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2015/16 Annual Report Analysis: The Department of Women

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1. Introduction

The Department of Women (hereafter “the Department”) was established in 2014 and received its first standalone budget in 2015, Vote 13. The focus of the Department is to lead, coordinate, and oversee the transformation agenda on women’s socioeconomic empowerment, rights, and equality.¹ Their mandate is thus to champion gender equality and the achievement of women’s socioeconomic empowerment and rights.

This paper analyses the Annual Report of the Department and reflects work undertaken between 1 April 2015 and 31 March 2016.² During this period the Department underwent a strategic review which necessitated the restructuring of the Department and significantly affected their ability to achieve performance targets and spend effectively. This analysis seeks to identify areas in the report that require the attention of the Portfolio Committee on Women, and provides suggested questions for the Department.

2. Key Considerations

2.1. Change in organisational structure and Annual Performance Plans

In this analysis of the Annual Report the original targets as detailed in the first Annual Performance Plan (APP) (2015/16) and whether these were achieved must be taken into account, as well as the new targets as detailed in the revised APP (2015/16), as well as the reasons for achievement or non-achievements.

The Department shifted its focus in 2015/16, which necessitated a review of its 2015/16 Annual Performance Plan for the third and fourth quarters of that financial year.³ The revised Annual Performance Plan was tabled on 1 March 2016⁴ and specified new targets, and reduced the number of programmes from four to three by merging Programme 3 (Research, Policy, Coordination and Knowledge Management) and Programme 4 (Monitoring, Evaluation, and Outreach) to create a new programme.⁵

2.2. Previous Departmental Performance: 2014/15

¹ Treasury (2016) *Estimates of National Expenditure, Vote 13, 2016*.

² Department of Women (2016a) *Department of Women Annual Report 2015/16*.

³ Department of Women (2016b) *Quarter 4 2015/16 FY and Quarter 1 2016/17 FY Performance Reports, Presentation to the Portfolio Committee 16 August 2016*.

⁴ Announcements, Tablings, and Committee Reports. 1 March 2015. ATC No 18 – 2016.

⁵ Department of Women (2016a) *Department of Women Annual Report 2015/16*.



3. Performance and financial snapshot

The Department detailed its performance against targets determined in two APPs hence this data is considered against these goals, as reported in the Annual Report.⁸ The results reveal that of a total of 72 targets, 34 were achieved (47.22 percent) whilst 99.61 percent of the final appropriation was spent.

Table 1: Summary of performance and financial achievements

	Programme 1		Programme 2		Programme 3		Programme 4		Totals
	APP	REVISED APP	APP	REVISED APP	APP	REVISED APP	APP	REVISED APP	
Number of targets	8	18	7	10	7	4	12	6	72
Number of targets achieved	6	14	0	1	1	1	8	3	34
% targets achieved	75%	77.78%	0%	10%	14.29%	25%	66.67%	50%	47.22%
Budget allocation	R82 910 000		R83 423 000		R7 159 000		R15 610 000		R189 102 000
Expenditure	R84 902 000		R83 152 000		R7 415 000		R12 897 000		R188 366 000
Amount (over)/under expenditure	(R1 992 000)		R271 000		(R256 000)		R2 713 000		R736 000
% expenditure	102.4%		99.68%		103.58%		82.62%		99.61%

⁸ Department of Women (2016a) *Department of Women Annual Report 2015/16*.



The NDP notes that this requires both the broadening of asset ownership,¹² and an enabling milestone is to “ensure that skilled, technical, professional and managerial posts better reflect the country’s racial, gender and disability makeup.”¹³

However, as at the end of 2015, much remained to be done with regards to economic transformation. Employment Equity reports for 2014/15 indicated that white males continue to occupy top and senior management positions, with small gains being made at the professional level.¹⁴ Men represent the majority of top management in every sector including Agriculture (82.9%); Mining and Quarrying (85.8%); Construction (85.8%); Manufacturing (84); Utilities (76.8); Transport, Storage and Communications (78.9%); Retail, Motor Trade and Repair Services (81.8%); Catering, Accommodation and other Trade (70%); Community, Social and Personal Services (68.7%); Trade, Commercial Agents, and Allied Services (79.6%); and Finance and Business Services (74.2%).¹⁵ All transformation and economic goals in the next phase of implementation should be pursued in a manner that mainstreams gender equality and takes into account employment equity.

