability fluctuate per quarter as table below: <table><tr><th>Qtr.</th><th>Number</th><th>Amount</th><th>Movement</th></tr><tr><td>1</td><td>2551</td><td>R11,129 075 563,50</td><td></td></tr><tr><td>2</td><td>2385</td><td>R11,510 398 858,99</td><td>reduced</td></tr><tr><td>3</td><td>2507</td><td>R11,737,096,848.80</td><td>increased</td></tr><tr><td>4</td><td>2671</td><td>R13,513,788,316.48</td><td>Increased</td></tr></table> The resolution is work in progress	Qtr.	Number	Amount	Movement	1	2551	R11,129 075 563,50		2	2385	R11,510 398 858,99	reduced	3	2507	R11,737,096,848.80	increased	4	2671	R13,513,788,316.48	Increased	No
Qtr.	Number	Amount	Movement																					
1	2551	R11,129 075 563,50																						
2	2385	R11,510 398 858,99	reduced																					
3	2507	R11,737,096,848.80	increased																					
4	2671	R13,513,788,316.48	Increased																					
4 of 2015/16	Irregular expenditure Irregular expenditure in the Limpopo Provincial Government	The Limpopo Provincial Administration incurred irregular expenditure amounting to R15,251,287.00.	During the period March 2025 the provincial expenditure was at R15,251,287.00 Out of the five (5) transactions for consideration, four (4) transactions to the value of R190,000 were condoned. The one (1) transaction for Department of Social Development, to the value of R403,000.00 were found not compliant with paragraph 56 of the irregular expenditure framework and referred back for further information. The resolution is work in progress	No																				
4 of 2017/18	Venda Building Society	Accounting Officer must conduct skills audit in Provincial Treasury and COGHSTA in areas where they support Municipalities	The skills gap for Municipal Finance officials was conducted, however it does not indicate whether all officials possess the necessary qualifications and skills to execute their duties. Follow-ups will be done with the relevant department to confirm whether all officials possess the necessary	No																				

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
			qualifications and skills to execute their duties or gaps were identified.	
5 of 2017/18	3D Entities in the Province	Entities must produce strategies for sustainability beyond the funding that is currently provided.	During the financial year 2017/18, the Legislature through SCOPA resolved that “GAAL and LEDA must take steps to ensure that over the Medium-Term Expenditure Framework starting from 2020/21 financial year, the entities wind-off from the Provincial fiscus and ensure sustainability”. The said SCOPA resolution was required to be implemented over the 2020 Medium Term Expenditure Framework (MTEF) period. During the 2023/24 financial year SCOPA invited the Premier together with MEC for Finance to a public hearing on the 25th of November 2023 to account on progress made in implementing the SCOPA resolution to stabilize the financial situation of the 3D Entities. A consolidated submission was tabled to the SCOPA hearing where an update was reflected, including the proposed sustainability plans to be carried out by each of the 3D Entities in the next 3 to 5 years from 2023/24. SCOPA resolved as per resolution number 5 of 2023/24 as follows: - • That the 3D Provincial Public Entities, should be funded until the 2024/25 financial year. • That the 3D Provincial Public Entities must on an annual basis submit satisfactory sustainability reports for further funding, • That the Executing Authorities of both the Office of the Premier and the Provincial Treasury must table	No

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
			progress report every six months in the Legislature with effect from 01 April 2024. A 3D Entities Technical Committee was subsequently established to provide an oversight on the implementation of financial sustainability plans by the 3D Entities. The 3D Entities Technical Committee is comprised of the following members: - • Director-General, Office of the Premier, • HOD: Provincial Treasury, • HOD: Economic Development, Environment and Tourism (LEDET) • HOD: Transport and Community Safety, • CEO: Gateway Airport Authority Limited (GAAL), • Group CEO: Limpopo Economic Development Agency (LEDA), • CEOs of LEDA Subsidiaries, namely a) Great North Transport, b) Corridor Mining Resources, c) RISIMA Housing Finance, d) Limpopo Connexion, and e) New ERA Life. The 3D Entities Technical Committee convenes on a quarterly basis to consider the Entities' progress reports. During the current (2024/25) financial year, the 3D Entities Technical Committee has convened four meetings on the following dates: - • 09-10 May 2024 • 22 July 2024 • 19 November 2024 • 27 January 2025	

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

The prior year audit report was not modified.

10. INTERNAL CONTROL UNIT

The Office of the Premier's audit outcome for 2024/25 financial year was clean audit outcome.

The table below illustrate the total number of Auditor General Findings and progress made on the implementation of Action Plan as at the 31 March 2025:

No.	Directorate	Total findings	Completed	Outstanding
1.	Asset Management	0	0	0
2.	Human Resource Management	0	0	0
3.	Financial management	0	0	0
4.	Budget management	0	0	0
5.	Supply Chain Management	07	07	0
6.	Performance Information	02	02	0
7.	Information Technology	01	01	0
TOTALS		10	10	0

Coordination of Internal Audit Findings

The Internal Audit unit is centralized at Provincial Treasury; therefore, Internal Control and Compliance sub-directorate coordinate internal audit findings to ensure that management implement the audit recommendations. The office implemented all internal audit recommendations. The table below illustrate the total number of internal audit findings and progress made on the implementation of action plan as at the 31 March 2025:

Financial Year	Total Findings	Implemented	Not implemented
2024/2025	0	0	0
Total	0	0	0

Performance of compliance audits.

Internal Control and Compliance sub- directorate used the compliance assessment reports to develop a detailed action plan which report on the actual finding, the cause of the finding, responsible person, and the time frame to address the findings. The detailed action plan was developed taking into consideration the management responses provided, and progress is monitored on a quarterly basis.

Internal Control and Compliance sub-directorate conducted follow-up and compliance audits within the office to ensure that the department complies with policies, procedures, laws, and regulations. The table below illustrates the compliance assessments that were conducted during the 2024/25 financial year.

No	Directorate	Total findings	Implemented	Not implemented
1.	Supply Chain Management: Bids Management	05	05	0
2.	Expenditure Management: Payment of suppliers	06	06	0
3.	Strategic Management Services: Quarterly performance report and means of verification	04	04	0
4	Strategic Management Services: Annual Performance Report	5	5	0
5.	Supply Chain Management: Contract register	8	8	0
6.	Supply Chain Management: Deviation register	5	5	0
TOTALS		33	33	

Departmental Audit Steering Committee meetings

Internal Control and Compliance sub-directorate coordinates the departmental audit steering committee meetings. The committee members were appointed in writing, terms of reference for the committee were approved. It is constituted as follows: Director General, Deputy Director Generals, Chief Financial Officer, Chief Director: Director General Support, Chief Director: Administration Support, Financial Management Directors, Director: Organisational Risk Management, Director: Strategic Management services, DGITO and standing invitees from Provincial Treasury. Chairpersonship responsibilities of the Office's Audit Steering Committee is allocated to the Director General. There were eleven (11) Audit Steering Committee meetings held to discuss the implementation of the internal and external audit recommendations, progress of the regularity audit which is currently underway, and the work performed by the Internal Control and Compliance unit during the year.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

PURPOSE AND MANDATE

The purpose of the Shared Internal Audit Services (SIAS) is to help Provincial Departments accomplish their strategic outcomes and objectives through performing systematic and disciplined assurance and consulting services by evaluating and improving the adequacy and effectiveness of the organisation's a) Risk Management, b) Internal Control/Compliance and c) Organisational Governance Processes.

VISION AND STRATEGY

To position SIAS as an objective advocate of public interest and a reliable, dependable voice for continual improvement in provincial strategy, people, systems, processes, practices, and impactful performance while embracing citizenry and “Batho Pele” principles displaying professional traits

CHARTER, METHODOLOGY AND INTERNAL AUDIT PLANS

SIAS charter and methodology provide a clear statement of the internal audit function's purpose within the Limpopo Provincial Departments, its mandate, and the authority granted to it by the Audit Committee. These include the right to access records, personnel, and physical properties.

The internal audit functions have been integrated with more audits now standardized and conducted in all departments. There is one methodology and standard templates in use. SIAS audit methodology aims for a risk-based audits plans that are based on the Limpopo Provincial departments' risk assessment processes. The methodology guides the audit team on key audit processes, from planning, fieldwork to reporting and follow-up, and the coordination of internal audit activities with Auditor General South Africa and other assurance providers to avoid duplication and maximize coverage.

INDEPENDENCE AND OBJECTIVITY

SIAS is independently positioned within Limpopo Provincial Treasury. The Head of SIAS reports administratively to the Head of Limpopo Treasury or Director General of the Province, and functionally to the independent Audit Committee. SIAS auditors declare their independence on annual basis and before the commencement with the execution of every planned audit. Threats to independence and impairment of auditors' objectivity during the execution of the audit if any, are reported to the Audit Committee outlining the circumstances, the impact on the audit and how the matter was resolved.

INTERNAL AUDIT MODALITY

The scope of work of the Internal Audit function entails providing assurance and advisory services in respect of Risk Management, Internal Control/Compliance and Governance processes. Internal Audit Function determines whether the institution's network of risk management, internal control/compliance and governance processes as designed by management, is adequate and operates effectively.

Assurance Services involve an objective examination of evidence for the purpose of providing an independent assessment on Internal Control, Risk Management and Governance Processes for the organization. These include financial, performance, compliance, system security, and due diligence engagement.

Assurance Audit is the largest component within SIAS. Assurance audit evaluates the extent to which controls designed by Department are adequate and effective to mitigate risks identified; the evaluation also includes the Department's level of compliance with relevant prescripts.

Performance Audit is responsible for ensuring that there are satisfactory management measures instituted to ensure resources are acquired economically and are utilized efficiently and effectively in the achievements of the objectives of the respective Departments.

Fraud Audit focuses in on the identification of high fraud risk areas, as well as determining whether there are sufficient management controls to mitigate against them. The fraud audit unit also engages in diagnostic investigations of fraud cases in line with the Provincial Investigation Framework, requests from the Department and agreed on terms of reference.

Information Systems Audit is responsible for providing management with an independent assurance on the adequacy of controls within the information technology environment. As an integral part of SIAS, information systems auditors also run computer assisted audit techniques reports to support assurance, consulting and fraud and performance audits.

Advisory Services are client related activities and of an advisory nature and of which the scope is to be agreed with the client department. Consulting Services are intended to add value and improve an organization's Risk Management, Internal Control and Governance Processes.

STAFFING

Limpopo Provincial Treasury Department within which Shared Internal Audit Services operates, has initiated a structure review process to address the SIAS structure shortcomings. The identified improvements to the structure include setting the technical support and quality control services at a Directorate level and the introduction of the third Chief Directorate to allow for rotation, enhance capacity and availability to bigger departments with decentralized operations. The structure review is under consideration for funding, a condition precedent to the application and approval by the Department of Public Service Administration. This process is ongoing and has not been finalized.

SIAS currently functions with an Interim Operating Structure aligned to the Cluster Audit Committee which allows for effective annual planning and implementation of the audit plans thereof.

The vacancy rate against the funded organizational structure was 31% at the end of the financial year.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM

The attainment of conforming quality assurance report by an independent self-assessment validator demonstrates the level of Shared Internal Audit services' commitment to follow prescribed methods and systematic approach to audits in accordance with the international standards for Professional Practice of Internal Auditing (IIA Standards); the Core Principles of the Profession of Internal Auditing and the IIA's Code of Ethics. The self-assessment is valid for 5 (five) years commencing from 01 November 2019 and ending on 30 November 2024. The compliant Internal Audit function contributes toward enhancing risk management and internal control practices and processes which ultimately strengthens the capability and accountability of the Limpopo provincial administration. To safeguard continuous improvement and alignment with best practices, SIAS Internal Quality Assurance undertook bi-annual internal assessments. These assessments focused on evaluating the internal audit function's conformance with GIAS and progress in achieving performance objectives, directly contributing to the branch's readiness for the upcoming External Quality Review. In addition, a gap analysis was conducted to identify areas for improvement in SIAS's adoption of the newly implemented Global Internal Audit Standards. The Internal Quality Assurance process includes quality peer reviews of quarterly audit reports before submission to the Audit Committee; a measure designed to enhance report quality and ensure compliance with GIAS requirements.

STAKEHOLDER RELATIONSHIPS

The Chief Audit Executive continued to report to the Audit Committee and Client Departments on the progress made regarding the implementation of the new Global Internal Audit Standards as well as the essential conditions that must be created for Internal Audit Function to remain compliant. Shared Internal Audit Services sets expectations of both Management, Combined Assurance Providers and Internal Auditors using a Protocol document. The Protocol serves as a guideline and an escalation procedure for management and assurance stakeholders and SIAS in maintaining professional, objective and collaborative working relationships while fulfilling the mandate and responsibilities as stipulated in the Internal Audit Charter and Global Internal Audit Standards.

PLANNED AND COMPLETED AUDITS

CATEGORY	NUMBER
Audits planned	14
Audits completed	14
Discontinued	0
% COMPLETION	100%

SUMMARY OF AUDIT WORK DONE

ASSURANCE AND CONSULTING AUDIT SERVICES										
Q1			Q2			Q3			Q4	
• Annual Financial Statements Review • Annual Performance Report			• Infrastructure Coordination • Follow Up			• Supply Chain Management • Interim Financial			• Assessment of Risk Profile • Departmental	

Review • Expenditure Management • Follow Up			Statements • Follow Up		Monitoring • Follow Up
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FRAUD AUDIT

Q1	Q2	Q3	Q4
• Not planned	• Not planned	• Not planned	• Transport Management Expenditure

INFORMATION SYSTEMS AUDIT

Q1	Q2	Q3	Q4
• Not planned	• DPSA CGICTPF readiness assessment	• General Control review	• Not planned

PERFORMANCE AUDIT

Not planned

INTERNAL AUDIT RECOMMENDATIONS

KEY IMPROVEMENT AREAS	AUDIT
Non-attendance of the Modified Cash Standards update workshop by Chief Financial Officers: A matter of concern was the nonattendance of the Modified Cash Standards update workshop by Chief Financial Officers. This lack of participation may impede the effective implementation of updated financial reporting guidelines within the respective departments.	Annual Financial Statements Review
The Provincial Departments did not perform adequate reconciliations on travellers' lodge cards: It was observed that Provincial Departments did not perform adequate reconciliations on Travelers Lodge Cards. This deficiency increases the risk of unauthorized or erroneous transactions and necessitates strengthened internal controls over expenditure.	

VALUE ADD

- Recognizing the imperative for strengthened governance and accountability, SIAS proactively supported Limpopo Provincial Departments in piloting the Combined Assurance framework. This initiative, commenced in the first quarter of the 2024/25 financial year, and involved actively assisting management in identifying key stakeholders and clarifying their responsibilities for the successful implementation of the Combined Assurance plan in the upcoming 2025/26 financial year.
- Throughout the 2024/25 financial year, SIAS provided crucial advisory services to the Accounting Officers and key stakeholders during the initial phase of Combined Assurance implementation. This support was delivered without assuming management responsibilities, ensuring the objectivity of Internal Audit while empowering management to take ownership. These advisory services were strategically facilitated through in-depth discussions leveraging the risks and controls identified during SIAS's

assurance audit projects for the 2024/25 financial year. This approach ensured that the implementation was informed by real-time audit insights tailored to the specific risk landscape of each department.

- The successful piloting and subsequent full implementation of the Combined Assurance model across Provincial Departments are anticipated to significantly enhance risk management and internal control practices and processes. This will ultimately contribute to strengthening the overall capability and accountability of provincial public institutions, fostering a more resilient and efficient public service delivery. SIAS worked consistently to secure the provincial approval for the combined assurance framework and initiating its pilot implementation. SIAS remains committed to facilitating the broader rollout and optimization of the Combined Assurance plan, supporting Limpopo Provincial Departments in strategically leveraging limited resources to achieve their objectives and enhance their overall performance.

LIMITATIONS

There were no limitations encountered during the engagements with Office of the Premier.

12. EXTERNAL AUDIT AND AUDIT COMMITTEES

12.1 KEY ACTIVITIES

The Audit Committee (AC) activities are outlined in the approved AC Charter which requires that an Annual Schedule must be finalised and approved as a guideline for the AC activities of that particular financial year. The AC has satisfactorily performed its mandate as enshrined in Sections 76 (4) (d) and 77 of the Public Finance Management Act (Act No. 1 of 1999) read in conjunction with Treasury Regulations 3.1 which states that AC must, amongst others, review the following:

- the effectiveness of the internal control systems;
- the effectiveness of the internal audit function;
- the risk areas of the institution's operations to be covered in the scope of internal and external audits;
- the adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
- any accounting and auditing concerns identified as a result of internal and external audits;
- the institution's compliance with legal and regulatory provisions; and the activities of the internal audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.
- the quality of in year management and monthly/quarterly reports submitted in terms of the Act and the Division of Revenue Act; and evaluation of the annual financial statements.

12.2 PURPOSE AND MANDATE

Sections 38, 76 & 77 of the Public Finance Management Act (PFMA) read in conjunction with Treasury Regulation 3.1 gives the audit committee mandate to provide oversight functions over state financial reporting process, Risk Management, and the system of internal control, the audit process, and the organization's process for monitoring compliance with laws and regulations and the

code of conduct and service delivery. The mandate and key objectives of the AC are stipulated in the approved AC Charter as follows:

- the availability of a well-resourced, functional and sustained internal audit function;
- sound relationship with all assurance providers, oversight structures and other stakeholders;
- effective and efficient Internal and External Audit processes;
- promotion of sound functional interaction between the internal audit and other assurance providers;
- that there is adequate and effective corporate governance, encompassing fraud and risk management, information technology, internal control, financial management and reporting systems;
- Accounting Officers are fully supported in fulfilling their responsibilities in terms of the PFMA;
- accountability in terms of financial management and performance information for effective service delivery; and
- Compliance with relevant laws and regulations.
- Review of the annual report and annual financial statement to ensure that disclosures are adequate and that fair presentation is achieved.
- Review the plans, scope and fees of external audit with regard to the critical risk areas and the sufficiency of audit coverage;
- Consider material unresolved accounting and auditing problems and ensure that management responds to queries and recommendations by the Auditor General.

12.3 PROTECTING THE INDEPENDENCE OF THE INTERNAL AUDIT FUNCTION

Limpopo Shared Audit Committee model is structured in such a way that the independence of both the Internal Audit Function and Audit Committee Members is adequately safeguarded. Shared Internal Audit Service (SIAS) within Limpopo Province report administratively to the Head of Department for Limpopo Treasury and functionally to the Audit Committees. Limpopo has a two-

tiered Audit Committee structure namely; the Central Audit Committee (CAC) being the main umbrella and four Cluster Audit Committees. Each Cluster Audit Committee service three provincial departments, apart despite Cluster 03, which is allocated two departments.

In terms of the Limpopo Audit Committee Charter, each Cluster Audit Committee should consist of at least four members of which the majority shall be from outside the employ of the public sector with voting rights.

The Chairperson of each Cluster Audit Committee and the Central Audit Committee shall be independent and from outside the employ of government. Above practice which is in line with best practices is inherently designed to protect SIAS to execute its mandate more objectively, professionally and independently.

During the current reporting period, there are no incidents or issues brought forward which may have or appear to compromise the independence of SIAS. The Chief Audit Executive (CAE) has unrestricted access to all the members of the AC including the CAC Chairperson. ACs takes a lead role in the appointment and performance review of the CAE. All the three-year plans and annual plans of SIAS are approved by the AC including any amendments to the plans.

Moreover, the Provincial Accountant General (PAG) is responsible for coordinating the appointment of all the AC Members to safeguard their independence from any other parties that they will subsequently review their function. As a result, the system and the model itself is entirely designed to safeguard the independence of all the Stakeholders to enable them to perform their oversight responsibilities and Internal Audit function more independently.

12.4 PERFORMANCE AGAINST STATUTORY DUTIES

The current AC membership served the Limpopo Provincial Administration as per the requirements stipulated in both their appointment contracts and the AC Charter since their appointment in January 2023. This has been confirmed by the 360 Degree AC Evaluation feedback for the financial years 2022/2023 and 2023/2024 which were evaluated at an average score of 4.34 and 4.54 respectively. The highest rating score a stakeholder can obtain is a maximum of 5.

A total of seventy-one (71) AC Meetings were coordinated for all the Clusters and CAC. This is broken down into eleven (11) Departments times 6 Meetings plus 5 CAC Meetings totaling 71. As a result, each member is expected to attend 5 AC Meetings plus the briefing session with respective Hon. MECs. All the AC Meetings were conducted most effectively, efficiently and professionally achieving the objectives of the day.