- *Women and Education*

The key action in relation to education is “an education accountability chain, with lines of responsibility from state to classroom.”¹⁶

Prioritising education has a huge impact on women. It ensures that they are able to enter the job market, and build the economy. Between 2009 and 2012 gender parity was achieved at a pre-primary school level, however, at a primary school level, the gross enrolment level is slightly higher for boys than for girls.¹⁷ The net enrolment ratio however is slightly higher for girls. Women’s enrolment in university grew from 43 percent of enrolments in 1993 to 58 percent of enrolments in 2012. At a postgraduate level women outnumber men in enrolments up to honours level, thereafter men outnumber women.¹⁸

In the next phase of implementation for the NDP it will be important to take into account the conditions that keep women in education, and what common reasons they have for exiting the system, particularly at the highest levels. Furthermore, the NDP recommends that employment equity and other redress measures should be made more effective by focusing on context and

¹² The National Planning Commission (2013). *The National Development Plan 2030*. Page 34

¹³ Ibid. Page 34.

¹⁴ The Commission for Employment Equity (2015) *Annual Report 2014/15*. Figure 17.

¹⁵ Ibid.

¹⁶ The National Planning Commission (2013). *The National Development Plan 2030*. Page 34

¹⁷ UNICEF (2015). *State of the World’s Children 2015*.

¹⁸ Ibid.



Violence and the threat of violence significantly impact women's ability to exercise their legislative rights. In addition, high levels of violence against women in South Africa contribute to the spread of HIV, to loss of earnings, to loss of life, and are extremely costly to the state. Between 2006 and 2013, more than a million contact crimes were committed against women.²⁶ Of the 53 617 sexual offences cases reported in 2014, only 7 372 went to court (13.75 percent). In terms of domestic violence, the picture is as bleak. In 2014/15 264 051 new application for protection orders were received in civil processes, and 163 793 interim protection orders were granted.²⁷

In the next phase of implementation of the NDP, attention should be paid to eradicating the primary causes of violence, to addressing children's exposure to violence to disrupt the cycle of violence, and to improving the criminal justice system in a way that is sensitive to the needs of survivors.

- *Governance*

Corruption and poor public service performance impact on women in different ways than men. The final critical action in the NDP is "*steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.*" Corruption drives public funds away from programmes that can positively develop women and contribute to their advancement. In addition, the transformation of the public service should remain a priority in the next phase of NDP implementation, particularly at the local government level.

The inclusion of women in the next phases of implementation, as well as gender mainstreaming in all budgeting and planning will be critical to ensure that women are equal beneficiaries of the NDP. The section on 'Women and the Plan' in the Overview of the NDP summarises the recommendations in relation to women.²⁸ It primarily specifies the Department of Women and the Commission for Gender Equality in setting targets for women, and monitoring their progress. However, many other Departments have a role to play in contributing to the vision of the NDP with regards to women. Table 2 on the next page sets these out.

As Table 2 indicates, the Department of Women is specifically mentioned in terms of expanding public employment, transforming the economy to involve women, and promoting the role of women leaders. In addition, the NDP specifically requires both the Commission for Gender Equality (CGE) and the Ministry for Women to set targets jointly for the advancement of women's rights and to report on the progress made annually. These commitments should be taken into account when examining the achievements of the Department of Women as detailed in the 2015/16 Annual Report.

²⁶ South African Institute of Race Relations (2013). *South Africa Survey 2013*. Page 770.

²⁷ The Department of Justice (2015). *Annual Report 2014/15*.

²⁸ All recommendations in Table 2 are taken from the NDP Overview, page 43.



1. Quality basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all;
8. Sustainable human settlements and improved quality of household life;
9. Responsive, accountable, effective and efficient local government;
10. Protect and enhance our environmental assets and natural resources;
11. Create a better South Africa and contribute to a better Africa and a better world;
12. An efficient, effective and development-orientated public service;
13. A comprehensive, responsive and sustainable social protection system; and
14. A diverse, socially cohesive society with a common national identity.

Table 3 indicates the delivery agreements where the Department of Women is specifically detailed as a delivery department or partner department.

Table 3: MTSF Outcomes and Delivery Departments and Partners³¹

Outcome	Delivery Departments and Partners
4	Ministers of: Small Business Development; Economic Development; Higher Education and Training; Minister in the Presidency for Women ; Trade and Industry; Agriculture, Fishing and Forestry; Rural Development and Land Reform; and Finance.
13	Ministers of Social Development; Cooperative Governance and Traditional Affairs, Health, Justice, Basic Education, Treasury, Public Service and Administration, Department of Higher Education (Health and Welfare SETA), Women in the Presidency , Public Works and Administration, Statistics South Africa, Water Affairs, Labour and Agriculture Forestry and Fisheries.
14	Ministers of Social Development; Justice and Correctional Services; Basic Education; Labour; Women in the Presidency ; Cooperative Governance and Traditional Affairs.

The MTSF outlines specific indicators for achievement per programme, and these are detailed below.

- *Outcome 4*

The Department of Labour is identified as the lead delivery partner for Outcome 4 and the delivery agreement lists the Minister in the Presidency for Women as one of the Ministers responsible for

³¹ The Department of Performance Monitoring and Evaluation (2014). *The Medium Term Strategic Framework 2014 - 2019*.



In addition to these three outcomes, there are a number of outcomes in the other targets that relate to women.

4.1.3. State of the Nation Address 2015/16

The 2015 State of the Nation Address (SONA) focused on progress made with regards to fighting crimes against women and children. In terms of the gendered implications of crime, the President made mention of the progress in fighting crimes against women and children. President Zuma noted that:

“The South African Police Services (SAPS) Family Violence, Child Protection and Sexual Offences Investigation Unit has secured 659 life sentences against perpetrators of crimes against women and children.”³²

The Annual Report of the SAPS indicates that these sentences were all achieved during the 2013/14 period.³³ Although the 2015 SONA did make mention of improvements, there is a need to consider the significant challenges of financing and statistics around violence against women, as well as masking the fact that the majority of women who report violence do not see their perpetrators imprisoned at all.

The President also described a nine-point plan to ignite growth and create jobs. The nine points were:³⁴

1. Resolving the energy challenge;
2. Revitalising agriculture and the agro-processing value chain;
3. Advancing beneficiation or adding value to our mineral wealth;
4. More effective implementation of a higher impact Industrial Policy Action Plan;
5. Encouraging private sector investment;
6. Moderating workplace conflict;
7. Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises;
8. State reform and boosting the role of state owned companies, information and communication technology (ICT) infrastructure or broadband roll-out, water, sanitation and transport infrastructure; as well as
9. Operation Phakisa aimed at growing the ocean economy and other sectors.

Whilst this plan did not explicitly mention women, it is certain that the decisions about how to grow and develop the economy will impact women who make up the majority of the unemployed. Many women are employed in the agricultural sector and hence any changes to its functioning with the

³² Zuma, J (2015)

³³ South African Police Services (2014a)

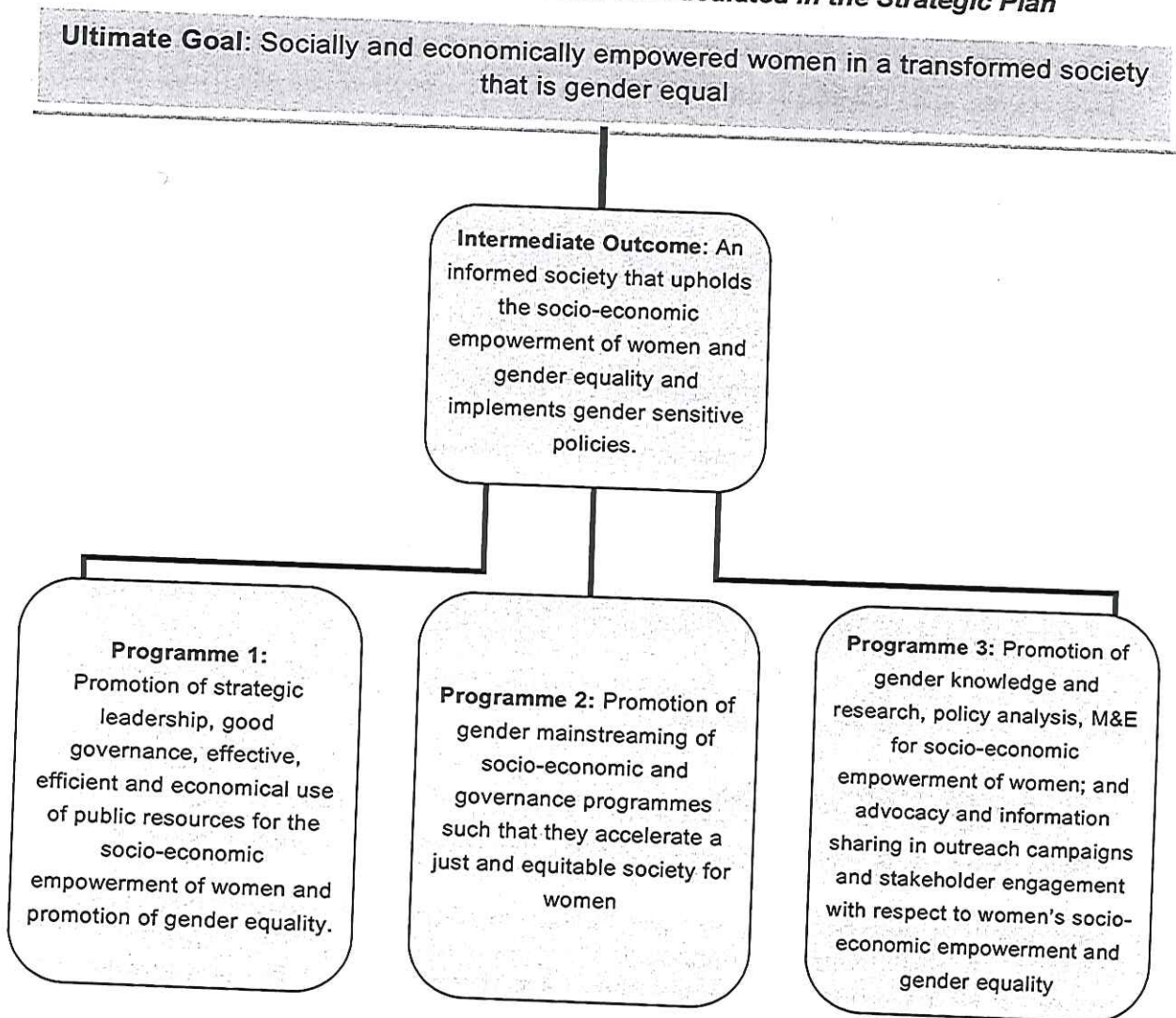
³⁴ Zuma, J (2015)