AC Members prepare the agenda in consultation with the AC Secretariat and all other additional matters required are forwarded to the respective Departments to prepare reports for consideration by the AC members during respective meetings. In addition to all other items that the AC Members may require, all the Departments are expected to report quarterly on the following items: Accounting Officer's Report; Risk Management Report; SCOPA Resolutions; Action Plan; Procurement Plan; and Internal Audit Progress Report. The agenda varies from each period and other reports such as three-year Internal Audit Plans, Annual Performance Plans, Annual Financial Statements, Draft Audit and Management Reports etc. are considered depending on the period.

All the AC Stakeholders (Management, SIAS, AC Members) are given an opportunity to evaluate the work of the AC through National Treasury 360 Degree evaluation tool as mentioned above and the evaluation outcomes were more than satisfactory. As a result, the AC has performed its statutory responsibilities most satisfactorily during the period under review.

12.5 COMPOSITION OF THE AUDIT COMMITTEE

The Limpopo Provincial Government established an Audit Committee (AC) in terms of sections 76 (4) (d) and 77 of the PFMA, 1999 (Act No.1 of 1999, as amended) and the Treasury Regulations section 3.1. As mentioned above, Limpopo Shared AC consists of four Clusters AC and the CAC being the main umbrella to coordinate the work of all the Clusters AC. Each Cluster is composed of four independent members serving three (3) Departments despite Cluster 03 which serves only 02 Departments as per the Composition Structure below.

All the AC members are appointed for a fixed 03-year term with an option of renewal for another 03-year term making it a total of six (6) years by the Hon. MEC for Finance. Currently, Limpopo Shared AC does not have members who are from the employ of government despite one member who is currently working as a Senior Lecturer at the University of Limpopo thus not conflicted with any of the Departments he is currently serving.

Current AC membership (17 AC members) were appointed with effect from 01 January 2023 to 31 December 2025 thus their contracts are ending by 31 December 2025.

The following table depict current Audit Committee Composition in terms of Clustering, Departments and AC Member allocation.

DEPARTMENTS	CLUSTER	AC MEMBERS
Education Office of the Premier Sport, Arts And Culture	01	<u>Adv. Sereku Daisy Lebepe – Cluster 01 AC Chairperson</u> Mr. Mpaku Goodwill Mathabathe – AC Member Mr. Kenneth Mhlongo – AC Member Mr. Suren Maharaj – AC Member
Public Works, Roads & Infrastructure Corporate Governance, Human Settlement & Traditional Affairs Limpopo Provincial Treasury	02	<u>Mr. Tebogo Collen Modipane – Cluster 02 AC Chairperson</u> Ms. Anna Merriam Mmanoko Badimo – AC Member Mr. Madumetja Frans Kekana – AC Member Adv. Lufuno Tokyo Nevondwe – AC Member

Health Social Development	03	<u>Mr. Kgoale Vincent Maja – Cluster 03 AC Chairperson</u> Mr. Nakedi Joseph Mpjane – AC Member Ms. Khulekelwe Glynnis Mbonambi – AC Member Ms. Sizo Prudence Mzizi – AC Member
Agriculture & Rural Development Economic Development, Environment & Tourism Transport & Community Safety	04	<u>Ms. Sedie Jane Masite – Cluster 04 AC Chairperson</u> Mr. Anthony Nala Mhlongo – AC Member Mr. Leon Lankalebalela – AC Member Adv. Jan Letsepe Thubakgale – AC Member
Central Audit Committee (CAC)		<u>Ms. Mashamaite Peterlia Ramutsheli – Central Audit Committee Chairperson</u>

12.6 AUDIT COMMITTEE MEETINGS (ATTENDANCE BY MEMBERS)

During the financial year 2024/2025, the AC met five (5) times to perform its roles and responsibilities as stipulated in the AC Charter. All the AC meetings have taken place as planned through 2024/2025 AC Annual Schedule. As resolved during 2024 AC Annual Strategic Planning Workshop, briefing sessions between Members of Executive Council (MECs) and Cluster Chairpersons were held from 21 – 28 November 2024. The briefing sessions were held physically (face-to-face) and afforded all the AC Members a slot with each MEC of the Department they serve to discuss all the pertinent issues affecting the Department.

It must be noted that one AC Member from Cluster 02 (Ms. Badimo AMM) has missed more than three Cluster 02 AC Meetings. In terms of the AC Membership Appointment Contract, any member who misses three consecutive AC Meetings without a written apology breaks the conditions of the contract thus Hon. MEC may prematurely terminates her/his contract. As a result, processes are ongoing to amicably deal with this matter.

First Quarter Cluster AC Meetings for August/September 2024 as well as second Quarter AC Meetings were held physically which were followed by the CAC Meetings held 13 September 2024 and 10 December 2024 respectively. Given the governance role of the ACs, it is pertinent that some of the AC meetings are held physically to interact directly with the management in order that all

the AC resolutions are timely implemented. Third Quarter AC Meetings were held virtually (Microsoft Teams) including the CAC Meeting which was held during 20 March 2025. Fourth Quarter Meetings are planned to take place from 14th May 2025 which will also consider Draft Annual Report including Annual Financial Statements before submission to Auditor General for audit. Below tables on attendance of AC Meetings by AC Members outlines all the meetings attended by the AC Members.

12.7 2025 AUDIT COMMITTEE ANNUAL STRATEGIC PLANNING WORKSHOP

The AC annual strategic planning workshop for 2025 was held physically in Polokwane to assess 2024 performance and plan for 2025 calendar year. The strategic plan was held on 05 – 06 February 2025. The session required AC Cluster Chairpersons to present on 24 Months AC Reflection from Members' perspective including the barriers to effective oversight and advice as well as proposed mitigation measures. Office of the Premier also made 02 key presentations on Limpopo's five (5) year performance review and progress and key highlights of the revised Limpopo Development Plan (LDP).

The two (2) day strategic planning workshop has resulted in the AC members taking a total of fifteen (15) resolutions to be implemented by affected stakeholders. The PAG insist on all the Stakeholders providing feedback on each resolution they are affected, and no resolution register should be submitted without response thus the province has realized improvement in implementation of the AC resolutions. All the protocol documents such as the AC Charter, Internal Audit Charter, and Reporting Frameworks were reviewed and adopted during the first day (05 February 2025) of the workshop.

12.8 CAC CHAIRPERSON MEETINGS

As in the previous reporting period, the CAC Chairperson managed to attend three (3) EXCO meetings to report on overall AC activities covering the work of all the Departments. EXCO meetings are mainly based on invite by EXCO Secretariat depending on the agenda of the day. However, PAG's office continuously advises EXCO Secretariat on the importance of inviting CAC

Chairperson to EXCO quarterly meetings in order to present CAC overall quarterly reports. Invitations to these structures (EXCO and HOD Forums) are welcomed and strategic in nature as they provide an opportunity for the CAC Chairperson to interact with Executive Authorities and Accounting Officers of all the Departments to highlight areas requiring improvement.

12.9 AUDIT COMMITTEE MEMBERSHIP

Current AC Membership was appointed with effect from 01 January 2023 and will expire on 31 December 2025. A total of 17 AC members were appointed during 2022 AC membership recruitment process. There is no resignation or premature termination of any AC Member's contract during the current period despite the issue of Ms. Badimo as mentioned above. Total number of female AC members are seven (7) while a total number of male AC members are ten (10) represented as: 58.8% males and 41.2% females. This is a decline in the appointment of female candidates as during the previous AC composition the number stood at eight (8) and it has currently decreased to seven (7). There is a strong need to improve female recruitment into the Limpopo AC membership as 41% is very low and this was exacerbated by unavailability of Ms Badimo AMM. The PAG's office is currently working on logistics for the appointment of new AC Membership by Hon. MEC for Finance in consultation with EXCO by 01 January 2026 as the current contract of all members is coming to an end by 31 December 2025.

THE FOLLOWING TABLE STIPULATE THE NATURE AND ACTIVITIES OF EACH AC MEETING/EVENT HELD:

NO.	PERIOD	NATURE OF THE AC MEETING	INFORMATION / DOCUMENTS REVIEWED
1.	May 2024	Review of Fourth Quarterly Performance Information and Draft Annual Report (Including Draft Annual Financial Statements) before submission to the Auditor General	• Annual Performance Report, • Draft Annual Financial Statements, • Fourth Quarterly Risk Management Report, • Fourth Quarterly Internal Audit Progress Report.

NO.	PERIOD	NATURE OF THE AC MEETING	INFORMATION / DOCUMENTS REVIEWED
2.	June 2024	CAC Meeting to consider Clusters AC Reports	Clusters AC Reports reporting on matters pertaining to Draft Annual Performance Report including Draft AFS
3.	July 2024	Review of Draft Audit and Management Reports	- Draft Management Reports, - Draft External Audit Reports.
4.	August 2024	CAC Meeting to consider Clusters AC Reports	Clusters AC Reports on matters pertaining to External Audit Reports.
5.	August / September 2024	Review of First Quarter Performance Information including Financial & Non-Financial Reports	- First Quarter Accounting Officer's Report to the AC (Financial & Non-Financial), - First Quarter Risk Management Report, - SCOPA Resolutions Implementation Progress, - Auditor General Audit Findings Implementation Progress, - First Quarter Internal Audit Report
6.	September 2024	CAC Meeting to consider Clusters AC Reports	Clusters AC Reporting on matters concerning to First Quarter Reports
7.	November 2024	AC Briefing Sessions between AC Members and Hon.	MECs to discuss AC Matters.
8.	November 2024	Review of Second Quarter Performance Reports (Financial and Non-Financial)	- Second Quarter Accounting Officer's Report to the AC (Financial & Non-Financial), - Second Quarter Risk Management Report, - SCOPA Resolutions Implementation Progress, - Auditor General Audit Findings Implementation Progress, - Second Quarter Internal Audit Report.

NO.	PERIOD	NATURE OF THE AC MEETING	INFORMATION / DOCUMENTS REVIEWED
9.	December 2024	CAC Meeting to consider Clusters AC Reports	Clusters AC Reports on matters pertaining to Second Quarter Audit Committee Reports as per paragraph 7 above.
10.	February 2025	AC Annual Strategic Planning Workshop	- Approval of the Audit Committee Charter, - Approval of the Internal Audit Charter, - Review of the Accounting Officer's Reporting Framework to the AC, - AC Improvement Plan by Clusters AC Chairpersons - Reflection on the Status of the Previous Year AC Resolutions, 360 Degree AC Evaluation Feedback.
11.	February / March 2025	Third Quarterly Departmental Reports and approval of the Three-Year Internal Audit Plan, Annual Internal Audit Plan and Auditor General Audit Coverage Strategy	- All information under No. 5, - Three Year Internal Audit Plans and Annual Internal Audit Plans for 2022/2023. - Auditor General Audit Coverage Strategies
12.	March 2025	CAC Meeting to consider Clusters AC Reports	Clusters AC Reports on matters pertaining to Third Quarter AC Reports as per paragraph 11 above.

12.10 COMBINED ASSURANCE

The Central Audit Committee approved the implementation of combined assurance on a pilot basis with effect from the 2024/25 financial year. The plan identifies the key focus areas, interventions required from the responsible management and external assurance providers who must implement and report progress on each intervention within the specified timelines.

Progress on the implementation of pilot combined assurance plan was presented in all Cluster Audit Committee Meetings.

12.11 RESOLUTION OF AUDIT COMMITTEE RECOMMENDATIONS

In every AC Meetings, AC Members are taking AC recommendations for implementation by all the AC stakeholders. The recommendations are monitored in between the AC meetings and in every AC Meetings, each AC stakeholder is expected to provide progress in implementing the recommendations. Although not all the recommendations are implemented, there is significant improvement in the implementation of the AC recommendations by all the AC stakeholders. This is made better by the fact that the PAG requires that all the recommendations register being populated with feedback accompanied by relevant reports before the start of each AC Meeting. Recommendations that are common in nature are mainly dealt with at the CAC level to ensure consistency and for better coordination at a central level.

During 2025 AC annual strategic planning workshop, total of 15 recommendations were taken as stipulated in the table below as follows:

AGENDA ITEM NO.	SUBJECT	ACTION	RESPONSIBLE PERSON
1	Requesting information by SIAS of	In relation to SIAS requesting information from the departments for audit purpose and clearing of internal audit findings, it was resolved that Cluster 2 Chairperson should come up with the proposal to address the matter in support of SIAS.	Cluster 2 Chairperson
2.	Cyber Security	With regards to the cyber security challenge, it was resolved that PGITO and LPT should engage on how to close cyber security gap.	PGITO & LPT
3.	Independency of SIAS	It was resolved that the CAE plays an advisory role as an invitee during the meetings of the department and administratively report to the AO and in terms of independency, he should functionally report to the AC.	CAE

AGENDA ITEM NO.	SUBJECT	ACTION	RESPONSIBLE PERSON
4	Disputes in the AC Charter	The AC Charter should be aligned to the Internal Audit Charter in relation to the Dispute Resolving part.	Secretariat
5	Accounting Officer's template	A concern was raised that some information was missing in the Accounting Officer's report and was therefore resolved that the CAC Chairperson should re-do the exercise of resetting the tables in the Accounting Officer's report and share with Secretariat for circulation to all the Departments.	CAC Chairperson
6	Audit strategy v/s AC Annual Meeting Schedule	In relation to the readiness of AGSA audit strategies during the Feb/March meetings, it was therefore resolved that since AGSA was scheduled to attend the AC strategic session the following day i.e the 06 Feb 2025, the matter would then be discussed in the presence of AGSA.	All
7	Coverage of the AFS and Fourth Quarter Information during May meetings	A concern was raised that the AC meetings scheduled for May do not provide sufficient coverage to the AFS and 4 TH Quarter Information of the departments. It was therefore resolved that the PAG and Secretariat will look into how to draft the agenda for the fourth quarter meetings	PAG & Secretariat

AGENDA ITEM NO.	SUBJECT	ACTION	RESPONSIBLE PERSON
8.	Movement of Secretariat from GMC to SIAS	The CAC Chairperson provided feedback from the CAC that the proposal of the movement of Secretariat from GMC to SIAS would have the following impact: ✓ The department should create a new structure to accommodate the function within SIAS. ✓ Secretariats within GMC are not only dedicated to performing one function i.e. minutes taking. AC are held once per quarter and as such Secretariats would be redutant whilst still waiting for the next meeting scheduled for the coming quarter. It was therefore <u>resolved that the HOD, CAC Chairperson, PAG and SIAS should engage to perform cost-benefit analysis. The matter should have been concluded by the 31st March 2025.</u>	HOD, CAC Chairperson and SIAS
9.	Reliance on the work of internal audit	The scope and procedures of internal audit differ with that of AGSA and as such there was limitation in terms of significant risks. AGSA committed to engage further on the matter	AGSA
10.	Dispute resolution process	AGSA engages LPT to remedy the process and further encourages that matter should be taken to the National Treasury. There were also bilateral which are being done locally in addressing the matter	AGSA
11	Development of APP	AGSA was requested to assist the departments with inputs during the development of APP. AGSA highlighted that for the 2025/2026 financial year the focus was on high impact departments however the matter was open for discussion.	AGSA
12.	Readiness of audit strategy and engagement letters	The process of allocation of resources ends in Jan and the audit teams must have the right risk assessment and therefore there was a need to work together with the departments.	AGSA & Departments
13	DPWRI matter	With regards to accrued departmental revenue, AGSA team was engaging with the Accounting Officer and there was hope that the	AGSA

AGENDA ITEM NO.	SUBJECT	ACTION	RESPONSIBLE PERSON
		engagements will yield positive results.	
14	Land parcel	AGSA reported that the same conclusion provided during the previous year still stands.	AGSA & Departments
15	Indicators	AGSA was encouraging the departments to take the matter to National Sector Leader to agree on how AGSA should conduct such an audit	AGSA & Departments

12.12 360 DEGREE AUDIT COMMITTEE EVALUATION FEEDBACK

National Treasury 360 Degree Evaluation tool was used to evaluate the work and performance of the AC. The final evaluation yielded an average score of 4.54 (from rating of 1 – 5) when combining the average scores of all the AC Stakeholders. This represented a slight improvement from the previous evaluation period which yielded an average score of 4.34. The AC stakeholders who participated in the performance evaluation of the AC included Provincial Internal Audit, External AC Members and Management (Accounting Officers, Chief Risk Officers, Chief Financial Officers, Head of Internal Controls and GITO). Auditor General South Africa as an AC stakeholder could not participate in the performance review of the AC, mentioning that they do their own evaluation in the management report of each Department to protect and maintain their independence.

In comparison to the average scores of the three (3) stakeholders (AC; SIAS; and Management), it must be noted that SIAS recorded the highest average score of 4.76 followed by AC Members with an average score of 4.53. The lowest score was recorded by Management at an average score of 4.35.

The following were critical issues that Departments felt were not robustly engaged to their satisfaction by the AC members as follows:

- Understanding of Departmental Environment
- Oversight of Internal Audit and External Audit matters by AC Members;
- Concerns around reviews of both the findings and recommendations by internal and external auditors to ensure that recommendations are implemented
- Concerns around review of a whistleblower hotline and reviewing the log of incoming calls; and
- Understanding of Business & Risks of the Department.

12.13 REMUNERATION OF AUDIT COMMITTEE MEMBERS

12.13.1. RATES

Limpopo Treasury pays the following rates to the Audit Committee Members as follows:

	RATE	AD HOC / SPECIAL MEETINGS	RATE DURING CAC MEETINGS
Ordinary AC Member Rate	R2 185.00	R2 185.00	-
AC Cluster Chairperson	R2 605.00	R2 605.00	R2 185.00
CAC Chairperson	R2 605.00	R2 605.00	R2 605.00

12.13.2. WHETHER AUDIT COMMITTEE MEMBERS WHO WORKED OR ARE WORKING FOR AN ORGAN OF STATE ARE BEING REMUNERATED.

Members who are employed by the state are not being remunerated. Currently, there are no AC members employed by an organ of state.

AUDIT COMMITTEE

The table below discloses relevant information on the Audit Committee Members.

Name	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2024/25	Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)
			Start date	End Date					
Suren Maharaj	BCOM, HONS BCOMPT, MBA, CA(SA)	SAICA, IOD(SA)	July 2024	December 2025	5	Yes	No	4	3
Mpaku Mathabathe	Master of Philosophy in Information Technology; Postgraduate Diploma in Internal Auditing; Advanced Diploma in Accounting	The Institute of Internal Auditors (IIA); Information System and Control Association (ISACA) Association of Certified Fraud Examiners	01 January 2023	31 December 2025	6	Yes	No	6	0

Name	Qualifications	Professional Affiliation (e.g. SAICA, (CFE)	Appointment: Term of Office		No. of meetings attended	Has the AC member	Is the AC member an	No. of other ACs that	No. of other governance structures
	Sciences; B-Tech in Internal Auditing; National Diploma in Internal Auditing; Certified Internal Auditor (CIA); Certified Information Systems Auditor (CISA); and Certified Information Security Manager (CISM).								
Kenneth Mhlongo.	MBA; LLB; BA; Diploma In Practical Accounting; Diploma in Senior Bookkeeping; Diploma in	SAIBA	01 January 2023	31 December 2025	7	Yes	No	3	1

Name		Qualifications	Professional Affiliation (e.g. SAICA,	Appointment: Term of Office		No. of meetings attended	Has the AC member	Is the AC member an	No. of other ACs that	No. of other governance structures
		Junior Booking; ABSA Management Programme; Leading and Managing Leading Wealth environment								
Sereku Lebepe	Daisy	Advocate of the High Courts in South Africa; CA(SA); Wits Business School - Executive Development Programme; UJ - Post Graduate Diploma - Labour Law; Wits Business School -Master of Business Administration (MBA); Wits – LLB; UNISA-	Legal Practice Council; South African Institute of Chartered Accountants	01 January 2023	31 December 2025	7	Yes	No	1	0

Name	Qualifications	Professional Affiliation (e.g. SAICA,	Appointment: Term of Office		No. of meetings attended	Has the AC member	Is the AC member an	No. of other ACs that	No. of other governance structures
	Honours Bachelor of Accounting Science, (Certified Theory in Accounting - CTA); and Wits - Bachelor of Commerce (Accounting).								
Joseph Nakedi Mpjane	BCompt Hons; and BCompt Degree	SAICA IRBA	01 January 2023	31 December 2025	1	YES	NO	3	3



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

PROVINCIAL TREASURY

REPORT OF THE AUDIT COMMITTEE ON LIMPOPO DEPARTMENT OF THE OFFICE OF THE PREMIER

We are pleased to present our report for the financial year ended 31 March 2025.