- Conducting outreach initiatives, stakeholder coordination, dissemination and gathering of information to promote women's socio-economic empowerment and gender equality.³⁷

These are linked to a set of strategic outcome-orientated goals with the ultimate outcome of "socially and economically empowered women in a transformed society that is gender equal."³⁸ These goals are detailed in the graph below.

Graph: Strategic Outcomes-Orientated Goals as articulated in the Strategic Plan



³⁷ Department of Women (2015) *Strategic Plan 2015 – 2020*.

³⁸ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 25



Department reports that this only affected the achievements of their programmes, and had no financial implications.⁴²

Despite this change, the Department continued to prepare the Annual Report and third and fourth quarterly reports according to the four budget structures as in the previous structure, rather than the new three structure system. This makes it difficult to assess expenditure for that period in line with the new structure.

Question:

1. Why were non-achievable targets included in the previous APP?
2. Why did the removal of a number of targets not have any financial impact?
3. How were the new targets and activities aligned with the 2015 – 2020 Strategic Plan?

Following approval, a skills audit was conducted to ensure that the existing staff were best placed to meet the needs of the redefined posts.⁴³

Questions

1. Were any staff retrenched following the skills audit?
2. What was the impact of the restructuring and skills audit on staff morale?
3. Could this restructuring have contributed to the low achievement of targets?

⁴² The Department of Women (2016a) *Department of Women Annual Report 2015/16*.

⁴³ *Ibid.*



The Auditor General SCOPA Briefing note to the Portfolio Committee on Women (2016) notes that this irregular expenditure occurred as a result of the lack of adequate oversight responsibility exercised by the accounting officer and senior management, the inadequate monitoring of the action plan to address internal and external audit findings and recommendations, and the failure of leadership to address non-compliance by initiating investigations to determine who should be held accountable. The Auditor General further notes that the irregular expenditure amounts were:

- R8 234 000 in 2014/15; and
- R8 556 000 in 2015/16.

There had therefore been an increase in irregular expenditure since the previous financial year.

Questions

1. Why are figures on the 2014/15 financial year included in this irregular expenditure explanation?
3. How was the amount of R3 382 000 calculated?
4. Why was there such a significant shortfall in the budget for compensation of employees?
5. In terms of the 'Executive Authority' described as approving the irregular expenditure, which individual was responsible for approving this?
6. What has been the result of the investigations related to this irregular expenditure and how have the relevant staff been held accountable?

In the section on Supply Chain Management in the Accounting Officer reports that "system of internal control were developed and implemented to prevent and detect irregular expenditure, and that where irregular expenditure was occurred it was reported, recorded and followed up on."⁴⁶ It further notes that the Department "has significantly reduced the number of new transactions resulting in irregular expenditure."⁴⁷

Questions

1. If systems of internal control were developed and implemented, how did the Department come to incur such a significant amount of irregular expenditure?
2. When the Department says that it has significantly reduced the number of new transactions resulting in irregular expenditure, does this refer to the year under review, or the 2016/17 period?

⁴⁶ The Department of Women (2016a) *Department of Women Annual Report 2015/16* Page 11.

⁴⁷ Ibid.



Questions (continued from previous page)

5. The information on Page 158 relates to claims recoverable from various government entities amounting to R6 724 000 outstanding. Please provide details on these transactions and why they were not submitted to the AG?
6. The information on Page 159 relates to inter-government payables to the Department of Justice and Department of Minerals (R0) and Inter-Entity Advances Paid (R500 000). Please provide details on these transactions and why they were not submitted to the Auditor General?

5.2.1. Performance information

The Auditor General made material findings in respect of two programmes related to the usefulness and reliability of reported performance information. In Programme 2, a total of 38 percent of reported objectives were not consistent with those approved in the strategic plan and APP. This is in contravention of Treasury regulation 5.2.4 which requires the strategic plan to form the basis of the Annual Report.⁵¹ In Programme 3, 33 percent of reported objectives were not consistent with those approved in the strategic plan and APP.⁵²

The Auditor General further drew attention to the fact that the details on the programmatic achievements as provided by the Department in the Annual Report should be considered in the light of the Auditor General's findings with respect to the usefulness and reliability of the data.

Questions

1. Why did the Department develop targets that were not in line with the Strategic Plan and APP?
2. How will the Department address the Auditor General's findings in the 2016/17 financial period?

5.2.2. Compliance with legislation

The Auditor General report details that effective steps were not taken to prevent unauthorised expenditure (R2 237 000), irregular expenditure (R8 556 198), or fruitless and

⁵¹ The Department of Women (2016a) *Department of Women Annual Report 2015/16*.

⁵² *Ibid.* Page 92.

Women's Day. This report was finalised in April 2016, after the reporting period of the year under review.

Question: This is not the first time that an independent firm has investigated financial irregularities and misconduct at the Department of Women (see the *Fluxmans report*). How will the Department ensure that this report is appropriately implemented, and that those who are responsible are held accountable?

5.3. Internal Audit Functions

The duties of the internal audit committee as detailed in the Annual Report are as follows:⁵⁸

⁵⁶ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 94

⁵⁷ Ibid.

⁵⁸ Ibid. Page 60.



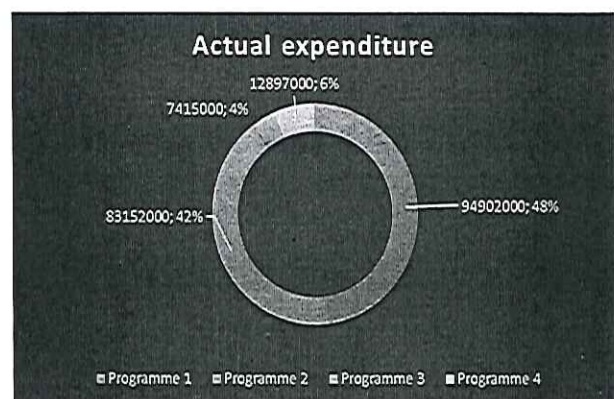
that a number of new findings had been made. The Audit and Risk Committee therefore agrees with the Auditor General's findings.

Question: The report of the Audit and Risk Committee indicates that Management has committed to addressing these findings. Please give details on the steps that will be taken.

6. Programme and Financial Analysis

6.1. Overview of financial and programmatic performance

The Department received a final appropriation of R189 102 000 in 2015/16. This financial allocation of the Department for 2015/16 included a transfer amount of R67.7 million for the Commission for Gender Equality, leaving the Department with an operating budget of R121 402 000. A comparison between the final appropriation and the actual expenditure per programme are provided in the graphs below, reflecting a shift in funds away from Programme 2 and Programme 4 towards Programme 1.⁶²



Virements were implemented in order to cover budget shortfalls as follows:⁶³

- R2 677 000 from Programme 2 to Programme 1 in the Compensation of Employees economic classification;
- R831 000 from Compensation of Employees in Programme 2 to Transfers and Subsidies in Programme 3; and
- R1 357 000 from Goods and services in Programme 4 to Goods and Services (R1 934 000) and Transfers and Subsidies (R16 000) in Programme 1.