Audit Committee Structure

Limpopo Provincial Government has an Audit Committee which is two tiered, consisting of four Cluster Audit Committees, dealing with specific departments, and a shared Central Audit Committee.

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 and the related code of conduct, policies and practices.

Stakeholder Engagement/s

The Audit Committee has been able to engage with the following stakeholders:

- Limpopo Provincial Treasury Senior Management
- Limpopo Provincial Internal Auditors (Shared Internal Audit Services)
- Limpopo Provincial Auditor General (AGSA)

Audit Committee Skills Development

A strategic and induction session was held during the last quarter of the financial year to assist the audit committee members better understand their challenging roles and the direction of the province in general.

The Effectiveness of Internal Control

The Audit Committee reviewed the results of the formal, documented assessment of the design, implementation, and effectiveness of the Office of the Premier's system of internal controls conducted by Internal Audit for the financial year ended 31 March 2025, and further considered information and explanations provided by management. The Committee notes that management has implemented sound internal controls during the year, with continued strengthening of the control environment in the areas of leadership, financial and performance management and governance. These improvements support the ongoing production of credible financial statements and performance reports, as well as compliance with applicable legislation.

Post their review of the Internal Control environment, AGSA did not identify any significant internal control deficiencies.

Risk Management

The Audit Committee reviewed the Office of the Premiers' policies on risk management and strategy (including IT Governance) and monitored the implementation of risk management policy and strategy. Risk management processes at the Office of the Premier are generally satisfactory. The Committee will continue to monitor that the Department improves its risk management maturity, secures adequate funding for risk activities, conducts timely investigations (including fraud risks) and integrates risk management with strategy, performance, compliance, and governance.

In-Year Management and Quarterly Report

Based on the quarterly review of in-year monitoring systems and reports, the Audit Committee is satisfied with the quality, accuracy, usefulness, reliability, appropriateness and adequacy of the Office of the Premiers' in-year reporting systems.

Internal Audit

The Audit Committee:

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

The Audit Committee is satisfied with the reviews conducted by Internal Audit over the reporting period and the coverage plan in place to review the control environment to support an unbiased review of the Office of the Premiers' internal systems, processes, and procedures.

Combined Assurance

The Audit Committee has reviewed the plans and reports of the external and internal auditors, as well as those of other assurance providers, including management. We commend the significant progress made in the development and initial implementation of the Combined Assurance Framework, which is currently being piloted with the Office of the Premier serving as a central coordinating participant. In its leadership role, the Office of the Premier is pivotal in driving alignment across departments, facilitating collaboration between assurance providers and embedding a culture of integrated oversight. The framework represents a critical advancement in enhancing governance, risk management and control processes by enabling a coordinated approach to assurance activities, reducing duplication, and ensuring more comprehensive oversight across the provincial administration. The pilot will generate valuable insights into the framework's effectiveness, operational integration and potential areas for refinement. The Audit Committee anticipates that the lessons learned from this pilot will inform a robust and efficient province-wide rollout, ultimately strengthening accountability, optimising assurance resources and improving the quality and reliability of reporting across all departments.

Compliance with the relevant laws and regulations

The Audit Committee considered reports provided by management, internal assurance providers and the external auditors regarding compliance with legal and regulatory requirements.

Post their review of Compliance with legislation, AGSA did not identify any material non-compliance with legislation.

Evaluation of Annual Financial Statements

Following its pre-audit review of the draft Annual Financial Statements for the year ended 31 March 2025, the Audit Committee concluded that the statements could be submitted to the AGSA for audit, subject to the incorporation of all inputs from the Audit Committee, Internal Audit, and Provincial Treasury prior to submission.

The unqualified audit opinion achieved in the prior year was successfully maintained for the financial year ended 31 March 2025 — a positive outcome for the Office of the Premier. Following its audit of the Annual Financial Statements, the AGSA reported no misstatements, reflecting the continued integrity and reliability of the Office of the Premier's financial reporting processes.

Evaluation of Annual Performance Report

Following its pre-audit review of the draft Annual Performance Report for the year ended 31 March 2025, the Audit Committee concluded that the report could be submitted to the AGSA for review, subject to the incorporation of all inputs from the Audit Committee and Internal Audit.

Post their review of the Annual Performance Report, AGSA did not identify any material findings on the reported performance information for the selected programmes.

Consideration of the Final Audit report

The Audit Committee considered the Audit Report issued by the AGSA and notes with great appreciation that the Office of the Premier achieved an unqualified audit opinion without findings (clean audit) for the financial year ended 31 March 2025, successfully maintaining this outcome from the prior year. This accomplishment reflects the Office's sustained commitment to excellence in financial management, compliance and governance.

The Audit Committee congratulates the Office of the Premier on this achievement and acknowledges that it is the result of the dedication and collaborative effort of the Accounting Officer, management and all oversight bodies in advancing a clean provincial administration, accountability and sound governance.

In fulfilling its oversight mandate, the Audit Committee will continue to support the Office of the Premier in its role as a central coordinating institution for the province. The Committee remains committed to ensuring that its own activities reinforce the Office's efforts to provide credible, reliable and timely information that informs strategic thinking, strengthens decision-making and enhances monitoring and evaluation processes across the provincial administration.

Overall audit results per outcome area are depicted as follows over the years:

Audit results per outcome area

Outcome area	Movement	2024-25	2023-24	2022-23
Financial statements	➡			
Annual performance report				
• Institutional development support	➡			
• Governance and policy	➡			
Compliance with legislation				
• Procurement and contract management	➡			
• Asset management	➡			
• Consequence management	➡			
• Strategic planning and performance management	➡			
• Utilisation of conditional grants	➡			
• Transfer of funds	➡			
• Annual financial statements, performance report and annual reports	➡			

Unqualified / No material findings	Qualified	Adverse/Pervasive material findings	Disclaimed/Pervasive material limitation	Material findings	Not audited
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⬆	Improvement	⬇	Regression	➡	Unchanged
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Advocate Sereku Daisy Lebepe CA(SA) MBA
Chairperson of the Audit Committee
Date: 14 August 2025

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law?	No	
Developing and implementing a preferential procurement policy?	Yes	The Office complies with all SCM regulations when procuring goods and services
Determining qualification criteria for the sale of state-owned enterprises?	No	
Developing criteria for entering partnerships with the private sector?	No	
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

In a dynamic and results-driven public service environment, strategic human resource planning plays a pivotal role in aligning the workforce with the institution's long-term goals and policy priorities. The Medium-Term Expenditure Framework (MTEF) Strategic Human Resource Plan is essential, as it provides a structured approach to workforce planning that spans three-year rolling periods. It is developed to ensure that human capital management is forward-looking, responsive to organisational needs, and aligned with budgetary and strategic planning cycles.

The approved MTEF Strategic HR Plan ensures that the Office is better positioned to forecast and address skills shortages, manage succession planning, foster a high-performance culture, and promote employment equity. It also ensures that recruitment, talent development, and retention strategies are not only compliant with relevant legislative frameworks but also tailored to support the evolving priorities of the Office and the broader goals of the Limpopo Development Plan (LDP).

Human Resource Governance and Strategic Alignment

During the 2024/25 financial year, the human resources management function in the Office of the Premier was guided by a comprehensive suite of regulatory and strategic instruments. These included the Public Service Act, the Public Service Regulations (2016), the Office's Strategic Plan, the Employment Equity Plan, and crucially, the MTEF Strategic Human Resource Plan. Together, these frameworks supported the Director-General, in his capacity as the Accounting Officer, to achieve the strategic objectives of the Office efficiently and ethically.

The MTEF Strategic HR Plan enabled a more structured and data-informed approach to workforce deployment, training, and development, particularly as the Office adapted to the administrative transition following the 2024 national and provincial elections.

It provided the foundation for building institutional capacity, improving organizational design, and ensuring that human capital investments were targeted at critical functions aligned with the Office's performance plan.

The Office had the following HR priorities for the 2024/25 Financial Year:

- Conduct functional analysis and review an organizational structure.
- Maintain the vacancy rate below the average prescribed rate of 10% and adhere to turnaround time of filling the funded vacant posts to achieve the EE targets.
- Management buy-in to comply with allocation of 1% budget of CoE. Align departmental workplace Skills Plan with Personal Development Plans and train 50% of staff, and continuous awareness sessions on performance management.
- Implement the Recruitment Plans in line with the approved HR and EE Plans.
- Conduct survey on EHW Programmes.
- Conduct awareness sessions on disciplinary code and procedure; and code of conduct for the Public Service.

2. OVERVIEW OF HUMAN RESOURCES

The Office experienced high turnover rate as result of terminations that had a bearing on vacancy rate and impacted service delivery. However, highlight of achievements in the Office, as well as future human resource plans /goals are reflected below:

- The organizational structure is currently on the process for reviewal and the process of functional analysis was conducted. The action plan for the review of the structure was presented to the Executive Management and other relevant stakeholders.
- The Office improved from 49% to 51% representation of females at SMS level and achieved 2.96% representation of disability.

- The Office has achieved the vacancy rate of 7.92%. Fifty-four (54) posts were filled during the financial year. A total number of 32 employees have terminated their services at 8.63%.
- The Office achieved 100% financial disclosure of SMS members.
- Four (4) Employee Health and Wellness programmes implemented at an average of 132 employees during the financial year.
- Workplace Skills Plan is aligned with Personal Development Plans and a total of 228 (62%) employees benefited from 441 skills programmes, short courses and conferences
- All employees signed performance instruments (100%) and annual performance assessments were conducted.
- The labour relations cases were all resolved except for 2 disputes lodged with Councils which are beyond the Office control
- Succession Planning Policy was approved and the Office plans to implement it during the 2025/2026 Financial Year to fill the scarce and critical posts with skilled employees.

The Office has the following priorities in the 2025/2026 Financial Year:

- Review the MTEF (2023-2026) HR Plans
- Finalise the review of the Organizational Structure.
- Maintain the vacancy rate below the average prescribed rate of 10%
- Implement the 2025/2026 Recruitment Plan in line with the approved HR (2023-2026) and EE (2023-2028) Plans
- Implement the 2025/2026 Office Training Plan in line with the Workplace Skills Plan
- Finalize the skills audit
- Implement EHW programs in line with the Strategic Framework for EH& W in the Public Service
- Continuously conduct workshops on Labour Relations and performance management.

Employee performance management.

Employees performance is managed through signed performance instruments and performance is assessed half-yearly and annually. Performance incentives are only granted to employee in recognition of a sustained performance of at least twelve months commencing on 01 April to 31 March each year.

Employee wellness programmes

Employee health and wellness is a critical pillar in building a productive, resilient, and high-performing public service. A safe and healthy working environment not only ensures the physical and psychological well-being of employees but also directly contributes to improved morale, reduced absenteeism, and enhanced service delivery outcomes. In a high-demand, policy-driven institution such as the Office of the Premier, prioritizing employee wellness is essential for sustaining operational efficiency, mitigating workplace risks, and fostering a culture of care and compliance in line with the values of a capable and developmental state.

Implementation of the SHERQ Framework

In alignment with this imperative, the Office of the Premier continued to coordinate and implement its Safety, Health, Environment, Risk, and Quality (SHERQ) programme during the 2024/25 financial year. This programme is mandated under the Occupational Health and Safety Act, No. 85 of 1993, and is designed to ensure full compliance with national safety standards and to protect all personnel working within the Office's premises.

The SHERQ structure within the Office is fully operational and includes:

- A dedicated SHERQ Coordinator who also serves as the Section 16(2) appointee, responsible for overseeing the coordination and implementation of all SHERQ-related activities.
- SHE (Safety, Health, Environment) Representatives who act as frontline agents in promoting a safety-conscious workplace.
- A functional Occupational Health and Safety Committee that monitors and advises on workplace safety policies and practices.
- Trained First Aiders and firefighters, who are available on-site to respond promptly to emergencies and ensure rapid intervention in the event of an incident.

Proactive Monitoring and Response

To proactively manage risks, quarterly building audits and inspections are conducted jointly by the SHERQ Coordinator and SHE Representatives. These inspections focus on identifying hazards and implementing corrective measures before they escalate into serious safety threats. The inspection reports generated from these audits form the basis for continuous workplace improvements.

In response to the identified risks and defects flagged during inspections, the Records and Facilities Management Directorate acted promptly to address all issues in compliance with the recommendations submitted by the Directorate responsible for Employee Health and Wellness. This integrated approach has significantly contributed to maintaining a safe, compliant, and supportive working environment.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

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

Table 3.1.1 Personnel expenditure by programme for the period 01 April 2024 and 31 March 2025

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	159 058.00	106 905.00	0.00	0.00	67.20	625.00
Institutional Dev	283 260.00	111 227.00	0.00	0.00	39.30	943.00
Policy & Governance	108 924.00	89 952.00	0.00	0.00	82.60	1 058.00
Total	551 242.00	308 085.00	0.00	0.00	55.90	824.00

Table 3.1.2 Personnel costs by salary band for the period 01 April 2024 and 31 March 2025

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	8 792.00	2.80	219 800.00	8 792.00
Skilled (level 3-5)	8 674.00	2.70	377 130.00	8 674.00
Highly skilled production	47 696.00	15.10	535 910.00	47 696.00

(levels 6-8)				
Highly skilled supervision (levels 9-12)	154 621.00	48.80	966 381.00	154 621.00
Senior and Top management (levels 13-16)	81 677.00	25.80	1 512 537.00	81 677.00
11 Contract (Levels 3-5)	491.00	0.20	491 000.00	491.00
12 Contract (Levels 6-8)	153.00	0.00	0.00	153.00
13 Contract (Levels 9-12)	1 340.00	0.40	1 340 000.00	1 340.00
14 Contract (Levels >= 13)	5 431.00	1.70	1 086 200.00	5 431.00
Total	102.00	0.00	102 000.00	102.00

Table 3.1.3 Salaries, Overtime, Homeowners Allowance and Medical Aid by programme for the period 01 April 2024 and 31 March 2025

Programme	Salaries		Overtime		Homeowners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
LOP: ADMINISTRATION	2 568.00	95.20	0.00	0.00	0.00	0.00	6.00	0.20
LOP: INSTITUTIONAL DEVELOPMENT	77 123.00	82.00	603.00	0.60	2 187.00	2.30	2 083.00	2.20
LOP: POLICY AND GOVERNANCE	83 117.00	78.30	1 892.00	1.80	3 478.00	3.30	6 124.00	5.80
TOTAL	94 450.00	82.90	1 720.00	1.50	1 755.00	1.50	3 327.00	2.90

Table 3.1.4 Salaries, Overtime, Homeowners Allowance and Medical Aid by salary band for the period 01 April 2023 and 31 March 2024

Salary band	Salaries		Overtime		Homeowners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	5 569.00	63.30	84.00	1.00	715.00	8.10	1 751.00	19.90
Skilled (level 3-5)	5 813.00	67.00	189.00	2.20	561.00	6.50	1 319.00	15.20
Highly skilled production (levels 6-8)	35 675.00	74.10	2 114.00	4.40	1 717.00	3.60	3 382.00	7.00
Highly skilled supervision (levels 9-12)	130 688.00	82.60	1 808.00	1.10	2 719.00	1.70	4 034.00	2.60
Senior management (level 13-16)	71 410.00	85.30	0.00	0.00	1 708.00	2.00	1 050.00	1.30
11 Contract (Levels 3-5)	481.00	98.00	0.00	0.00	0.00	0.00	0.00	0.00
12 Contract (Levels 6-8)	153.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
13 Contract (Levels 9-12)	1 286.00	88.00	0.00	0.00	0.00	0.00	0.00	0.00
14 Contract (Levels >= 13)	5 017.00	86.30	0.00	0.00	0.00	0.00	2.00	0.00
18 Contract Other	1 166.00	97.50	21.00	1.80	0.00	0.00	0.00	0.00
Total	257 257.00	81.20	4 215.00	1.30	7 420.00	2.30	11 539.00	3.60

3.2 Employment and Vacancies

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

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
1. Corporate Management Services	290	216	26%	0
2. Institutional Development Support	98	70	29%	0
3. Planning, Coordination, Monitoring and Evaluation	62	45	27%	0
4. Stakeholder Management	54	40	26%	0
Total	504	371	26%	0

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

Salary band	Number of posts approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	43	40	7%	0
Skilled (3-5)	42	24	43%	0
Highly skilled production (6-8)	131	89	32%	0
Highly skilled supervision (9-12)	224	161	28%	0
Senior management (13-16)	64	57	11%	0
Total	504		6%	0

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

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
SMS	64	57	10.94%	0
IT	16	15	6.25%	0
Total	80	72	10%	0

3.3 Filling of SMS Posts

Table 3.3.1 SMS post information for the period 01 April 2024 to 31 March 2025

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0	0	0%
Salary Level 15	4	4	100%	0	0%
Salary Level 14	14	13	92.86%	1	7.14%
Salary Level 13	45	39	86.66%	6	13.33%
Total	64	57	89.06%	7	10.94%

Table 3.3.2 SMS post information as on 30 September 2024

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0	0	0%
Salary Level 15	4	4	100%	0	0%

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
Salary Level 14	14	14	100%	0	0%
Salary Level 13	45	40	88.89%	5	11.11%
Total	64	59	92.19%	5	7.81%

Table 3.3.3 Advertising and filling of SMS posts for the period 01 April 2024 and 31 March 2025

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

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2023 and 31 March 2024

Reasons for vacancies not filled within six months
Re-advertisement of posts on circular 01 2024 to circular 10 of 2024.
Reasons for vacancies not filled within twelve months
Re-advertisement of posts on circular 01 2024 to circular 10 of 2024.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 01 April 2024 and 31 March 2025

None

3.4. Job Evaluation

Table 3.4.1 Job Evaluation by Salary band for the period 01 April 2024 and 31 March 2025

Salary band	Number of posts approved on establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled (Levels 1-2)	40	0	0	0	0	0	0
Skilled (Levels 3-5)	28	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	99	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	169	15	9%	0	0	0	0
Senior Management Service Band A	45	0	0	0	0	0	0
Senior Management Service Band B	14	3	21.4%	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
Total	504	18	30.2	0	0	0	0

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 01 April 2024 and 31 March 2025

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

Employees with a disability	
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Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 01 April 2024 and 31 March 2025

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Lower Skilled	0	0	0	0
(Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior Management Service Band A	0	0	0	0
Senior Management Service Band B	0	0	0	0
Senior Management Service Band C	0	0	0	0
Senior Management Service Band D	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				0
Percentage of total employed				0%

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

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 01 April 2024 and 31 March 2025.