⁶² The Department of Women (2016a) *Department of Women Annual Report 2015/16*.

⁶³ Ibid.



As Table 1 (page 4 of this document) indicated, the Department's achievement of its targets was poor, with less than fifty percent of targets achieved overall. Thus, of a total of 72 targets, 34 were achieved (47.22 percent) whilst 99.61 percent of the final appropriation was spent. Members should note that the DG states on Page 8 of the Annual Report were a total of 73 targets, but this number should be 72.⁶⁴

Per programme, the Department performed as follows:

- In Programme 1, the Department achieved 20 of 26 targets (76.92 percent) across the initial and revised APPs, and spent 102.4 percent of the budget for that programme.
- In Programme 2, the Department achieved one of 17 targets (5.89 percent) but spent 99.68 percent of the budget.
- In Programme 3, two of the 11 targets (18.18 percent) were achieved whilst 103.58 percent of the budget was spent.
- In Programme 4, 11 of 18 targets (61.11 percent) were achieved, and 82.62 percent of the budget was spent.

The Department recorded a net saving of R736 000 on its budget for 2015/16, which was mainly on savings for capital assets.⁶⁵

Questions

In 2015/16 the Department has spent 99.61 percent of the budget whilst only achieving 47.22 percent of the targets.

1. What were the primary reasons for non-achievement of targets and how will these be addressed in the 2016/17 period?
2. What measures have been introduced to align expenditure to the achievement of targets to ensure that the Department promotes good 'value for money'?
3. What was the impact of the savings on capital assets? Will it affect the work of the Department in 2016/17?

The Department received funding support of R8 355 000 from the National Treasury's general budget based on outcomes that related to the creation of awareness about the reduction of gender-based violence. The Department reports that it spent R3 983 000 (47.79 percent) but does not provide details of this spending, and indicates that the remaining balance of R4 352 000 is "earmarked for promoting awareness during the 16 days of Activism."⁶⁶

⁶⁴ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 8.

⁶⁵ Ibid

⁶⁶ Ibid. Page 11.



Questions

1. What was the R3 983 000 funding support allocated to during the 2015/16 financial year?
2. When the Department indicates that the remainder of the funding is “earmarked” for the 16 days of Activism, are they referring to the year under review or the 2016/17 financial year?
 - a. If it was spent in 2015/16 what was it spent on and in line with which outcomes?
 - b. If it will be spent in 2016/17, has this been indicated as a carry-over amount in the 2016/17 budget?

6.2. Programme 1: Administration: Financial and programmatic performance

The Administration Programme has the function of providing strategic leadership, management, and administrative support services to the Minister and other branches in the Department. It has three sub-programmes namely Departmental Management, Financial Management, and Corporate Management.

The strategic objectives listed in the Annual Report include: effective leadership and oversight; sound financial management; and strengthening of good governance for the Department to deliver on its mandate.⁶⁷ Table 4, below, indicates the achievement of targets per sub-programme.

Table 4: Programme 1: Sub-Programme Performance Summary

Sub-programme	Targets Set	Targets Achieved	Percentage achieved
Department management	8	7	87.5%
Financial management	4	2	50%
Corporate management	14	11	78.57%
Total	26	20	76.92%

The Department over-spent in Programme 1 by an amount of R1 992 000, primarily in the Ministry and Corporate Services sub-programmes. The major cost drivers for this Programme is the compensation of employees, with expenditure of R48 504 000 in 2015/16.⁶⁸ Over expenditure of R1 970 000 was incurred on compensation of employees. Table 5, below, provides details of the expenditure by sub-programme.

⁶⁷ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 30.

⁶⁸ *Ibid.* Page 34.



Table 5: Programme 1: Expenditure by sub-programme

Sub-programme	Final appropriation	Actual expenditure	(Over)/Under expenditure
Ministry	21 373 000	21 487 000	(114 000)
Department management	14 001 000	13 998 000	3 000
Financial management	10 549 000	10 002 000	547 000
Corporate services	25 613 000	28 041 000	(2 428 000)
Office accommodation	11 374 000	11 374 000	0
Total	82 910 000	84 902 000	(1 992 000)

6.2.1. Departmental management sub-programme

The Department achieved 100 percent of APP targets and it reported that it achieved 5 out of 6 targets (83.33 percent) in the revised APP. However, it should be noted that two of the targets in the revised APP were not measurable as they did not set specific indicators. These were:

- Target: A number of relevant DOW systems developed. Achievement: 6 integrated DOW systems delivered.
- Target: MPAT action plan improved. Achievement: MPAT scores improved from predominantly red to amber and green.⁶⁹

Whilst it is positive that the Department introduced systems and improved its MPAT scores, specific indicators should be set to allow for accurate and reliable monitoring.

In terms of expenditure for this sub-programme, the Department under-spent slightly by an amount of R3 000.

6.2.2. Financial management sub-programme

The Department achieved one of two targets as set by the original APP, indicating that administrative delays in certifying 75 invoices for payment within 30 days occurred.⁷⁰ In Quarter 3 and 4 the achievements reported require consideration by the Committee. The Department reports that its planned target was to obtain an unqualified audit opinion and no material findings on financial statements annually. In terms of the achievement, it notes that a "2014/15 unqualified audit opinion was attained."

Question: What is the relevance of the 2014/15 figures to the period under review?

⁶⁹ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 31.

⁷⁰ *Ibid.* Page 30.



In addition the Department did not meet its target of paying all invoices within 30 days, with administrative delays in certifying 24 invoices.⁷¹

Question: What is the reason for persistent challenges in certifying invoices for payment within the required timeframes?

In terms of expenditure for this sub-programme, the Department indicated that it had under spent by an amount of R547 000. In addition, the Department reports on spending under this sub-programme as “corporate services” and not as “corporate management.”

Questions

1. It is clear from the Department’s audit report and un-authorized, irregular, and fruitless and wasteful expenditure that the financial management programme requires attention. What were the reasons for under-expenditure in this sub-programme?
2. Was there any difference in the “corporate services” and “corporate management” sub-programmes as reported in the programmatic and financial statements?

6.2.3. Corporate management sub-programme

The Department achieved three out of four targets (75 percent) as set by the original APP. The Department did not achieve its target of four departmental risk assessments, and only conducted one risk assessment following the change in strategic direction.⁷² In terms of the targets as set by the revised APP, the Department achieved eight of ten targets (80 percent). The Department did not measure the number of risks rated as high risk and fraud risks. The Department reported that the Risk Management Framework was adopted in the third quarter.

Questions:

1. Why is the risk assessment that followed the change in strategic direction included in reporting under Quarter 1 and 2 targets when the change in direction only took place in Quarter 3 and 4?
2. What was the reason for not managing risks in Quarter 4, if the Risk Management Framework was approved in Quarter 3?
3. Given that the audit opinions expressed a need for risk assessments function, how will this be addressed in 2016/17?

⁷¹ The Department of Women (2016a) *Department of Women Annual Report*. Page 32

⁷² *Ibid.* Page 30.



The Department exceeded its target of 50 percent women employed in senior management positions, achieving 62.9 percent of women employed in senior management.

The Department did not achieve the target of resolving 98 percent of disciplinary cases, with one disciplinary case remaining outstanding pending a labour court ruling.

Question: Has this disciplinary case been resolved?

In terms of expenditure for this sub-programme, the Department over-spent by an amount of R2 428 000.

Questions

1. What is the reason for this over-expenditure?
2. A significant virement from Programme 2 was made to Programme 1 to meet the need for compensation of employees, with the effect that Programme targets in Programme 2 were not met. How does the Department justify this virement in light of poor performance in Programme 2?

In the detailed financial statements of Programme 1 on pages 98 – 105 of the Annual Report the Department reports the following expenditures:

- R96 000 expenditure on social benefits;⁷³
- R344 000 expenditure on 'other transfers to households';⁷⁴
- R12 000 expenditure on transfers to municipal bank accounts;⁷⁵
- R11 374 000 expenditure on goods and services under 'office accommodation';⁷⁶ and
- R9 150 000 expenditure on travel and subsistence.⁷⁷

Question: What was the nature and purpose of these transactions?

⁷³ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 100

⁷⁴ Ibid.

⁷⁵ Ibid.

⁷⁶ Ibid. Page 105.

⁷⁷ Ibid. Page 99.



6.3. Programme 2: Social, Political, and Economic Participation and Empowerment (SPEPE): Financial and Programmatic Performance

SPEPE under the original APP has been altered under the revised APP and is now Social Transformation and Economic Empowerment. Despite this change mid-way through the year under review, the Department has only reported on programmatic and financial achievements under the SPEPE framework.

The purpose of Programme 2 as detailed in the Annual Report is to provide oversight over the implementation of policies related to women's empowerment and the elimination of all forms of discrimination against women. There are five sub-programmes under this programme, namely economic transformation, justice and public order, social and related functions, governance and administration, and the Commission for Gender Equality (CGE). The CGE sub-programme involves a transfer of funds to the CGE therefore it is not reported on by the Department in terms of programme performance.