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

Employees with a disability	0	0	0	0	0
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Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
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Employment Changes

Table 3.5.1 Annual turnover rates by salary band for the period 01 April 2024 and 31 March 2025

Salary band	Number of employees at beginning of period-1 April 2024	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	35	6	1	3%
Skilled (Levels 3-5)	30	4	3	11%
Highly skilled production (Levels 6-8)	86	17	7	8%
Highly skilled supervision (Levels 9-12)	154	20	7	4%
Senior Management Service Bands A	38	3	5	13%
Senior Management Service Bands B	13	0	1	8%
Senior Management Service Bands C	4	0	0	0%
Senior Management Service Bands D	1	0	0	0%
Contracts	7	6	8	114%
Total	368	56	32	7%

Table 3.5.2 Annual turnover rates by critical occupation for the period 01 April 2024 and 31 March 2025

Critical occupation	Number of employees at beginning of period-April 2024	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior Management Service (SMS)	57	7	8	14%
IT Related	13	3	2	14%
TOTAL	70	10	10	14%

Table 3.5.3 Reasons why staff left the department for the period 01 April 2024 and 31 March 2025

Termination Type	Number	% of Total Terminations
Death	1	3%
Resignation	9	28%
Expiry of contract	8	25%
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	11	34%
Transfer to other Public Service Departments	3	9%
Other	0	0%
Total	32	
Total number of employees who left as a % of total employment	9%	

Table 3.5.4 Promotions by critical occupation for the period 01 April 2024 and 31 March 2025

Occupation	Employees 1 April 2024	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Senior Management Service (SMS)	57	0	0		
IT Related	13	0	0		
Total	70	0	0		

Table 3.5.5 Promotions by salary band for the period 01 April 2024 and 31 March 2025

Salary Band	Employees 1 April 2024	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	35	0	0.00	14	40
Skilled (Levels 3-5)	28	2	7.10	16	57
Highly skilled production (Levels 6-8)	87	4	4.60	46	53
Highly skilled supervision (Levels 9-12)	154	13	8.40	104	68
Senior Management (Level 13-16)	57	3	5.30	34	60
Total	361	22	6.09%	214	59.28

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 2025

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior and officials and managers	28	0	0	0	29	0	0	0	57
Professionals	75	0	2	0	78	2	1	2	160
Technicians and associate professionals	26	0	0	0	62	1	0	0	89
Clerks	13	0	0	0	11	0	0	0	24
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	1	0	0	0	0	0	0	0	1
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	15	0	0	0	24	1	0	0	40
Total	158	0	2	0	204	4	1	2	371
Employees with disabilities	7	0	0	0	4	0	0	0	11

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

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	3	0	0	0	2	0	0	0	5
Senior Management	25	0	0	0	27	0	0	0	52
Professionally qualified and experienced specialists and mid-management	76	0	2	0	78	2	1	2	161
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	26	0	0	0	62	1	0	0	89
Semi-skilled and discretionary decision making	13	0	0	0	11	0	0	0	24
Unskilled and defined decision making	15	0	0	0	24	1	0	0	40
Total	158	0	2	0	204	4	1	2	371

Table 3.6.3 Recruitment for the period 01 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	3	0	0	0	4	0	0	0	7
Professionally qualified	10	0	0	0	10	0	0	0	20

and experienced specialists and mid-management									
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	9	0	0	0	8	0	0	0	17
Semi-skilled and discretionary decision making	0	0	0	0	5	0	0	0	5
Unskilled and defined decision making	3	0	0	0	2	0	0	0	5
Total	25	0	0	0	29	0	0	0	54
Employees with disabilities	0	0	0	0	2	0	0	0	2

Table 3.6.4 Promotions for the period 01 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	3	0	0	0	1	0	0	0	4
Senior Management	15	0	0	0	18	0	0	0	33
Professionally qualified and experienced specialists and mid-management	51	0	1	0	61	2	1	1	117
Skilled technical and academically qualified workers, junior management, supervisors,	20	0	0	0	30	0	0	0	50

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
foreman and superintendents									
Semi-skilled and discretionary decision making	10	0	0	0	8	1	0	0	18
Unskilled and defined decision making	5	0	0	0	8	1	0	0	14
Total	104	0	1	0	126	3	1	1	236
Employees with disabilities	5	0	0	0	2	0	0	0	7

Table 3.6.5 Terminations for the period 01 April 2024 to 31 March 2025

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	0	0	0	0	2
Senior Management	04	0	0	0	02	0	0	0	06
Professionally qualified and experienced specialists and mid-management	03	0	0	0	05	0	0	01	09
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	03	0	0	0	04	0	0	0	07
Semi-skilled and	01	0	0	0	04	0	0	0	05

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
discretionary decision making									
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	13	0	0	0	15	0	0	01	29
Employees with Disabilities	01	0	0	0	0	0	0	0	01

Table 3.6.6 Disciplinary action for the period 01 April 2024 to 31 March 2025

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Verbal warnings	1	0	1	0	3	0	0	0	5
Written warnings	1	0	0	0	3	0	0	0	4
Final written warning	0	0	0	0	0	0	0	0	0
Suspension without pay	0	0	0	0	0	0	0	0	0
Demotion	0	0	0	0	0	0	0	0	0
Dismissals	0	0	0	0	0	0	0	0	0
Corrective counselling	0	0	0	0	0	0	0	0	0
Withdrawn	2	0	0	0	7	0	0	0	9

Table 3.6.7 Skills development for the period 01 April 2024 to 31 March 2025

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	26	0	1	0	0	0	0	0	27
Professionals	77	0	1		0	0	2	0	80
Technicians and associate professionals	90	0	0	0	0	1	0	0	91
Clerks	132	0	0	0	0	0	0	0	132
Service and sales workers	0	0	0	0	0	0	0	0	0
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	111	0	0	0	0	0	0	0	111
Total	436	0	2	0	0	1	2	0	441
Employees with disabilities	0	0	0	0	3	0	0	0	3

3.7 Signing of Performance Agreements by SMS Members

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

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2024

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department				
Salary Level 16	1	1	1	100
Salary Level 15	4	4	4	100
Salary Level 14	14	14	14	100
Salary Level 13	40	40	40	100
Total	59	59	59	100

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

Reasons
None

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

Reasons
None

3.8 Performance Rewards

Table 3.8.1 Performance Rewards by race, gender and disability for the period 01 April 2024 to 31 March 2025

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African		353	0	0	0
Male	0	151	0	0	0
Female	0	202	0	0	0
Asian	0	3	0	0	0
Male	0	2	0	0	0
Female	0	1	0	0	0
Coloured	0	4	0	0	0
Male	0	0	0	0	0
Female	0	4	0	0	0
White	0	2	0	0	0
Male	0	0	0	0	0
Female	0	2	0	0	0
Total	0	362	0	0	0

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 01 April 2024 to 31 March 2025

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower Skilled (Levels 1-2)	0	40	0	0	0	0
Skilled	0	23	0	0	0	0

(Level 3-5)						
Highly skilled production (Level 6-8)	0	89	0	0	0	0
Highly skilled supervision (Level 9-12)	0	160	0	0	0	0
Total	0	312		0	0	0

Table 3.8.3 Performance Rewards by critical occupation for the period 01 April 2024 to 31 March 2025

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administration Officer	0,00	2,00	0,00	0,00	0,00
Administrative and Governance Policy Manager	0,00	2,00	0,00	0,00	0,00
Administrative Related	0,00	197,00	0,00	0,00	0,00
All Artisans in the Building Metal Machinery Etc.	0,00	1,00	0,00	0,00	0,00
Caretaker/ Cleaner	0,00	3,00	0,00	0,00	0,00
Cleaners in Offices Workshops Hospitals Etc.	0,00	37,00	0,00	0,00	0,00
Clerical Supplement.Workers Not Elsewhere Classified	0,00	3,00	0,00	0,00	0,00
Clerical Supplement.Workers Not Elsewhere Classified	0,00	2,00	0,00	0,00	0,00
Compliance Officer	0,00	1,00	0,00	0,00	0,00
Events Manager	0,00	1,00	0,00	0,00	0,00
Finance and Economics	0,00	1,00	0,00	0,00	0,00

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Related					
Finance Clerk	0,00	5,00	0,00	0,00	0,00
Financial Accountant	0,00	10,00	0,00	0,00	0,00
Financial and Related Professionals	0,00	5,00	0,00	0,00	0,00
Financial Clerks and Credit Controllers	0,00	2,00	0,00	0,00	0,00
Geologists Geophysicists Hydrologists & Relat Prof	0,00	2,00	0,00	0,00	0,00
Housekeepers Laundry And Related Workers	0,00	7,00	0,00	0,00	0,00
Human Resources Related	0,00	1,00	0,00	0,00	0,00
Industrial/ Labour Relations Officer	0,00	1,00	0,00	0,00	0,00
Internal Audit Manager	0,00	6,00	0,00	0,00	0,00
Legal Related	0,00	1,00	0,00	0,00	0,00
Light Vehicle Drivers	0,00	2,00	0,00	0,00	0,00
Managers Not Elsewhere Classified	0,00	1,00	0,00	0,00	0,00
Messengers	0,00	6,00	0,00	0,00	0,00
Messengers Porters and Deliverers	0,00	1,00	0,00	0,00	0,00
Midd.Manager:Human Resource & Organisa.Devel.Rela	0,00	1,00	0,00	0,00	0,00
Middle Manager: Administrative Related	0,00	2,00	0,00	0,00	0,00

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Motor Vehicle Drivers	0,00	2,00	0,00	0,00	0,00
Office Cleaner	0,00	1,00	0,00	0,00	0,00
Organisational Development Practitioner	0,00	6,00	0,00	0,00	0,00
Other Occupations	0,00	1,00	0,00	0,00	0,00
Policy and Planning Managers	0,00	1,00	0,00	0,00	0,00
Professionals Not Elsewhere Classified.	0,00	1,00	0,00	0,00	0,00
Receptionist (General)	0,00	8,00	0,00	0,00	0,00
Risk Management And Security Services	0,00	4,00	0,00	0,00	0,00
Secretaries & Other Keyboard Operating Clerks	0,00	1,00	0,00	0,00	0,00
Security Officers	0,00	42,00	0,00	0,00	0,00
Senior Managers	0,00	373,00	0,00	0,00	0,00
Trade/Industry Advisers & Other Related Profession	0,00	1,00	0,00	0,00	0,00
Training and Development Professional	0,00	1,00	0,00	0,00	0,00
Transport Clerk	0,00	1,00	0,00	0,00	0,00

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 01 April 2024 to 31 March 2025

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	0	40	0	0	0	0
Band B	0	14	0	0	0	0
Band C	0	4	0	0	0	0
Band D	0	1	0	0	0	0
Total	0	59	0	0	0	0

3.9 Foreign Workers

Table 3.9.1 Foreign workers by salary band for the period 01 April 2024 and 31 March 2025

Salary band	01 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Level 6-8)	0	0	0	0	0	0
Highly skilled supervision (Level 9-12)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
Total	0	0	0	0	0	0

Table 3.9.2 Foreign workers by major occupation for the period 01 April 2024 and 31 March 2025

Major occupation	01 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% Change
	0	0	0	0	0	0

3.10 Leave utilisation.

Table 3.10.1 Sick leave for the period 01 January 2024 to 31 December 2024

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower Skills (Level 1-2)	269	85.10	32	11.70	8	203.00
Skilled (levels 3-5)	189	84.70	23	8.40	8	196.00
Highly skilled production (levels 6-8)	405	69.10	64	23.40	6	777.00
Highly skilled supervision (levels 9 -12)	708	77.80	112	41	6	2558.00
Top and Senior management (levels 13-16)	274	88.70	31	11.40	9	1466.00
Total	1845	405.40	262	95.90	37	5200.00

Table 3.10.2 Disability leave (temporary and permanent) for the period 01 January 2024 to 31 December 2024

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)	13	100%	1	5%	13	10
Skilled (Levels 3-5)	94	100%	2	10%	47	103
Highly skilled production (Levels 6-8)	83	100%	4	20%	21	181

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)
Highly skilled supervision (Levels 9-12)	139	100%	9	45%	15	552
Senior management (Levels 13-16)	45	100%	4	20%	11	261
Total	374	100%	20	100%	19	1 107

Table 3.10.3 Annual Leave for the period 01 January 2024 to 31 December 2024

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	870	36	24
Skilled Levels 3-5)	796	30	27
Highly skilled production (Levels 6-8)	2 212	93	24
Highly skilled supervision (Levels 9-12)	4210	157	27
Senior management (Levels 13-16)	1575	57	28
Total	9663	373	26

Table 3.10.4 Capped leave for the period 01 January 2024 to 31 December 2024

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 December 2024
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	72
Highly skilled production	0	0	0	65

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 December 2024
(Levels 6-8)				
Highly skilled supervision (Levels 9-12)	0	0	0	57
Senior management (Levels 13-16)	0	0	0	50
Total	0	0	0	59

Table 3.10.5 Leave pay-outs for the period 01 April 2024 and 31 March 2025

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay-out for 2024/2025 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2024/25	1 602.00	8	200 250.00
Current leave pay-out on termination of service for 2024/25	1098.00	11	99 818.00
Total	2700.00	19	142 105.00

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
1. Communication Directorate	Both male and female condoms are placed in restrooms and also at the entry points for safe sex.
	HIV awareness sessions and workshops are conducted quarterly and as per need to sensitize the employees on

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
	health education and promotion to reduce HIV infection.
2. Cleaners in Facilities Management	Cleaners are provided with PEP to reduce exposure to acquiring HIV infection.
3. Employees accommodated on rental basis whose families are outside Polokwane and Limpopo	Onsite HIV Counselling and Testing is arranged quarterly for the employees to freely access health screening and know their status as early as possible.

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	✓		Director HRD, PMDS & EHWP: Ms Sete S
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.	✓		Director HRD, PMDS & EHWP: Ms Sete S
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.	✓		EHW Sub Directorate is composed of two social workers and a nurse to promote the wellbeing of the employees in the Office. The budget is accessed under HRD, PMDS & EHW Directorate.
4. Has the department established (a) committee(s) as	✓		EHW Sub Directorate coordinate the

Question	Yes	No	Details, if yes
contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.			implementation of the following programs: 1. HIV/AIDS, Sexually Transmitted Infections and TB. 2. Health and Productivity Management. 3. SHERQ Management Program. 4. Wellness Management Program
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.		✓	Occupational Health and Safety Committee members: 1. Ms Sete S 2. Ms Nemuhuyunu E 3. Mr Mafala J 4. Mr Mudau AE 5. Ms Ngoepe O 6. Ms Manyelo R 7. Ms Thavhana
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.	✓		The Office current employment policies and practices do not unfairly discriminate against employees based on their HIV status.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	✓		HAST workshops and sessions are conducted quarterly to reduce HIV discrimination.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	✓		A total of 113 female employees and 63 male employees participated in HIV Counselling and screening from April 2024 to March 2025 and they all tested negative

Labour Relations

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

Subject matter	Date
None	N/A

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

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 01 April 2024 and 31 March 2025

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	5	28
Verbal warning	4	22
Written warning	0	0
Final written warning	0	0
Suspended without pay	0	0
Fine	N/A	N/A
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	9	50
Total	18	100

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

Type of misconduct	Number	% of total
Derelection of duties	4	22
Negligence	3	17
Failure to ensure accountability for Circular 1 advertised posts applications	3	17
Failure to submit sick leave	1	5
Failure to do proper oversight	1	5

Type of misconduct	Number	% of total
Failure to conduct quality assurance	2	12
Irregular expenditure	4	22
Total	18	100

Table 3.12.4 Grievances logged for the period 1 April 2023 and 31 March 2025

Grievances	Number	% of Total
Number of grievances resolved	7	100
Number of grievances not resolved	0	0
Total number of grievances lodged	7	100

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

Disputes	Number	% of Total
Number of disputes upheld	0	0
Number of disputes dismissed	1	33
Number of disputes in progress	2	67
Total number of disputes lodged	3	100

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

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2024 and 31 March 2025

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

3.13 Skills Development

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

Occupational category	Gender	Number of employees as at 1 April 2024	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	28	0	15	0	15
	Male	29	0	10	0	10
Professionals	Female	83	0	26	0	26
	Male	73	0	22	0	22
Technicians and associate professionals	Female	62	0	34	0	34
	Male	25	0	38	0	38
Clerks	Female	16	0	63	0	63
	Male	15	0	65	0	65
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	83	0	0	0	0
	Male	73	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	24	0	34	0	34
	Male	11	0	20	0	20
Sub Total	Female	213	0	172	0	172
	Male	153	0	155	0	155
Total		366	0	327	0	327

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

Occupational category	Gender	Number of employees as at 1 April 2024	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	28	0	17	0	17
	Male	29	0	10	0	10
Professionals	Female	83	0	35	0	35
	Male	73	0	45	0	45
Technicians and associate professionals	Female	62	0	56	0	56
	Male	25	0	35	0	35
Clerks	Female	16	0	68	0	68
	Male	15	0	64	0	64
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	24	3	64	0	67
	Male	11	4	40	0	44
Sub Total	Female	213	3	238	0	238
	Male	153	4	203	0	203
Total		366	7	434	0	434

3.14 Injury on duty

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

Nature of injury on duty	Number	% of total
Required basic medical attention only	05	0.1%
Temporary Total Disablement	N/A	
Permanent Disablement	N/A	
Fatal	N/A	
Total	05	0.1%

3.15 Utilisation of Consultants

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

Project title	Total number of consultants that worked on project	Duration (workdays)	Contract value in Rand
N/A	N/A	N/A	N/A

Total number of projects	Total individual consultants	Total duration workdays	Total contract value in Rand
N/A	N/A	N/A	N/A

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2024 and 31 March 2025

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

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2024 and 31 March 2025

Project title	Total Number of consultants that worked on project	Duration (Workdays)	Donor and contract value in Rand
N/A	N/A	N/A	N/A

Total number of projects	Total individual consultants	Total duration Workdays	Total contract value in Rand
N/A	N/A	N/A	N/A

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2024 and 31 March 2025

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

3.16 Severance Packages

Table 3.16.1 Granting of employee-initiated severance packages for the period 1 April 2024 and 31 March 2025

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

PART E: PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL, UNAUTHORISED EXPENDITURE AND MATERIAL LOSSES

1.1 Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	0	8,657
Adjustment to opening balance	0	(3,596)
Opening balance as restated	0	5,061
Add: Irregular expenditure confirmed	695	-
Less: Irregular expenditure condoned	(695)	(5,061)
Less: Irregular expenditure not condoned and removed	0	0
Less: Irregular expenditure recoverable	0	0
Less: Irregular expenditure not recoverable and written off	0	0
Closing balance	0	0

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment in 2023/2024	0	0
Irregular expenditure that relates to 2023/2024	695	0
Irregular expenditure for the current year	0	0
Total	695	0

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	0	0
Irregular expenditure under determination	0	0
Irregular expenditure under investigation	0	0
Total	0	0

c) Details of irregular expenditure condoned.

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure condoned.	695	5,061
Total	695	5,061

d) Details of irregular expenditure removed - (not condoned)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	0	0

e) Details of irregular expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure recoverable	0	0
Total		

f) Details of irregular expenditure written off (irrecoverable)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure written off	0	0
Total		

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

- Not applicable

h) Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

- Not applicable

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken

Verbal warnings were issued to the responsible officials

1.1. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	0	0
Adjustment to opening balance	0	0
Opening balance as restated	0	0
Add: Fruitless and wasteful expenditure confirmed	0	0
Less: Fruitless and wasteful expenditure recoverable	0	0
Less: Fruitless and wasteful expenditure not recoverable and written off	0	0
Closing balance	0	0

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	0	0
Fruitless and wasteful expenditure that relates to the prior year and identified in the	0	0

current year		
Fruitless and wasteful expenditure for the current year	0	0
Total	0	0

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure under assessment	0	0
Fruitless and wasteful expenditure under determination	0	0
Fruitless and wasteful expenditure under investigation	0	0
Total	0	0

c) Details of fruitless and wasteful expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure recoverable	0	0
Total	0	0

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure not recoverable and written off	0	0
Total	0	0

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

- Not applicable

1.2. Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	0	0
Adjustment to opening balance	0	0
Opening balance as restated	0	0
Add: unauthorised expenditure confirmed	0	0
Less: unauthorised expenditure approved with funding	0	0
Less: unauthorised expenditure approved without funding	0	0
Less: unauthorised expenditure recoverable	0	0
Less: unauthorised not recoverable and written off	0	0
Closing balance	0	0

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Unauthorised expenditure that was under assessment	0	0
Unauthorised expenditure that relates to the prior year and identified in the current year	0	0
Unauthorised expenditure for the current year	0	0
Total	0	0

b) Details of unauthorised expenditure (under assessment, determination, and investigation)

Description	2024/2025	2023/2024
	R'000	R'000
Unauthorised expenditure under assessment	0	0
Unauthorised expenditure under determination	0	0
Unauthorised expenditure under investigation	0	0
Total	0	0

1.3. Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))

a) Details of material losses through criminal conduct

Material losses through criminal conduct	2024/2025	2023/2024
	R'000	R'000
Theft	0	0
Other material losses	0	0
Less: Recoverable	0	0
Less: Not recoverable and written off	0	0
Total	0	0

b) Details of other material losses

Nature of other material losses	2024/2025	2023/2024
	R'000	R'000
None		
Not applicable		

c) Other material losses recoverable

Nature of losses	2024/2025	2023/2024
	R'000	R'000
None		
Not applicable		

d) Other material losses not recoverable and written off

Nature of losses	2024/2025	2023/2024
	R'000	R'000
None		
Not applicable		

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	3705	234,017
Invoices paid within 30 days or agreed period	3705	234,017
Invoices paid after 30 days or agreed period	0	0
Invoices older than 30 days or agreed period (<i>unpaid and without dispute</i>)	0	0
Invoices older than 30 days or agreed period (<i>unpaid and in dispute</i>)	0	0

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Project description	Name of supplier	Type of procurement other means	Contract number	Value of contract R'000
Maintenance of three (3) lifts at 40 Hans Van Rensburg Street Building and one (1) lift 40 at Paul Kruger Building for five (5) years	Otis Proprietary Limited	Deviation	PRDP 1/2024-25	R549
Annual renewal of CIBECS software	CIBECS	Deviation	PRDP 2/2024-25	R946
Urgently repair the Sub-Ring Main Unit.	Tumishi Electrical	Deviation	PRDP 3/2024-25	R16
Radio adverts from 23-27 April 2024 on Vision FM and Outside Broadcasting on the 27 April 2024 at Callies Sportsground Maruleng Local Municipality for Freedom Day Celebration	Vision FM	Deviation	PRDP 4/2024-25	R55
Radio adverts from 23-27 April 2024 on GCR FM and Outside Broadcasting on the 27 April 2024 at Callies Sportsground Maruleng Local Municipality for Freedom Celebration	GCR FM	Deviation	PRDP 5/2024-25	R92

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Procure teaser or strip advert inside the following newspapers: Sowetan newspaper to highlight the importance of the Freedom Day Celebration	Arena Holdings	Deviation	PRDP 6/2024-25	R40
Procure teaser or strip advert inside the following newspapers: Nthavela newspaper to highlight the importance of the Freedom Day Celebration	Nhluvuko Media Communication	Deviation	PRDP 7/2024-25	R12
Procure teaser or strip advert inside the following newspapers: Polokwane Observer and Letaba Herald newspapers to highlight the importance of the Freedom Day Celebration	CTP	Deviation	PRDP 8/2024-25	R15
Accommodation and meals for one official during Marula festival at Phalaborwa on the 3rd to 5th of May 2024	Image Travel	Deviation	PRDP 09/2024-25	R9
Accommodation and meals for three officials during Marula festival at Phalaborwa on the 3rd to 5th of May 2024	Reakgona Travel	Deviation	PRDP 10/2024-25	R27
Annual renewal of Duxbury Braille Translation Software License	Sensory Solutions	Deviation	PRDP 11/2024-25	R6
Research study on Management of Compensation of Employees in Limpopo Province	Tshwane University of Technology	Deviation	PRDP 12/2024-25	R530
Conference fee for Kholo Monyela and Rendani Nenzhelele attending 8TH SA TB conference from 4-7 June 2024	The foundation for professional Development fund NPC	Deviation	PRDP 13/2024-25	R12
Conference fee for Mokoena and Nkadimeng	The foundation for	Deviation	PRDP 14/2024-25	R12

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
attending 8TH SA TB conference from 4-7 June 2024	professional Development fund NPC			
Radio adverts from 11-16 June 2024 on SABC Combo (Thobela FM, Munghana Lonene FM & Phalaphala FM) for National Youth Day Celebration	SABC	Deviation	PRDP 17/2024-25	R259
Radio adverts from 11-16 June 2024 and Outside Broadcasting on the 16 June 2024 at Peter Mokaba Stadium for National Youth Day Celebration	Capricorn FM	Deviation	PRDP 18/2024-25	R183
Radio adverts from 11-16 June 2024 and Outside Broadcasting on the 16 June 2024 at Peter Mokaba Stadium for National Youth Day Celebration	Jacaranda FM	Deviation	PRDP 19/2024-25	R266
Radio adverts from 11-16 June 2024 and Outside Broadcasting on Choice FM and Energy FM the 16 June 2024 at Peter Mokaba Stadium for National Youth Day Celebration	MISACRON	Deviation	PRDP 20/2024-25	R386
Conference fee for Dr. Sehlapelo MCAM; Ms. Mokobi J and Ms. Mapheto MG who will be attending South African Association of Public Administration and Management (SAAPAM) Conference from 24-27 September 2024 in Sun City, Rustenburg, Northwest	South African Association of Public Administration and Management (SAAPAM)	Deviation	PRDP 21/2024-25	R24
Conference fee for Mr. Mhlanga AN; Ms. Mashela SA; Ms. Sekgoka NA and Ms. Meso MWP who will be attending Employee Assistance Professionals Association Of South	Employee Assistance Professionals Association Of	Deviation	PRDP 22/2024-25	R48

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Africa (EAPA-SA) Conference from 16-19 September 2024 at Emperors Palace Convention Centre	South Africa (EAPA-SA)			
Conference fee for Mr. Legora PD and Ms. Magazi LC who will be attending South African Society of Archivist Conference from 02-05 July 2024 in Richards's Bay, KwaZulu-Natal	South African Society of Archivist (SASA)	Deviation	PRDP 23/2024-25	R17
Conference fee for Dr. Malindi NE; Mr. Segooa RW and Ms. Magwaza SE who will be attending International Conference on Public Administration and Development Alternatives (IPADA) Conference from 11-13 September 2024 at Garden Court Marine Parade, Durban.	International Conference on Public Administration and Development Alternatives (IPADA)	Deviation	PRDP 24/2024-25	R20
Hiring of Tents, Tables, Toilets, Leather couches, Chairs, Fire Extinguishers etc. to be utilized during National Youth Day Celebration at Peter Mokaba Stadium, Polokwane Municipality on the 16 June 2024.	Thusha Bahlabine Trading	Deviation	PRDP 25/2024-25	R1,686
Teleprompter/ autocue services required to run the script of the President Keynote Address for the Youth Day Commemorations Celebration at Peter Mokaba Stadium	EasiQ Teleprompt Facilities	Deviation	PRDP 26/2024-25	R16
Artists (Mopeddy) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Flour Power Creation	Deviation	PRDP 27/2024-25	R60
Artists (Finah) performances to entertain audience during National Youth Day	Flour Power Creation	Deviation	PRDP 28/2024-25	R40

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Celebration at Peter Mokaba Stadium in Polokwane Municipality				
Artists (Maleboo) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Thelemikes Trading Enterprise	Deviation	PRDP 29/2024-25	R40
Artists (Lady Tone) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Malekutu Phuti	Deviation	PRDP 30/2024-25	R35
Artists (Janisto & CK) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Mmamohale Cleaning Chemicals	Deviation	PRDP 31/2024-25	R50
Artists (Sido & Manana) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Seshoabel Trading t/a Blackshadow	Deviation	PRDP 32/2024-25	R10
Artists (Dope King & Kizzy Soul) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	The Kwiras Media and Enterprise	Deviation	PRDP 33/2024-25	R40
Artists (Basetšana Ba Moletji) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Flattone Entertainment	Deviation	PRDP 34/2024-25	R25
Artists (Hlogi) performances to entertain audience during National Youth Day	Flattone Entertainment	Deviation	PRDP 35/2024-25	R15

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Celebration at Peter Mokaba Stadium in Polokwane Municipality				
Artists (Lehumo) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Mahetetsa General Enterprise	Deviation	PRDP 36/2024-25	R25
Artists (Conrad) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Mahetetsa General Enterprise	Deviation	PRDP 37/2024-25	R40
Artists (Nyeleti nwa Xilumani) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Noadiah	Deviation	PRDP 38/2024-25	R30
Artists (DJ Majarine) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	Agnesius International	Deviation	PRDP 39/2024-25	R35
Artists (Prince) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	D and H Records	Deviation	PRDP 40/2024-25	R15
Artists (Neo) performances to entertain audience during National Youth Day Celebration at Peter Mokaba Stadium in Polokwane Municipality	The Kwiras Media and Enterprise	Deviation	PRDP 41/2024-25	R30
Catering services during National Youth Day Celebration at Peter Mokaba Stadium in	30 Service Providers	Deviation	PRDP 42/2024-26	R1,865

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Polokwane Municipality				
Transport to ferry people from various areas within Limpopo to Peter Mokaba Stadium during National Youth Day Celebration	120 Bus Service Providers	Deviation	PRDP 43/2024-25	R2,059
Conference fee for 3 delegates from 11-12 September 2024	South African Society for Labour Law	Deviation	PRDP 49/2024-25	R19
upgrade server storage	CHM Vuwani Computer Solution	Deviation	PRDP 50/2024-25	R999
Radio adverts from 05-09 August 2024 on SABC Combo (Thobela FM, Munghana Lonene FM & Phaphala FM) and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	SABC	Deviation	PRDP 53/2024-25	R702
Radio adverts from 05-09 August 2024 on Capricorn FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	Capricorn FM	Deviation	PRDP 54/2024-25	R189
Radio adverts from 05-09 August 2024 on Jacaranda FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	Jacaranda FM	Deviation	PRDP 55/2024-25	R199
Radio adverts from 05-09 August 2024 on Energy FM and Choice FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	MISACRON	Deviation	PRDP 56/2024-25	R270

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Radio adverts from 05-09 August 2024 on Vuwani FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	Open Media Connect (Vuwani)	Deviation	PRDP 57/2024-25	R63
Radio adverts from 05-09 August 2024 on Makhado FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	Makhado Community Radio Station	Deviation	PRDP 58/2024-25	R85
Radio adverts from 05-09 August 2024 on Musina FM and Outside Broadcasting on the 09 August 2024 at Thononda Village, Thulamela Local Municipality	Musina Community Radio Station	Deviation	PRDP 59/2024-25	R75
K2 Software license renewal	K2 Workflow South Africa	Deviation	PRDP 60/2024-25	R98
Cylinders Hydrotest (A hydrostatic test is a way in which pressure vessels such as pipelines, plumbing, gas cylinders, boilers and fuel tanks can be tested for strength and leaks).	Dot Fire	Deviation	PRDP 61/2024-4	R82
Procurement of OrgPlus Desktop Software Licenses.	LRMG	Deviation	PRDP 62/2024-25	R395
Repair of Lenovo Yoga X13 Laptop	Partserve Channel Support	Deviation	PRDP 65/2024-25	R11
Renewal of ACL Software License	Surtech Solutions RSA	Deviation	PRDP 66/2024-25	R273
Conference fee for Mr. Mosomane PR; Mr. Monyela MJ RW and Mr. Moswane SF who will be attending South African Monitoring and	Partserve Channel Support	Deviation	PRDP 67/2024-25	R36

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Evaluation Association (SAMEA) Conference from 07-09 October 2024 at Birchwood Hotel & OR Tambo Conference Centre in Gauteng				
Return flight business ticket for The Premier and return flight economy ticket for Ms. Matshivha N to Beijing, China on the 30 August 2024 returning on the 08 September 2024	Reakgona Travel Services	Deviation	PRDP 68/2024-25	R428
Radio adverts from 02-06 September 2024 on Mokopane Community Radio and Outside Broadcasting on the 06 September 2024 at GaSeleka Community Hall, Lephalale, Waterberg District.	Mokopane Community Radio	Deviation	PRDP 69/2024-25	R75
Radio adverts from 02-06 September 2024 on Radio Bushveld (Waterberg Stereo); and Outside Broadcasting on the 06 September 2024 at GaSeleka Community Hall, Lephalale, Waterberg District.	Radio Bushveld	Deviation	PRDP 70/2024-25	R29
Procurement of Legal Brief Workplace and Legal Brief Forensic.	Juta and Company	Deviation	PRDP 72/2024-25	R20
Outside Broadcasting package for Provincial Heritage Day Celebration on SABC Combo (Thobela FM, Munghana Lonene FM & Phaphala FM) from 21 to 24 September 2024 at Ramokgopa Stadium, Molemole Municipality, Capricorn District on the 24 September 2024	SABC	Deviation	PRDP 73/2024-25	R644
Conference fee Ms. Mabunda T and DR Sehlapelo MCAM who will be attending	University of Witwatersrand	Deviation	PRDP 79/2024-25	R20

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
International Conference on Theory and Practice in Electric Governance (ICEGOV2024) Conference from 30/09/2023-05/10/2024 2024 in Pretoria.				
Radio adverts from 27 September-01 October 2024 on Mokopane Community Radio and Outside Broadcasting on the 01 October 2024 at Lekker Breek Primary School, Modimolle, Waterberg District.	Mokopane Community Radio	Deviation	PRDP 80/2024-25	R75
Radio adverts from 27 September-01 October 2024 on Radio Bushveld (Waterberg Stereo); and Outside Broadcasting on the 01 October 2024 at Lekker Breek Primary School, Modimolle, Waterberg District.	Radio Bushveld	Deviation	PRDP 81/2024-25	R29
radio adverts from 27 September-01 October 2024 on Waterberg Wave and Outside Broadcasting on the 01 October 2024 at Lekker Breek Primary School, Modimolle, Waterberg District.	P & LL Trading	Deviation	PRDP 82/2024-25	R99
Artist's performances to entertain audience during International Older Persons Day Celebration at Leeker Breek Primary School in Modimolle Municipality on the 01st of October 2024	The Rudiments Virtuoso	Deviation	PRDP 83/2024-25	R12
Artists (Heepo Wa Katara) performances to entertain audience during International Older Persons Day Celebration at Leeker Breek Primary School in Modimolle Municipality on the 01st of October 2024	Mohumi Integrated Services	Deviation	PRDP 84/2024-25	R20

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Digital advertising on Bulldog Ads electronic screens from October 2024 to March 2025 to communicate pronouncement made by The Premier during the opening of legislature, government priorities and service delivery achievements	Bulldog Ads	Deviation	PRDP 85/2024-25	R365
Teaser inside Nthavela Newspaper for a period of three (03) months (one advert per month) from October to December 2024	Nhluvuko Media Communications	Deviation	PRDP 86/2024-25	R50
Teaser inside Polokwane Bonus, Polokwane Observer, Capricorn Voice, Letaba Herald & Polokwane Review Newspapers for a period of three (03) months (one advert per month) from October to December 2024	CTP	Deviation	PRDP 87/2024-25	R70
Teaser inside Sowetan Newspaper for a period of three (03) months (one advert per month) from October to December 2024	Arena Holdings	Deviation	PRDP 88/2024-25	R61
Teaser inside Seipone Newspaper for a period of three (03) months (one advert per month) from October to December 2024	Balaodi Publishers	Deviation	PRDP 89/2024-25	R18
Teaser inside The L Magazine for a period of three (03) months (one advert per month) from October to December 2024	The L Magazine & Projects	Deviation	PRDP 90/2024-25	R36
Teaser inside Sunday World Newspaper for a period of three (03) months (one advert per month) from October to December 2024	Fundudzi Media t/a Sunday World	Deviation	PRDP 91/2024-25	R67
Teaser inside Timeless News for a period of three (03) months (one advert per month) from	Timeless Engineering &	Deviation	PRDP 92/2024-25	R43

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
October to December 2024	Projects			
Teaser inside Sekhukhune Times Newspaper for a period of three (03) months (one advert per month) from October to December 2024	Sekhukhune Times	Deviation	PRDP 93/2024-25	R30
Radio adverts from 30 October-02 November 2024 and Outside Broadcasting on the 02 November 2024 at Makgwabe Village, Makhuduthamaga Local Municipality.	Thabantsho Community Radio	Deviation	PRDP 94/2024-25	R47
Radio adverts from 30 October-02 November 2024 and Outside Broadcasting on the 02 November 2024 at Makgwabe Village, Makhuduthamaga Local Municipality.	Sekhukhune Community Radio	Deviation	PRDP 95/2024-25	R987
Radio adverts from 30 October-02 November 2024 and Outside Broadcasting on the 02 November 2024 at Makgwabe Village, Makhuduthamaga Local Municipality.	Tubatse Progressive Community Radio Station	Deviation	PRDP 96/2024-25	R127
Radio adverts from 30 October-02 November 2024 and Outside Broadcasting on the 02 November 2024 at Makgwabe Village, Makhuduthamaga Local Municipality.	Moutse Community Radio Station	Deviation	PRDP 97/2024-25	R60
Artist performances to entertain audience during National Children Day at Makgwabe villages in Makhuduthamaga Local Municipality on the 02nd of November 2024	Hutjo Trading Enterprise (Bontle Maphutha)	Deviation	PRDP 98/2024-25	R15
Hiring ablution facilities for Presidential meeting with Cabinet Ministers and Members of the Executive Council at Polokwane Council Chamber	Chillers on Wheels	Deviation	PRDP 99/2024-25	R30

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Urgent replacement of air conditioners at Information Technology Disaster Recovery Site and server room at Mowaneng Building	Adiabatic Services	Deviation	PRDP 100/2024-25	R191
Repair of 4 JBL speakers, hybrid mixer and sound craft	Blackmoon Investment 108	Deviation	PRDP 101/2024-25	R58
Radio adverts from 29th of November to 03rd of December 2024 and Outside Broadcasting on the 03rd of December 2024 at Inveraan Multipurpose Centre, Blouberg Local Municipality, Capricorn District for the Day of Persons Living with Disability	MISACRON (Energy FM)	Deviation	PRDP 102/2024-25	R247
Radio adverts from 29th of November to 03rd of December 2024 and Outside Broadcasting on the 03rd of December 2024 at Inveraan Multipurpose Centre, Blouberg Local Municipality, Capricorn District for the Day of Persons Living with Disability	Moletsi Community Radio	Deviation	PRDP 103/2024-25	R120
Radio adverts from 29th of November to 03rd of December 2024 and Outside Broadcasting on the 03rd of December 2024 at Inveraan Multipurpose Centre, Blouberg Local Municipality, Capricorn District for the Day of Persons Living with Disability	Blouberg Community Radio	Deviation	PRDP 104/2024-25	R65
Radio adverts from 29th of November to 03rd of December 2024 and Outside Broadcasting on the 03rd of December 2024 at Inveraan Multipurpose Centre, Blouberg Local Municipality, Capricorn District for the Day of Persons Living with Disability	Mohodi Community Radio	Deviation	PRDP 105/2024-25	R93

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Radio adverts from 27th of November to 01st of December 2024 and Outside Broadcasting on the 01st of December 2024 at Marapong in Lephalale, Waterberg District for World AIDS Day	SABC Combo	Deviation	PRDP 106/2024-25	R736
Radio adverts from 27th of November to 01st of December 2024 and Outside Broadcasting on the 01st of December 2024 at Marapong in Lephalale, Waterberg District for World AIDS Day	Capricorn FM	Deviation	PRDP 107/2024-25	R323
Radio adverts from 27th of November to 01st of December 2024 and Outside Broadcasting on the 01st of December 2024 at Marapong in Lephalale, Waterberg District for World AIDS Day	Jacaranda FM	Deviation	PRDP 108/2024-25	R250
Radio adverts from 27th of November to 01st of December 2024 and Outside Broadcasting on the 01st of December 2024 at Marapong in Lephalale, Waterberg District for World AIDS Day	Mokopane Community Radio	Deviation	PRDP 109/2024-25	R75
Radio adverts from 27th of November to 01st of December 2024 and Outside Broadcasting on the 01st of December 2024 at Marapong in Lephalale, Waterberg District for World AIDS Day	P and LL Trading (Waterberg Wave)	Deviation	PRDP 110/2024-25	R95
Radio adverts from 23rd of December 2024 to 03rd January 2025 for Premier's Festive Season Message	SABC Combo	Deviation	PRDP 111/2024-25	R550
Radio adverts from 23rd of December 2024 to	Capricorn FM	Deviation	PRDP 112/2024-25	R213

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
03rd January 2025 for Premier's Festive Season Message				
Radio adverts from 23rd of December 2024 to 03rd January 2025 for Premier's Festive Season Message	Jacaranda FM	Deviation	PRDP 113/2024-25	R167
Conference fee for Ms Nemuhuyuni FE and Mr Mafala J who will be attending the 12th annual Edition, National Public Sector Clean Audit Turnaround Indaba 2024 at Elangeni Maharani Towers, Durban, Kwazulu Natal from the 5th to 06th of December 2024	Audit Turnaround	Deviation	PRDP 114/2024-25	R23
Urgent remove damaged double glasses and replacement at 4th floor	Onthatile Development and Construction	Deviation	PRDP 115/2024-25	R7
GALA Dinner for 120 people in honour of the ministers from Zimbabwe by the Premier on the 06 December 2024	2 Ten Hotel	Deviation	PRDP116/2024-25	R141
Accommodation and meals from one service provider with high rates (Image Travel) for Mr. Nephalama R. Ms. Khorommbi A, Ms. Mphahlele J, and Ms. Malepe S to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025	Image Travel & Tours	Deviation	PRDP 120/2024-25	R41
The Premier, four protectors and four of the support staff to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025	Besty Travel	Deviation	PRDP 121/2024-25	R166
Flight tickets, car rental, accommodation,	Ashcor Travel	Deviation	PRDP 122/2024-	R51

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
meals and exceed from maximum allowable rates for domestic accommodation and meals in Cape Town from 02 to 07 February 2025 for Ms. Aluwani Khorommbi to attend Mining Indaba gala Dinner at Vergelegen Wine Estate and State of the Nation Address at Cape Town City Hall			2025	
Flight +B18:O19tickets, car rental, accommodation, meals and exceed from maximum allowable rates for domestic accommodation and meals in Cape Town from 04 to 07 February 2025 for The Premier, two protectors, Ms. Mmetja Pale, Mr. Muavha T and Mr. Hlungwani A to attend State of the Nation Address at Cape Town City Hall.	Reakgona Travel and Services Projects	Deviation	PRDP 123/2024-25	R376
Accommodation and meals for Mr. Ramakuella NK to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025.	Image Travel & Tours	Deviation	PRDP 124/2024-25	R10
Accommodation and meals for Mr. Phathela N, Mr. Matima S and Mr. Madzusa N to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025.	Image Travel & Tours	Deviation	PRDP 125/2024-25	R22
Accommodation and meals for Ms. Masebenza RL, Ms. Njaba M and Ms. Motimele P to travel to Phalaborwa to attend Marula Festival from 01 – 02 March 2025	Image Travel & Tours	Deviation	PRDP 126/2024-25	R11
Conference package for 475 delegates from 05th to 06th March 2025 around Polokwane	Ranch Hotel	Deviation	PRDP 127/2024-25	R659

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
for the Provincial SMS Summit				
Adverts inside Mail & Guardian newspapers for State of the Province Address 2025.	Mail and Guardian Media	Deviation	PRDP 128/2024-25	R49
Adverts inside Nthavhele newspapers for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2026	Nhluvuko Media Communication	Deviation	PRDP 129/2024-25	R56
Adverts inside Polokwane Observer newspapers for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2027	CTP	Deviation	PRDP 130/2024-25	R87
Adverts inside Sekhukhune Times newspapers for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2028	Sekhukhune Times	Deviation	PRDP 131/2024-25	R149
Adverts inside Sunday World newspapers for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2029	Fundudzi Media	Deviation	PRDP 132/2024-25	R89
Adverts inside The L Magazine for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2030	The L Magazine and Projects	Deviation	PRDP 133/2024-25	R113
Adverts inside The Reporter newspapers for State of the Province Address 2025,	Boikgantsho Investment	Deviation	PRDP 134/2024-25	R114

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
government priority programmes and service delivery achievements from February to March 2031				
Digital advertising space on Giyani Billboard for State of the Province Address 2025, government priority programmes and service delivery achievements from February to March 2032	Nhluvuko Media Communication	Deviation	PRDP 135/2024-25	R65
Accommodation and meals for Mr. Mohlake M.J. and Ms. Maja N.M. to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025	Image Travel & Tours	Deviation	PRDP 136/2024-25	R15
Accommodation and meals for Mohale TT, Maletle KK, Mushwana MM and Morulane MJ to travel to Phalaborwa to attend Marula Festival from 28 February 2025 – 02 March 2025.	Image Travel & Tours	Deviation	PRDP 137/2024-25	R41
Conference Package for 207 delegates from 12 to 13 March attending Women Seminar	Mekete Boutique & Events	Deviation	PRDP 138/2024-25	R239
Outside Broadcasting package on SABC (Munghana Lonene FM & Phaphala FM) on the 21st of March 2025 at Makonde village, Thulamela Local Municipality, Vhembe District for Human Rights Day	SABC	Deviation	PRDP 139/2024-25	R620
Radio adverts from 17 to 21 March 2025 and OB on Capricorn FM; and Outside Broadcasting package on the 21st of March 2025 at Makonde village, Thulamela Local Municipality, Vhembe District for Human	Capricorn FM	Deviation	PRDP 140/2024-26	R430

Project description	Name of supplier	Type of procurement other means	Contract number	Value of contract R'000
Rights Day				
Outside Broadcasting package on SABC (Thobela FM) on the 22nd of March 2025 at Elias Motsoaledi Local Municipality, Sekhukhune District for World TB Day	SABC	Deviation	PRDP 141/2024-25	R594
Radio adverts from 18 to 22 March 2025 and OB on Capricorn FM and Outside Broadcasting on the 22nd of March 2025 at Elias Motsoaledi Local Municipality, Sekhukhune District for World TB Day	Capricorn FM	Deviation	PRDP 142/2024-25	R262
Radio adverts from 18 to 22 March 2025 on Jacaranda Fm; and Outside Broadcasting on the 22nd of March 2025 at Elias Motsoaledi Local Municipality, Sekhukhune District for World TB Day	Jacaranda FM	Deviation	PRDP 143/2024-25	R274
Annual renewal of CIBECS Software Licenses	CIBECS	Deviation	PRDP 144/2024-25	R1,040
Total				R24,599

3.2 Contract variations and expansions.

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s	Value of current contract expansion or variation
				R'000	R'000	R'000
Provision of Hygiene Services	Maboka Cleaning Services	Extension for 3 months	PRDP 16/2021/22	R1,739	R192	0
Physical Security Service at all Office of The Premier's Buildings	Calvin & Family Security Service	Extension for 3 months	PRDP 12/2021/2022	R9,817	R1,227	0
Provision of the Provincial Shared Email Security and Continuity	CHM Vuwani	Extension for 5 months	PRDP 01/2021-22	R36,344	R4,406	0
Total				R 47,900	R5,825	

PART F: FINANCIAL INFORMATION

1. REPORT OF THE AUDITOR-GENERAL

Opinion

1. I have audited the financial statements of the Office of the Premier set out on pages 267 to 330, which comprise the appropriation statement, statement of financial position as of 31 March 2025, statement of financial performance, statement of changes in net assets and cash flow statement, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the office of the premier as of 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with Modified cash standard (MCS) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 24 of 2024 (DoRA).

Basis for opinion

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

Emphasis of Matter

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

Restatement of corresponding figures

7. As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2024 financial year were restated as a result of an error in the financial statements of the department for the year ended 31 March 2025.

Other matter

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

Unaudited supplementary schedules

9. The supplementary information as set out on page 278 to 323 does not form part of the financial statements and is presented as additional information. I have not audited the schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the Accounting Officer for the financial statements

10. The Accounting Officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA and DoRA and for such internal control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the Accounting Officer is responsible for assessing the department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations or has no realistic alternative but to do so.

Responsibilities of the Auditor-General for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error; and to issue an Auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users, taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located on page 257, forms part of my auditor's report.

Report on the audit of the annual performance report

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof; I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The Accounting Officer is responsible for the preparation of the Annual Performance Report.
15. I selected the following programmes presented in the annual performance report for the year ended 31 March 2025 for auditing. I selected programmes that measures the Office of the Premier's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page No.	Purpose
Institutional Development Support	98 -104	Established to ensure that the provincial administration has the capacity to deliver on its mandate. This programme ensures that policies, processes and systems that enable the provincial administration to deliver services, are in place.
Policy and Governance	105 - 110	Established to enable the office of the premier to implement the mandate of planning, monitoring and evaluation and stakeholder management. The programme initiates the development and implementation of policies and strategies to achieve an integrated approach towards sustainable growth and development. The programme also ensures that the outcome-based approach is properly implemented and monitored in all spheres of government.

16. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.

17. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives.
- all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included.
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
- the indicators and targets reported in the annual performance report are the same as those committed to in the approved initial or revised planning documents the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

18. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

19. I did not identify any material findings on the reported performance information for the selected programmes.

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

21. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under-achievements.
22. The table that follows provides information on the achievement of planned targets and list the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on page 104.

Programme 2: Institutional Development Support

Targets achieved: 98.88%		
Budget spent: 99%		
Key indicator not achieved	Planned target	Reported achievement
% of legal opinions provided in line with service standards timeframes	100%	98.88%

Report on compliance with legislation

23. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
24. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
25. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
26. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the Annual Report

27. The Accounting Officer is responsible for the other information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the Auditor's report and those selected programmes presented in the Annual Performance Report that have been specifically reported in this Auditor's report.
28. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

29. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

31. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
32. I did not identify any significant deficiencies in internal control.

AUDITOR - GENERAL

Polokwane
31 July 2025



Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements.
- My conclusions are based on the information available to me on the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

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

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Section or regulations
Public Finance Management Act 1 of 1999	Section 1; 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(0);38(1); 38(1)(h)(iii); 39(1)(a); 39(2)(a); 40(1)(a); 40(1)(b)40(1)(c)(i); 43(4); 44; 45(b)
Treasury Regulations, 2005	Regulation 4.1.1;4.1.3;5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d);5.3.1; 6.3.1 (a); 6.3.1(b); 6.3.1(c) 6.3.1(d); 6.4.1 (b); 7.2.1; 8.1.1; 8.2.1; 8.2.3; 8.4.1; 9.1.1; 9.1.4; 10.1.1 (a); 10.1.2;11.4.1; 11.4.2; 11.5.1; 12.5.1; 15.10.1.2(c); 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A7.3; 16A7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A 9.1(e); 16A9.1(0); 16A9.2; 16A9.2(a)(ii); 17.1.1; 18.2; 19.8.4
Construction Industry Development Board, Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
Division of Revenue Act 24 of 2024	Section 11(6)(a); 12(5);16(1); 16(3); 16(3)(a)(i); 16(3)(a)(ii) (bb)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8;4.9;5.3
Second amendment National Treasury Instruction No. 5	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4

National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b);4.3; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of	Section 1; 2.1 (a); 2.1 (f)
Preferential Procurement Regulation, 2022	Regulation 4.1; 4.2; 4.3; 4.4;5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulation, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8;
Prevention and Combating of Corrupt Activities Act 12	Section 34(1)
Public Service Regulations, 2016	Regulation 18(1); 18(2); 25(1)(e)(i); 25(1)(e)(iii)
State Information Technology Agency Act 88 of 1998	Section 7(3)

2. ANNUAL FINANCIAL STATEMENTS

ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2025

Appropriation per programme									
Voted funds and Direct charges	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. ADMINISTRATION	157,105	-	536	157,641	156,373	1,268	99.2%	151,303	151,083
2. INSTITUTIONAL DEVELOPMENT	227,121	-	1,701	228,822	226,954	1,868	99.2%	201,233	196,680
3. POLICY & GOVERNANCE	112,638	-	(2,237)	110,401	108,991	1,410	98.7%	105,083	104,867
Programme sub total	496,864	-	-	496,864	492,318	4,546	99.1%	457,619	452,630
Statutory Appropriation	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
Statutory Appropriation	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
TOTAL	499,396	-	-	499,396	494,841	4,555	99.1%	460,090	455,098
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				1,400				825	
Actual amounts per Statement of Financial Performance (Total				500,796				460,915	
Actual amounts per Statement of Financial Performance (Total					494,841				455,098

Appropriation per economic classification									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	492,106	-	(8,356)	483,750	479,481	4,269	99.1%	445,457	441,273
Compensation of employees	320,314	-	(8,916)	311,398	308,085	3,313	98.9%	296,945	296,622
Salaries and wages	279,338	2,486	(8,916)	272,908	269,731	3,177	98.8%	259,691	259,508
Social contributions	40,976	(2,486)	-	38,490	38,354	136	99.6%	37,254	37,114

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Appropriation per economic classification									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Goods and services	171,792	-	560	172,352	171,235	1,117	99.4%	148,512	144,651
Advertising	11,024	(94)	2,385	13,315	13,311	4	100.0%	14,836	14,835
Minor assets	192	7	-	199	189	10	95.0%	34	32
Audit costs: External	6,529	(1,590)	-	4,939	4,938	1	100.0%	5,144	5,143
Bursaries: Employees	1,841	-	-	1,841	1,841	-	100.0%	1,578	1,577
	4,266	981	-	5,247	5,203	44	99.2%	5,643	5,616
Catering: Departmental activities									
Communication (G&S)	5,352	(578)	-	4,774	4,769	5	99.9%	5,716	5,711
Computer services	69,448	260	(2,756)	66,952	66,585	367	99.5%	49,927	46,414
Consultants: Business and advisory services	2,389	832	(315)	2,906	2,892	14	99.5%	1,478	1,473
Legal services	8,566	75	(711)	7,930	7,929	1	100.0%	5,285	5,284
Contractors	1,579	53	-	1,632	1,610	22	98.7%	2,842	2,830
Fleet services (including government motor transport)	3,600	1,715	(2,373)	2,942	2,937	5	99.8%	2,433	2,430
Consumable supplies	2,379	249	189	2,817	2,801	16	99.4%	4,347	4,336
Consumable: Stationery, printing	3,001	82	-	3,083	3,072	11	99.6%	3,277	3,271
Operating leases	5,280	(4)	(581)	4,695	4,693	2	100.0%	5,070	5,068
Property payments	14,988	82	-	15,070	15,055	15	99.9%	13,803	13,780
Transport provided: Departmental activity	1,890	(186)	1,086	2,790	2,773	17	99.4%	1,938	1,934
Travel and subsistence	16,669	(851)	1,130	16,948	16,559	389	97.7%	14,150	13,932
Training and development	3,835	(95)	1,576	5,316	5,312	4	99.9%	2,670	2,668
Operating payments	1,462	(310)	-	1,152	1,145	7	99.4%	671	667
Venues and facilities	7,531	(330)	566	7,767	7,621	146	98.1%	7,670	7,650
Transfers and subsidies	3,088	-	(172)	2,916	2,899	17	99.4%	6,242	6,225

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Appropriation per economic classification									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Provinces and municipalities	49	-	(21)	28	26	2	92.9%	22	21
Municipalities	49	-	(21)	28	26	2	92.9%	22	21
Municipal bank accounts	49	-	(21)	28	26	2	92.9%	22	21
Departmental agencies and accounts	27	-	(17)	10	9	1	90.0%	9	9
Departmental agencies	27	-	(17)	10	9	1	90.0%	9	9
Households	3,012	-	(134)	2,878	2,864	14	99.5%	6,211	6,195
Social benefits	2,887	-	(9)	2,878	2,864	14	99.5%	6,073	6,058
Other transfers to households	125	-	(125)	-	-	-	-	138	137
Payments for capital assets	4,202	-	8,528	12,730	12,622	108	99.2%	8,391	7,600
Buildings and other fixed structures	-	-	581	581	580	1	99.8%	-	-
Buildings	-	-	581	581	580	1	99.8%	-	-
Machinery and equipment	4,202	-	7,947	12,149	12,042	107	99.1%	8,391	7,600
Transport equipment	-	68	3,634	3,702	3,701	1	100.0%	2,862	2,862
Other machinery and equipment	4,202	(68)	4,313	8,447	8,341	106	98.7%	5,529	4,738
	499,396	-	-	499,396	494,841	4,555	99.1%	460,090	455,098

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 1: ADMINISTRATION									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. PREMIER SUPPORT	15,041	222	1,590	16,853	16,754	99	99.4%	13,147	13,115
2. EXECUTIVE COUNCIL SUPPORT	3,038	815	204	4,057	4,041	16	99.6%	4,435	4,426
3. DIRECTOR GENERAL	35,846	(765)	(410)	34,671	34,449	222	99.4%	33,081	33,022
4. FINANCIAL MANAGEMENT	90,634	(180)	486	90,940	90,029	911	99.0%	89,090	88,985
5. PROGRAMME SUPPORT ADMINISTRATION	12,546	(92)	(1,334)	11,120	11,100	20	99.8%	11,550	11,535
6. DIRECTOR GENERAL SUPPORT	-	-	-	-	-	-	-	-	-
	157,105	-	536	157,641	156,373	1,268	99.2%	151,303	151,083
Economic classification									
Current payments	154,695	-	(3,713)	150,982	149,901	1,081	99.3%	144,814	144,605
Compensation of employees	107,853	-	(2,568)	105,285	104,382	903	99.1%	101,193	101,106
Salaries and wages	92,319	597	(2,568)	90,348	89,477	871	99.0%	87,166	87,115
Social contributions	15,534	(597)	-	14,937	14,905	32	99.8%	14,027	13,991
Goods and services	46,842	-	(1,145)	45,697	45,358	339	99.3%	43,621	43,499
Advertising	350	(91)	-	259	258	1	99.6%	-	-
Minor assets	172	13	-	185	176	9	95.1%	16	15
Audit costs: External	6,529	(1,590)	-	4,939	4,938	1	100.0%	5,144	5,143
Catering: Departmental activities	1,182	700	-	1,882	1,867	15	99.2%	811	805
Communication (G&S)	125	(47)	-	78	76	2	97.4%	84	83
Computer services	395	(171)	-	224	222	2	99.1%	-	-
Consultants: Business and advisory services	307	825	(315)	817	811	6	99.3%	699	697
Contractors	800	53	-	853	847	6	99.3%	1,163	1,160

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 1: ADMINISTRATION									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Fleet services (including government motor transport)	3,600	1,715	(2,373)	2,942	2,937	5	99.8%	2,433	2,430
Consumable supplies	2,068	248	189	2,505	2,491	14	99.4%	3,816	3,810
Consumable: Stationery, printing and office supplies	1,188	1	-	1,189	1,184	5	99.6%	2,048	2,045
Operating leases	5,220	-	(581)	4,639	4,638	1	100.0%	5,033	5,031
Property payments	14,988	82	-	15,070	15,055	15	99.9%	13,803	13,780
Transport provided: Departmental activity	498	(442)	188	244	241	3	98.8%	52	51
Travel and subsistence	6,608	(467)	1,170	7,311	7,092	219	97.0%	5,751	5,691
Training and development	65	(21)	-	44	41	3	93.2%	-	-
Operating payments	543	4	-	547	541	6	98.9%	187	184
Venues and facilities	2,304	(555)	204	1,953	1,943	10	99.5%	2,581	2,574
Transfers and subsidies	1,510	-	9	1,519	1,510	9	99.4%	2,847	2,839
Provinces and municipalities	49	-	(21)	28	26	2	92.9%	22	21
Municipalities	49	-	(21)	28	26	2	92.9%	22	21
Municipal bank accounts	49	-	(21)	28	26	2	92.9%	22	21
Departmental agencies and accounts	27	-	(17)	10	9	1	90.0%	9	9
Departmental agencies	27	-	(17)	10	9	1	90.0%	9	9
Households	1,434	-	47	1,481	1,475	6	99.6%	2,816	2,809
Social benefits	1,434	-	47	1,481	1,475	6	99.6%	2,678	2,672
Other transfers to households	-	-	-	-	-	-	-	138	137
Payments for capital assets	900	-	4,240	5,140	5,123	17	99.7%	3,642	3,639

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 1: ADMINISTRATION									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Buildings and other fixed structures	-	-	581	581	580	1	99.8%	-	-
Buildings	-	-	581	581	580	1	99.8%	-	-
Machinery and equipment	900	-	3,659	4,559	4,543	16	99.6%	3,642	3,639
Transport equipment	-	68	3,634	3,702	3,701	1	100.0%	2,862	2,862
Other machinery and equipment	900	(68)	25	857	842	15	98.2%	780	777
	157,105	-	536	157,641	156,373	1,268	99.2%	151,303	151,083

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 2: INSTITUTIONAL DEVELOPMENT									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. STRATEGIC HUMAN RESOURCE	66,411	(450)	766	66,727	66,275	452	99.3%	62,371	62,221
2. INFORMATION COMMUNICATION TECHNOLOGY	95,130	34	(159)	95,005	94,209	796	99.2%	74,520	70,964
3. LEGAL SERVICES	23,381	-	(1,206)	22,175	21,961	214	99.0%	17,323	17,309
4. COMMUNICATION SERVICES	31,914	(610)	2,300	33,604	33,369	235	99.3%	36,054	35,234
5. PROGRAMM SUPPORT INSTITUTIONAL DEVELOPMENT	10,285	1,026	-	11,311	11,140	171	98.5%	10,965	10,952
	227,121	-	1,701	228,822	226,954	1,868	99.2%	201,233	196,680
Economic classification									
Current payments	223,506	-	(2,460)	221,046	219,273	1,773	99.2%	193,938	190,179
Compensation of employees	115,626	-	(3,246)	112,380	111,227	1,153	99.0%	107,356	107,232
Salaries and wages	101,065	1,209	(3,246)	99,028	97,925	1,103	98.9%	94,227	94,159
Social contributions	14,561	(1,209)	-	13,352	13,302	50	99.6%	13,129	13,073
Goods and services	107,880	-	786	108,666	108,046	620	99.4%	86,582	82,947
Advertising	10,674	(3)	2,385	13,056	13,053	3	100.0%	14,836	14,835
Minor assets	20	(6)	-	14	13	1	92.9%	18	17
Bursaries: Employees	1,841	-	-	1,841	1,841	-	100.0%	1,578	1,577
Catering: Departmental activities	271	(20)	-	251	242	9	96.4%	305	297
Communication (G&S)	5,160	(464)	-	4,696	4,693	3	99.9%	5,031	5,028
Computer services	67,843	430	(2,756)	65,517	65,153	364	99.4%	48,635	45,123
Consultants: Business and advisory services	677	-	-	677	676	1	99.9%	138	137

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 2: INSTITUTIONAL DEVELOPMENT									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Legal services	8,566	75	(711)	7,930	7,929	1	100.0%	5,285	5,284
Contractors	51	5	-	56	54	2	96.4%	123	121
Consumable supplies	311	1	-	312	310	2	99.4%	379	374
Consumable: Stationery, printing and office supplies	1,572	(26)	-	1,546	1,541	5	99.7%	1,184	1,181
Operating leases	60	(4)	-	56	55	1	98.2%	37	37
Travel and subsistence	4,093	294	-	4,387	4,284	103	97.7%	4,177	4,088
Training and development	3,764	(74)	1,576	5,266	5,265	1	100.0%	2,670	2,668
Operating payments	749	(312)	-	437	437	-	100.0%	431	430
Venues and facilities	2,228	104	292	2,624	2,500	124	95.3%	1,755	1,750
Transfers and subsidies	313	-	(127)	186	182	4	97.8%	2,546	2,540
Households	313	-	(127)	186	182	4	97.8%	2,546	2,540
Social benefits	188	-	(2)	186	182	4	97.8%	2,546	2,540
Other transfers to households	125	-	(125)	-	-	-	-	-	-
Payments for capital assets	3,302	-	4,288	7,590	7,499	91	98.8%	4,749	3,961
Machinery and equipment	3,302	-	4,288	7,590	7,499	91	98.8%	4,749	3,961
Other machinery and equipment	3,302	-	4,288	7,590	7,499	91	98.8%	4,749	3,961
	227,121	-	1,701	228,822	226,954	1,868	99.2%	201,233	196,680

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 3: POLICY & GOVERNANCE									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. INTERGOVERNMENTAL RELATIONS	14,993	(389)	239	14,843	14,594	249	98.3%	17,630	17,592
2. PROVINCIAL POLICY MANAGEMENT	57,476	(609)	(2,810)	54,057	53,450	607	98.9%	49,714	49,594
3. PROGRAMME SURPORT POLICY & GOVERNANCE	12,076	740	-	12,816	12,554	262	98.0%	11,159	11,153
4. SPECIAL PROGRAMMES	28,093	258	334	28,685	28,393	292	99.0%	26,580	26,528
	112,638	-	(2,237)	110,401	108,991	1,410	98.7%	105,083	104,867
Economic classification									
Current payments	111,373	-	(2,183)	109,190	107,784	1,406	98.7%	104,234	104,021
Compensation of employees	94,303	-	(3,102)	91,201	89,953	1,248	98.6%	85,925	85,816
Salaries and wages	83,598	570	(3,102)	81,066	79,871	1,195	98.5%	76,184	76,122
Social contributions	10,705	(570)	-	10,135	10,082	53	99.5%	9,741	9,694
Goods and services	17,070	-	919	17,989	17,831	158	99.1%	18,309	18,205
Catering: Departmental activities	2,813	301	-	3,114	3,094	20	99.4%	4,527	4,514
Communication (G&S)	67	(67)	-	-	-	-	-	601	600
Computer services	1,210	1	-	1,211	1,210	1	99.9%	1,292	1,291
Consultants: Business and advisory services	1,405	7	-	1,412	1,405	7	99.5%	641	639
Contractors	728	(5)	-	723	709	14	98.1%	1,556	1,549
Consumable supplies	-	-	-	-	-	-	-	152	152

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Programme 3: POLICY & GOVERNANCE									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable: Stationery, printing and office supplies	241	107	-	348	347	1	99.7%	45	45
Transport provided: Departmental activity	1,392	2	1,143	2,537	2,532	5	99.8%	1,886	1,883
Travel and subsistence	6,039	(465)	(294)	5,280	5,183	97	98.2%	4,222	4,153
Training and development	6	-	-	6	6	-	100.0%	-	-
Operating payments	170	(2)	-	168	167	1	99.4%	53	53
Venues and facilities	2,999	121	70	3,190	3,178	12	99.6%	3,334	3,326
Transfers and subsidies	1,265	-	(54)	1,211	1,207	4	99.7%	849	846
Households	1,265	-	(54)	1,211	1,207	4	99.7%	849	846
Social benefits	1,265	-	(54)	1,211	1,207	4	99.7%	849	846
	112,638	-	(2,237)	110,401	108,991	1,410	98.7%	105,083	104,867

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Direct charges									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Statutory Appropriation	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
Direct charges									
	2024/25							2023/24	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
Compensation of employees	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468
Salaries and wages	2,356	110	-	2,466	2,458	8	99.7%	2,114	2,112
Social contributions	176	(110)	-	66	65	1	98.5%	357	356
	2,532	-	-	2,532	2,523	9	99.6%	2,471	2,468

**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2025**

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

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

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

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

3 Detail on payments for financial assets

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

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

4.1 Per programme:	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
ADMINISTRATION	157,641	156,373	1,268	0.8%
INSTITUTIONAL DEVELOPMENT	228,822	226,954	1,868	0.8%
POLICY & GOVERNANCE	110,401	108,991	1,410	1.3%

Explanation of variance

The underspending is mainly attributed to delays in filling critical vacant posts and employees leaving the Office.

**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2025**

4.2 Per economic classification:	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	311,398	308,085	3,313	1.1%
Goods and services	172,352	171,235	1117	0.6%
Transfers and subsidies				
Provinces and municipalities	28	26	2	7.1%
Departmental agencies and accounts	10	9	1	10.0%
Households	2,878	2,864	14	0.5%
Payments for capital assets				
Buildings and other fixed structures	581	580	1	0.2%
Machinery and equipment	12,149	12,042	107	0.9%

Explanation of variance

The underspending is mainly attributed to delays in filling critical vacant posts and employees leaving the Office.

STATEMENTS OF FINANCIAL PERFORMANCE
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
REVENUE			
Annual appropriation	1	496,864	457,619
Statutory appropriation	2	2,532	2,471
Departmental revenue	3	1,400	825
TOTAL REVENUE		500,796	460,915
EXPENDITURE			
Current expenditure			
Compensation of employees	4	308,085	296,622
Goods and services	5	171,235	144,598
Total current expenditure		479,320	441,220
Transfers and subsidies			
Transfers and subsidies	6	2,899	6,225
Total transfers and subsidies		2,899	6,225
Expenditure for capital assets			
Tangible assets	7	12,622	7,653
Total expenditure for capital assets		12,622	7,653
TOTAL EXPENDITURE		494,841	455,098
SURPLUS/(DEFICIT) FOR THE YEAR		5,955	5,817
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		4,555	4,992
Annual appropriation		4,546	4,989
Statutory Appropriation		9	3
Departmental revenue and NRF Receipts	12	1,400	825
SURPLUS/(DEFICIT) FOR THE YEAR		5,955	5,817

STATEMENTS OF FINANCIAL POSITION
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
ASSETS			
Current Assets		15,518	44,234
Cash and cash equivalents	8	14,445	4,901
Receivables	9	1,073	39,333
Non-Current Assets		261	125
Receivables	9	261	125
TOTAL ASSETS		15,779	44,359
LIABILITIES			
Current Liabilities		15,380	44,163
Voted funds to be surrendered to the Revenue Fund	10	4,546	4,989
Statutory Appropriation to be surrendered to the Revenue Fund	11	9	3
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	94	65
Payables	13	10,731	39,106
TOTAL LIABILITIES		15,380	44,163
NET ASSETS		399	196
Represented by:			
Recoverable revenue		399	196
TOTAL		399	196

CASH FLOW STATEMENT
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		500,796	460,761
Annual appropriated funds received	1.1	496,864	457,619
Statutory appropriated funds received	2	2,532	2,471
Departmental revenue received	3	1,400	671
Net (increase)/ decrease in working capital		9,749	-1,778
Surrendered to Revenue Fund		-6,363	-2,942
Current payments		-479,320	-441,220
Transfers and subsidies paid		-2,899	-6,225
Net cash flow available from operating activities	14	21,963	8,596
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	-12,622	-7,653
Proceeds from sale of capital assets	3.3	-	154
(Increase)/decrease in non-current receivables	14		10
Net cash flows from investing activities		-12,622	-7,489
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		203	13
Net cash flows from financing activities		203	13
Net increase/ (decrease) in cash and cash equivalents		9,544	1,120
Cash and cash equivalents at beginning of period		4,901	3,781
Cash and cash equivalents at end of period	15	14,445	4,901

STATEMENTS OF CHANGES IN NET ASSETS
for the year ended 31 March 2025

NET ASSETS	Note	2024/25 R'000	2023/24 R'000
Recoverable revenue			
Opening balance		196	183
Transfers		203	13
Debts recovered (included in departmental receipts)		-905	-163
Debts raised		1,108	176
Closing balance		399	196
TOTAL		399	196

ACCOUNTING POLICIES
for the year ended 31 March 2025

Summary of significant accounting policies	
The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information. The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation. Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.	
1	Basis of preparation [Financial Statement Presentation] The financial statements have been prepared in accordance with the Modified Cash Standard.
2	Going concern [Financial Statement Presentation] The financial statements have been prepared on a going concern basis.
3	Presentation currency [Financial Statement Presentation] Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.
4	Rounding [Financial Statement Presentation] Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).

5	Foreign currency translation <i>[Cash Flow Statement, Expenditure, Revenue]</i> Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.
6	Comparative information
6.1	Prior period comparative information <i>[Financial Statement Presentation]</i> Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.
6.2	Current year comparison with budget <i>[Appropriation Statement]</i> 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 <i>[Revenue, General Departmental Assets and Liabilities]</i> Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. Appropriated funds are measured at the amounts receivable. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable /

	receivable in the statement of financial position.
7.2	Departmental revenue <i>[Revenue, General Departmental Assets and Liabilities]</i> Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Departmental revenue is measured at the cash amount received. In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
7.3	Accrued departmental revenue <i>[General Departmental Assets and Liabilities]</i> Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when: - it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and - the amount of revenue can be measured reliably. The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents. Write-offs are made according to the department's debt write-off policy.
8	Expenditure
8.1	Compensation of employees
8.1.1	Salaries and wages <i>[Expenditure]</i> Salaries and wages are recognised in the statement of financial performance on the date of payment.

8.1.2	Social contributions [Expenditure] Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.
8.2	Other expenditure[Expenditure]Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold. Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.
8.3	Accruals and payables not recognised [General Departmental Assets and Liabilities] Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.
8.4	Leases The Department use classification indicator of chapter 13 of MCS to classify leases. Furthermore, the Department use interest rate stipulated in a lease contract to discount future minimum lease payment. If interest rate implicit is not stipulated in lease contract, the interest rate implicit is calculated, if it is not practical to calculate the rate implicit in the lease, then the department use a reasonable proxy rate (prime lending rate at inception of the lease)
8.4.1	Operating leases [Leases] Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue. The operating lease commitments are recorded in the notes to the financial statements.

8.4.2	Finance leases [Leases] Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. At commencement of the finance lease term, finance lease assets acquired are recorded and measured at: the fair value of the leased asset; or if lower, the present value of the minimum lease payments. Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.
9	Cash and cash equivalents[General Departmental Assets and Liabilities, Cash Flow Statement] Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.
10	Prepayments and advances [General Departmental Assets and Liabilities] Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost. Prepayments and advances expensed before 1 April 2024 are recorded until the goods and services are received.
11	Receivables [General Departmental Assets and Liabilities] Receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

12	Payables <i>[General Departmental Assets and Liabilities]</i> Payables recognised in the statement of financial position are recognised at cost.
13	Movable capital assets <i>[Capital Assets]</i> Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition. Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Biological assets are subsequently carried at fair value. <i>[Add this sentence on biological assets if the department has elected to revalue its biological assets at reporting date]</i> Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

14	Intangible capital assets <i>[Capital Assets]</i> Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition. Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.
15	Provisions and contingents
15.1	Contingent liabilities <i>[Provisions and Contingents]</i> 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.
15.2	Contingent assets <i>[Provisions and Contingents]</i> 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.

15.3	Capital commitments <i>[Provisions and Contingents]</i> Capital commitments are recorded at cost in the notes to the financial statements.
16	Irregular expenditure <i>[General Departmental Assets and Liabilities]</i> Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable. Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of: - irregular expenditure that was under assessment in the previous financial year; - irregular expenditure relating to previous financial year and identified in the current year; and - irregular expenditure incurred in the current year.
17	Changes in accounting policies, estimates and errors <i>[Accounting Policies, Estimates and Errors]</i> Changes in accounting policies are applied in accordance with MCS requirements. Changes in accounting estimates are applied prospectively in accordance with MCS requirements. Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.
18	Events after the reporting date <i>[Events after the Reporting Date]</i> There is no adjusting and non-adjusting events after reporting date

19	Departures from the MCS requirements <i>[Preface to the Modified Cash Standard]</i> <i>There was no departure from the MCS</i>
20	Recoverable revenue Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.
21	Related party transactions <i>[Related Party Disclosures]</i> Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The full compensation of key management personnel is recorded in the notes to the financial statements.
22	Employee benefits <i>[General Departmental Assets and Liabilities]</i> <i>[Provisions and Contingents]</i> The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note. Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date. The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

1 Annual Appropriation

1.1 Annual Appropriation	2024/25			2023/24		
	Final Budget	Actual Funds Received	Funds not requested/ not received	Final Budget	Appropriation Received	Funds not requested/ not received
Programmes	R'000	R'000	R'000	R'000	R'000	R'000
1) ADMINISTRATION	157,641	157,641	-	151,303	151,303	-
2) INSTITUTIONAL DEVELOPMENT	228,822	228,822	-	201,233	201,233	-
3) POLICY & GOVERNANCE	110,401	110,401	-	105,083	105,083	-
Total	496,864	496,864	-	457,619	457,619	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

		2024/25 R'000	2023/24 R'000
2 Statutory Appropriation			
Statutory Appropriation		2,532	2,471
		2,532	2,471
Actual Statutory Appropriation received		2,532	2,471
Statutory Appropriation not requested / not received		-	-
	Note	2024/25 R'000	2023/24 R'000
3 Departmental Revenue			
Sales of goods and services other than capital assets	3.1	319	368
Interest, dividends and rent on land	3.2	73	69
Sales of capital assets	3.3	-	154
Transactions in financial assets and liabilities	3.4	1,008	234
Total revenue collected		1,400	825
Less: Own revenue included in appropriation	10		-
Departmental revenue collected		1,400	825

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

		2024/25	2023/24
	Note	R'000	R'000
3.1 Sales of goods and services other than capital assets	3		
Sales of goods and services produced by the department		319	349
Sales by market establishment		149	138
Administrative fees		-	1
Other sales		170	210
Sales of scrap, waste and other used current goods		-	19
Total		319	368
		2024/25	2023/24
	Note	R'000	R'000
3.2 Interest, dividends and rent on land	3		
Rent on land		73	69
Total		73	69
		2024/25	2023/24
	Note	R'000	R'000
3.3 Sales of capital assets	3		
Tangible capital assets			154
Machinery and equipment		-	154
Total		-	154

There was no sales of assets during the period under review

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
3.4 Transactions in financial assets and liabilities	3		
Receivables		1,008	234
Total		1,008	234

	Note	2024/25 R'000	2023/24 R'000
3.5.1 Gifts, donations and sponsorships received in-kind (not included in the main note or sub note)			
<i>(Treasury Regulation 21.2.4)</i>	ANNEXURE 3		
Gifts		28	18
Sponsorships		30	-
Total		58	18

	Note	2024/25 R'000	2023/24 R'000
4 Compensation of Employees			
4.1 Salaries and wages			
Basic salary		211,238	204,301
Performance award		-	136
Service Based		403	392
Compensative/circumstantial		6,363	4,449
Other non-pensionable allowances		51,684	50,230
Total		269,688	259,508

There was no performance award paid during the period under review

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
4.2 Social Contributions			
Employer contributions			
Pension		26,728	25,863
Medical		11,623	11,206
Bargaining council		46	45
Total		38,397	37,114
Total compensation of employees		308,085	296,622
 Average number of employees		 372	 365

	Note	2024/25 R'000	2023/24 R'000
5 Goods and services			
Advertising		13,311	14,835
Minor assets	5.1	189	32
Bursaries (employees)		1,841	1,577
Catering		5,203	5,616
Communication		4,769	5,711
Computer services	5.2	66,585	46,414
Consultants: Business and advisory services		2,892	1,473
Legal services		7,929	5,284
Contractors		1,610	2,830
Audit cost – external	5.3	4,938	5,143

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
5 Goods and services			
Fleet services		2,937	2,430
Consumables	5.4	5,873	7,607
Operating leases		4,693	5,068
Property payments	5.5	15,055	13,727
Transport provided as part of the departmental activities		2,773	1,934
Travel and subsistence	5.6	16,559	13,932
Venues and facilities		7,621	7,650
Training and development		5,312	2,668
Other operating expenditure	5.7	1,145	667
Total		171,235	144,598
	Note	2024/25 R'000	2023/24 R'000
5.1 Minor assets	5		
Tangible capital assets		189	32
Machinery and equipment		189	32
Total		189	32
	Note	2024/25 R'000	2023/24 R'000
5.2 Computer services	5		
SITA computer services		53,403	34,059
External computer service providers		13,182	12,355
Total		66,585	46,414

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
5.3 Audit cost – external	5		
Regularity audits		4,938	5,143
Total		4,938	5,143
	Note	2024/25 R'000	2023/24 R'000
5.4 Consumables	5		
Consumable supplies		2,801	4,336
Uniform and clothing		482	360
Household supplies		1,413	1,528
Building material and supplies		471	648
IT consumables		116	167
Other consumables		319	1,633
Stationery, printing and office supplies		3,072	3,271
Total		5,873	7,607
	Note	2024/25 R'000	2023/24 R'000
5.5 Property payments	5		
Municipal services		5,395	3,787
Property maintenance and repairs		3,291	4,174
Other		6,369	5,766
Total		15,055	13,727

R 0,053 million for capital expenditures was incorrectly classified as property payment during 2023/24.
Others include cleaning services, safeguard and security.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
5.6 Travel and subsistence	5		
Local		15,544	13,359
Foreign		1,015	573
Total		16,559	13,932
	Note	2024/25 R'000	2023/24 R'000
5.7 Other operating expenditure	5		
Professional bodies, membership and subscription fees		10	82
Resettlement costs		192	155
Other		943	430
Total		1,145	667

Others include courier and delivery service, freight services transporting goods, and printing and publications services

	2024/25 R'000	2023/24 R'000
5.8		
Remuneration of members of a commission or committee of inquiry (Included in Consultants: Business and advisory services)		
<i>(Treasury Regulation 20.2.4)</i>		
Name of Commission / Committee of inquiry		
Risk Committee Chairperson	108	170
Total	108	170

The Risk Committee consist of 13 members including an independent chairperson, Ten internal officials and two officils from provincial Treasury

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
6 Transfers and Subsidies			
Provinces and municipalities	28	26	21
Departmental agencies and accounts	ANNEXURE 1	9	9
Households	ANNEXURE 2	2,864	6,195
Total		2,899	6,225

	Note	2024/25 R'000	2023/24 R'000
7 Expenditure for capital assets			
Tangible capital assets		12,622	7,653
Buildings and other fixed structures		580	-
Machinery and equipment		12,042	7,653
Total		12,622	7,653

An amount of R 0.053 million was incorrectly classified as a property payment instead of machinery and equipment.

7.1 Analysis of funds utilised to acquire capital assets - 2024/25

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible capital assets	12,622	-	12,622
Buildings and other fixed structures	580		580
Machinery and equipment	12,042		12,042
Total	12,622	-	12,622

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

7.2 Analysis of funds utilised to acquire capital assets - 2023/24

	Voted Funds	Aid	TOTAL
	R'000	assistance	R'000
	R'000	R'000	R'000
Tangible capital assets	7,653	-	7,653
Machinery and equipment	7,653	-	7,653
Total	7,653	-	7,653

An amount of R 0.053 million was incorrectly classified as a property payment instead of machinery and equipment.

7.3 Finance lease expenditure included in Expenditure for capital assets

	2024/25	2023/24
	R'000	R'000
Tangible capital assets	1,970	1,720
Buildings and other fixed structures	580	-
Machinery and equipment	1,390	1,720
Total	1,970	1,720

8 Cash and Cash Equivalents

Consolidated Paymaster General Account

Total

Note	2024/25	2023/24
	R'000	R'000
	14,445	4,901
	14,445	4,901

There are no cash and cash equivalent balances held by the department that are available for use .

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25			2023/24		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
9 Receivables							
Claims recoverable	9.1	172	-	172	121	-	121
Trade receivables	9.2	582	-	582	505	-	505
Staff debt	9.3	196	261	457	67	125	192
Other receivables	9.4	123	-	123	38,640	-	38,640
Total		1,073	261	1,334	39,333	125	39,458

	Note	2024/25 R'000	2023/24 R'000
9.1 Claims recoverable			
Provincial departments	9	172	121
Total		172	121

	Note	2024/25 R'000	2023/24 R'000
9.2 Trade receivables			
(Group major categories, but list material items) supplier	9	582	505
Total		582	505

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
9.3 Staff debt	9		
(Group major categories, but list material items)			
Kilometers Allowance		9	17
Bursaries		333	63
Housing Allowance		19	23
Lost of Laptop		45	49
Performance Bonus		17	21
Accomodation		2	-
Lost of Office Equipment		-	10
Cellphone Top-up		32	9
Total		457	192
	Note	2024/25 R'000	2023/24 R'000
9.4 Other receivables	9		
(Group major categories, but list material items)			
Bursary		2	13
Media Case		121	121
Salary - Overpayment		-	1
Provincial Treasury		-	38,505
Total		123	38,640

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
10 Voted Funds to be surrendered to the Revenue Fund			
Opening balance		4,989	2,167
As restated		4,989	2,167
Transfer from statement of financial performance (as restated)		4,546	4,989
Paid during the year		-4,989	-2,167
Closing balance		4,546	4,989
	Note	2024/25 R'000	2023/24 R'000
11 Statutory Appropriation to be surrendered to the Revenue Fund			
Opening balance		3	-
As restated		3	-
Transfer from Statement of Financial Performance (as restated)		9	3
Paid during the year		-3	-
Closing balance		9	3
	Note	2024/25 R'000	2023/24 R'000
12 Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund			
Opening balance		65	15
As restated		65	15
Transfer from Statement of Financial Performance (as restated)		1,400	825
Paid during the year		-1,371	-775
Closing balance		94	65

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

	Note	2024/25 R'000	2023/24 R'000
13 Payables - current			
Advances received	13.1	10,064	39,085
Clearing accounts	13.2	667	21
Total		10,731	39,106

	Note	2024/25 R'000	2023/24 R'000
13.1 Advances received	13		
Public entities	ANNEXURE 6	10,064	39,085
Total		10,064	39,085

An amount of R 10,064 million above is for MERSETA projects. R 27,206, R 56,229 million, and R 0,582 million were received from MERSETA, spent and surrendered respectively during the period under review.

	Note	2024/25 R'000	2023/24 R'000
13.2 Clearing accounts	13		
(Identify major categories, but list material amounts)			
Salary Income Tax		626	21
Salary Pension Fund		41	-
Total		667	21

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
14 Net cash flow available from operating activities			
Net surplus/(deficit) as per Statement of Financial Performance		5,955	5,817
Add back non cash/cash movements not deemed operating activities		16,008	2,779
(Increase)/decrease in receivables		38,124	-39,042
Increase/(decrease) in payables – current		-28,375	37,264
Proceeds from sale of capital assets		-	-154
Expenditure on capital assets		12,622	7,653
Surrenders to Revenue Fund		-6,363	-2,942
Net cash flow generated by operating activities		21,963	8,596

During 2023/2024 financial year , assets to the value of R0,053 million were incorrectly classified as property payments instead of other machinery and equipment.

	Note	2024/25 R'000	2023/24 R'000
15 Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General account		14,445	4,901
Total		14,445	4,901

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

		Note	2024/25 R'000	2023/24 R'000
16	Contingent liabilities and contingent assets			
16.1	Contingent liabilities			
	Liable to	Nature		
	Intergovernmental payables	ANNEXURE 5	6,709	75
	Total		6,709	75

During the period under review an amount of R 6,709 million for unconfirmed interdepartmental payables was recognised.

		Note	2024/25 R'000	2023/24 R'000
16.2	Contingent assets			
	Nature of contingent asset			
	Motor Car Accident		35	58
	Loss of office Equipment		117	25
	Damaged Government Owned Vehicle		176	5
	Overpayments		244	143
	Total		572	231

During the period under review an amount of R0,338 million was incurred ,R0,023 Million was recovered and R0,004 million was cancelled

During the financial year 2023/24, an amount of R 0,001 million was overstated.

		Note	2024/25 R'000	2023/24 R'000
17	Capital commitments			
	Machinery and equipment		208	794
	Total		208	794

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

			2024/25 R'000	2023/24 R'000
18 Accruals and payables not recognised				
18.1 Accruals				
	Listed by economic classification	30 days	30+ days	Total
				Total
	Goods and services	4,391	224	4,615
	Transfers and subsidies	2	-	2
	Capital assets	41	-	41
	Total	4,434	224	4,658
				6,989
	Listed by programme level	Note	2024/25 R'000	2023/24 R'000
	Administration		2,934	2,935
	Institutional Development		1,007	3,711
	Policy and Governance		717	343
	Total		4,658	6,989
18.2 Payables not recognised				
	Listed by economic classification	30 days R'000	2024/25 30+ days R'000	2023/24 Total R'000
	Goods and services	58	6	59
	Total	58	6	59
	Listed by programme level	Note	2024/25 R'000	2023/24 R'000
	Administration		4	10
	Institutional Development		18	40
	Policy and Governance		42	9
	Total		64	59

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
Included in the above totals are the following:			
Confirmed balances with departments	ANNEXURE 5	-	2,734
Confirmed balances with other government entities	ANNEXURE 5	163	244
Total		163	2,978

Confirmed balances with other government entities was stated by R 0,244 million during 2023/24 financial year.

	Note	2024/25 R'000	2023/24 R'000
19 Employee benefits			
Leave entitlement		18,532	15,383
Service bonus		7,760	7,469
Capped leave		11,063	11,932
Other		1,181	1,224
Total		38,536	36,008

Leave entitlement includes an amount of R0,13 million and R0,39 million for 2023/2024 and 2024/2025 respectively for negative leave credits.

Negative leave credits are due to employees taking allowed leave days before they could accumulate. Leave days accumulate on monthly basis, these negative leave credits will be reduce during the year as and when officials come to work.

Other include long service awards and accruals and payable relate to Compensation of Employee.

At this stage the Office is not able to reliably measure pay- progression to be paid during 2025/2026 financial year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Included in the above totals are the following:

Confirmed balances with departments
Confirmed balances with other government entities
Total

Note	2024/25 R'000	2023/24 R'000
ANNEXURE 5	26	-
ANNEXURE 5	-	437
	26	437

20 Lease commitments

20.1 Operating leases

2024/25	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year			975		975
Later than 1 year and not later than 5 years			423		423
Later than five years					-
Total lease commitments	-	-	1,398	-	1,398

2023/24	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	1,008	-	1,008
Later than 1 year and not later than 5 years	-	-	1,306	-	1,306
Later than five years	-	-	92	-	92
Total lease commitments	-	-	2,406	-	2,406

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

The above Operating Leases consist of a building and network facility. Escalation rate on building is 5%. The Office has an option to purchase for an amount negotiated between the parties. There are restrictions imposed by lessors relating to the cede or assing of rights and abligations, alteration, assignement, and sublet.

There is no escalation rate on the network facility. The office has the option to renew the lease agreement on the same terms and conditions.

20.2 Finance leases **

2024/25	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year			6,383	686	7,069
Later than 1 year and not later than 5 years			33,890	413	34,303
Later than five years			58,867	-	58,867
Total lease commitments	-	-	99,140	1,099	100,239

2023/24	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	653	653
Later than 1 year and not later than 5 years	-	-	-	959	959
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	1,612	1,612

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

Finance leases include photocopy machines, cellphone contracts, and office buildings. During the period under review, the Office entered into a new lease agreement for a period of nine and 11 months. The escalation rate for this new lease is 8% per annum. The Office has an option to renew the lease contract at the end of the lease term. During the duration of the lease, the Office has the first option to purchase the lease property for an amount to be agreed between the Office and the landlord. Purchase price to be calculated on not less than 6% return on the purchaser's investment based on the gross income for the year during which the option is exercised, plus VAT. The Office is restricted to use the building for office accommodation and for no other purposes, except with the written consent of the Landlord, which consent shall not be withheld unreasonably.

An amount of R 0,814 million was understated during the financial year 2023/24

20.3 Operating lease future revenue

2024/25	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year			53		53
Later than 1 year and not later than 5 years			36		36
Later than five years			-		-
Total operating lease revenue receivable	-	-	89	-	89

2023/24	Specialised military assets	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	52	-	52
Later than 1 year and not later than 5 years	-	-	89	-	89
Later than five years	-	-	-	-	-
Total operating lease revenue receivable	-	-	141	-	141

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Operating Lease Future Revenue is for the rental space of a network facility. The office entered into a contract with the mobile cellphone company for a period of five years with an escalation rate of 6%. The leasee has the option to extend the lease agreement for five years, subject to negotiation. There are restrictions imposed by the office relating to additions or alterations .

	Note	2024/25 R'000	2023/24 R'000
21 Unauthorised, Irregular and Fruitless and wasteful expenditure			
Irregular expenditure		-	6,330
Total		-	6,330

Expenditure amounting to R0,695 million incurred during the 2023/2024 financial year which was under assessment has been confirm and condoned during the period under review.

	Note	2024/25 R'000	2023/24 R'000
22 Related party transactions			
In-kind goods and services (provided)/received			
<i>List in kind goods and services between department and related party</i>			
Limpopo Treasury: Provide Internal Audit		3,154	1,871
Limpopo Treasury : Oversight through Audit Committee		444	374
LimpopoTreasury: Assets Verification Scanners		-	114
Limpopo Treasury: Risk Committee		18	-
Total		3,616	2,359

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

Limpopo Treasury : provided internal Audit and oversight through the Audit Committee.

The Audit Committee and Risk Committee are a shared function residing at the provincial Treasury, and we are not paying for that service; the costs are incurred by the provincial Treasury.

Limpopo Departments of public works : provided office accommodation .

All departments and public entities within the Limpopo province are related parties because they operate together to achieve common objectives determined by legislature.

Limpopo Treasury is currently doing a forensic investigation for travel management contract (TMC) that was contracted to Limpopo Provincial Government

	2024/25 R'000	2023/24 R'000
23 Key management personnel		
Political office bearers (provide detail below)	2,523	2,468
Officials:		-
Level 15 to 16 (excl.Political Office Bears)	10,179	13,537
Level 14(incl other keys Role	27,184	24,061
Family members of key management personnel	1,632	2,362
Total	41,518	42,428

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

24 Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	61,098		9,788	41	70,845
Transport assets	10,007		3,701	-	13,708
Computer equipment	31,484		2,739	28	34,195
Furniture and office equipment	10,069		470	-	10,539
Other machinery and equipment	9,538		2,878	13	12,403
FINANCE LEASE ASSETS	1,882		139	416	1,605
Finance lease assets	1,882		139	416	1,605
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	62,980	-	9,927	457	72,450

The above additions exclude finance lease payment to the value of R 1,390 million

All disposals were write offs.

During 2023/2024 financial year, assets to the value of R0,53 million were incorrectly classified as property payments instead of other machinery and equipment.

Included in the opening balances for 2023/24(R 1,462 million) is a change in accounting policy made in terms of the MCS requirements whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

Movable Tangible Capital Assets under investigation

	Number	Value
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		R'000
Machinery and equipment	4	116

Four assets to the value of R 0,116 million were lost during the period under review and cases were opened with South African Police Services

24 Movement for 2023/24

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	60,346	-	5,807	5,055	61,098
Transport assets	7,929		2,861	783	10,007
Computer equipment	33,525		1,678	3,719	31,484
Furniture and office equipment	9,690		594	215	10,069
Other machinery and equipment	9,202		674	338	9,538
FINANCE LEASE ASSETS	1,462	-	1,466	1,046	1,882
Finance lease assets	1,462		1,466	1,046	1,882
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	61,808	-	7,273	6,101	62,980

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

24.1.1 Prior period error	Note	2023/24 R'000
Relating to 2023/24		53
Additions- other Machinery and Equipment		53
Total		53

During 2023/2024 financial year, assets to the value of R0,053 million were incorrectly classified as property payments instead of other machinery and equipment.

Included in the opening balances for 2023/24(R 1,462 million) is a change in accounting policy made in terms of the MCS requirements, whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

24.2 Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	-	-	9,293	-	-	9,293
Additions				124			124
TOTAL MINOR CAPITAL ASSETS	-	-	-	9,417	-	-	9,417

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
Number of minor assets at cost				4,691			4,691
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,691	-	-	4,691

Minor Capital Assets under investigation

	Number	Value R'000
under investigation:		
Machinery and equipment	3	8

One asset could not be verified during two verifications conducted (Repeat unverified Asset) while two assets are suspected to have been irregularly disposed. Both cases have been reported to Organisational Risk, Intergrity and Security Management for investigatios. Course of action will be taken once the investigation is concluded

The discrepancy between major assests register and the addition is due to exclusion of item as provided for in the SOP amounting to R0,65 million

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	-	-	10,450	-	-	10,450
Additions	-	-	-	27	-	-	27
Disposals	-	-	-	1,184	-	-	1,184
TOTAL MINOR CAPITAL ASSETS	-	-	-	9,293	-	-	9,293

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
Number of minor assets at cost	-	-	-	5,943	-	-	5,943
TOTAL NUMBER OF MINOR ASSETS	-	-	-	5,943	-	-	5,943

24.3 Movable capital assets written off

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2025

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	41	-	-	41
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	41	-	-	41

The above write-off relates to a lost laptop and cellphone contract taken over by retired official

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

25 Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	2,000			2,000
TOTAL INTANGIBLE CAPITAL ASSETS	2,000	-	-	2,000

Movement for 2023/24

25.1 MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	2,000	-	-	-	2,000
TOTAL INTANGIBLE CAPITAL ASSETS	2,000	-	-	-	2,000

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

26 Changes in accounting estimates and Changes in accounting policies

26.1 Changes in accounting policies

Nature of change in accounting policy	Note	Opening Balance before the change 1 April 2023 R'000	Adjustment to opening balance R'000	Restated opening Balance after the change 1 April 2023 R'000	Adjustment for 2023/24 R'000	Restated closing Balance 31 March 2024 R'000
Finance lease assets						
Movable Tangible Capital Assets	24	-	1,462	1,462	420	1,882

Included in the opening balances for 2023/24(R 1,462 million) is a change in accounting policy made in terms of the MCS requirements whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively

27 Prior period errors

	Note	Amount bef error correction R'000	2023/24 Prior period error R'000	Restated amount R'000
27.1 Correction of prior period errors				
Expenditure: (e.g. Compensation of employees, Goods and services, Tangible capital assets, etc.)				
Goods and services - Property payments	5	13,780	-53	13,727
Tangible Capital assets - Machinery and equipment	7	7,600	53	7,653
Net effect		21,380	-	21,380

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

During 2023/2024 financial year, assets to the value of R0,053 were incorrectly classified as property payments instead of other machinery and equipment.

27 Prior period errors

		2023/24		
		Amount bef error correction	Prior period error	Restated amount
	Note	R'000	R'000	R'000
27.1 Correction of prior period errors				
Assets: (e.g. Receivables, Investments, Accrued departmental revenue, Movable tangible capital assets, etc.)				
Movable tangible capital assets- Additions	24	5,754	53	5,807
Net effect		5,754	53	5,807

During 2023/ 2024 financial year, assets to the value of R0,053 million were incorrectly classified as property payments instead of other machinery and equipment.

Liabilities: (e.g. Payables current, Voted funds to be surrendered, Commitments, Provisions, etc.)

Finance Leases - Machinery and equipment	20	798	814	1,612
Net effect		798	814	1,612

During the 2023/224 financial year, lease machinery was understated by R 0,814 million

**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025**

28

STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS TO MUNICIPALITIES

NAME OF MUNICIPALITY	2024/25							2023/24	
	GRANT ALLOCATION				TRANSFER				
	DoRA and other transfers	Roll Overs	Adjustments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department	DoRA and other transfers	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Polokwane municipality	49		-21	28	26			49	21
	49	-	-21	28	26	-	-	49	21

transferring department, certify that all transfers in terms of this Act were deposited into the primary bank account of a

Departments are required to include a summary of expenditure per conditional grant to aid in the identification of under- / over spending of such funds and to allow the department to provide an explanation for the variance

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

29 BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

ANNEXURE 1

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2023/24	
	Adjusted budget	Roll Overs	Adjustme nts	Total Available	Actual Transfer	% of Available funds transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
South African Broadcasting (Com: Licence)	27		(17)	10	9	90.0%	18	9
Total	27	-	(17)	10	9		18	9

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2023/24	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
H/H:EMPL S/BEN:LEAVE GRATUITY	2,887		(9)	2,878	2,864	99.5%	3,639	3,626
H/H:EMPL S/BEN:ERPENS PENALTY	-		-	-	-		2,434	2,432
H/H:DONATIONS AND GIFTS	-		-	-	-		138	137
H/H:CLAIMS AGAINST STATE(CASH)	125		(125)	-	-		-	-
	3,012	-	(134)	2,878	2,864		6,211	6,195
Total	3,012	-	(134)	2,878	2,864		6,211	6,195

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 3
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2024/25	2023/24
		R'000	R'000
Sponsorships			
Standardbank	Beverages for HOD Strategic Planning	30	
Total sponsorships		30	-
Subtotal - received in cash		30	-
Received in kind			
Gifts			
Mary Jane	Cellphone		3
Duba Cannabis	Tea		1
STA	Stationery Pack		1
STA	Wireless speakers		1
BCX	Power bank		1
Author Greg Mills CXBooks	Books		9
Limpopo Gambling Board	Gift Voucher		1
Venezuela	Carupano		1
Palabora Mining and Foskor Mining	1 X Tote Aldo hand bag 1 X Aldo wallet 1 X Aldo clutch bag	3	
MTN	1 X Laptop bag	1	
MTN	2 X Rugby golf shirts	2	
SALGA	Powerbank, Bowl, Wood spoon and Fork	1	
Ms. Morula L	Dress	1	
Univen	Coffee mug, T-shirt and Jersey	1	
Netherlands	Flask bottle and Bowl	1	
SALGA	Umbrella, Neck balancer, Marina 12 Litre, Portable Cooler, SALGA Branded T-Shirt and Shirt	2	
Ambassador Pen of China in SA	Scarf and Ornament	2	
Zebula Golf Estate & Spa	Accommodation Voucher	14	
Vhugi Protection Security	Diary	-	
Total sponsorships		28	18
Subtotal - received in kind		28	18
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED		58	18

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 4
CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2024/25*	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
COGHSTA				15	-	15		
Department of Public Works				23	-	23		
Limpopo Department of Agriculture and Rural Development			34	44	34	44		
Limpopo Department of Social Development			1,009	9	1,009	9		
Limpopo Department of Sports, Arts and Culture			-	24	-	24		
Limpopo Department of Transport and Community Safety			-	6	-	6		
National department of Tourism			46		46	-		
	-	-	1,089	121	1,089	121		-
Total	-	-	1,089	121	1,089	121		

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 5
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2024/25*	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
National Department of Justice and constitutional development	-	2,629	6,659	-	6,659	2,629		
Gauteng Provincial Government	-	105	-	-	-	105		
Limpopo Department of Education	-	-	-	75	-	75		
Department of Public Service and Administration	26	-	-	-	26	-		
Limpopo Department of Agriculture and Rural Development	-	-	50	-	50	-		
Subtotal	26	2,734	6,709	75	6,735	2,809		-
Total Departments	26	2,734	6,709	75	6,735	2,809		-
OTHER GOVERNMENT ENTITY								
Current								
SITA	163	244			163	244		
Limpopo Gambling Board	-	437			-	437		
Subtotal	163	681	-	-	163	681		
Total Other Government Entities	163	681	-	-	163	681		
TOTAL INTERGOVERNMENTAL PAYABLES	189	3,415	6,709	75	6,898	3,490		

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2025

ANNEXURE 6
INTER-ENTITY ADVANCES RECEIVED

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
PUBLIC ENTITIES						
Current						
MERSETA			10,064	39,085	10,064	39,085
Subtotal	-	-	10,064	39,085	10,064	39,085
TOTAL	-	-	10,064	39,085	10,064	39,085
Current	-	-	10,064	39,085	10,064	39,085
Non-current	-	-	-	-	-	-



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