The Department lists the strategic objectives for this programme as oversight of the implementation of policies/programmes for women's empowerment and economic participation and oversight of the implementation of mechanisms that promote women's empowerment and social transformation.⁷⁸

Table 6: Programme 2: Sub-Programme Performance Summary

Sub-programme	Targets Set	Targets Achieved	Percentage achieved
Economic transformation and participation	9	0	0%
Justice and public order	2	0	0%
Governance and administration	3	0	0%
Social and related functions	3	1	33.33%
Total	17	1	5.88%

Table 7: Programme 2: Expenditure by sub-programme

Sub-programme	Final appropriation	Actual expenditure	(Over)/Under expenditure
Management of SPEPE	2 826 000	3 278 000	(452 000)
Economic empowerment	0	0	0
Justice and public order	0	0	0
Government and administration	691 000	237 000	454 000
Social and related functions	12 217 000	11 948 000	269 000
CGE	67 689 000	67 689 000	0
Total	83 423 000	83 152 000	271 000

⁷⁸ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 36.



The Department only achieved one target in Programme 2, and under-spent on the budget by R271 000. Significant differences occur in terms of the names of sub-programmes in reporting on activities and expenditure, and it seems that no budget was allocated to two of the four sub-programmes.

Following the transfer to the CGE the budget of this Programme was R15 734 000. The major cost driver of this Programme, outside of the transfer to the CGE, was Goods and Services, with R10 723 000 spent on this (68.15 percent of the budget after the transfer to the CGE).

6.3.1. Economic transformation and participation/Economic empowerment

Question: Why was there a change in the name of the sub-programme in reporting on program targets and financial reporting?

In this sub-programme, of four targets contained in the original APP, none were achieved, and three were discontinued during the Strategic Review. The targets that were discontinued as well as the reasons for this are detailed below:⁷⁹

- One intervention plan for women's access and participation in the infrastructure value chain. *Reason for discontinuation:* The Department reports that the target has been revised, and some programmes within key Departments have been identified to analyse.
- One intervention plan for women's access to and participation in agro-processing in rural economy. *Reason for discontinuation:* The Department reports that the target has been revised. It was determined that an inter-Departmental task team was premature. This work will be taken forward in the context of the nine-point plan. The programmes of some key Departments within the food security value chain have been identified to analyse whether they are empowering women.
- *Target:* One intervention plan for women's access to funding opportunities. *Reason for discontinuation:* The Department reports that the target has been revised. The programmes of some key Departments have been identified to analyse if they are empowering women, as part of the continued work of the financial inclusion target. This work will continue in 2016/17.

The Department reports that the development of a gender-responsive budgeting (GRB) framework remains a work in progress, and that a draft GRB framework had been developed and awaited consideration.⁸⁰

⁷⁹ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 37.

⁸⁰ *Ibid.* Page 37.



Questions

1. What were the stumbling blocks to achieving this target in 2015/16?
2. What is the status of this document at present?

The Department did not achieve any of the five targets as stated in the revised APP. The Department indicated that these would be achieved in 2016/17. It should be noted that the first two targets only required the Department to **initiate** a project. The following targets were therefore not achieved:⁸¹

- Discussion paper for women's financial inclusion initiated;
- Discussion paper on increasing women's participation in formal employment initiated (to be finalised by the end of Q1 2016/17);
- Analysis report on intervention mechanisms for empowerment of women in the Ocean Economy (to be finalised by the end of Q1 2016/17);
- Analysis report on intervention mechanism for implementing the Status of Women in the South African Economy economic recommendations; and
- Analysis report on intervention mechanisms empowerment of women in the infrastructure value chain.

The expenditure report for this sub-programme indicates that no budget was allocated in 2015/16.

Questions

1. Have the two targets that were due to be completed by the end of Quarter 1 2016/17 been achieved? If not, why not?
2. This sub-programme represents the bulk of the Department's work, and a significant element of the Department's mission and vision. How does it justify the lack of financial allocation and the non-achievement of targets?

6.3.2. Justice and public order sub-programme

The Department did not achieve any targets in this sub-programme, and the sub-programme was not allocated any funding.

The two targets are a duplication of one another and are stated as follows:

- A report on an institutional mechanism for gender-based violence
- A Discussion paper on Best Practice of One Stop Shops for gender-based violence (Thuthuzela Care Centres).

⁸¹ The Department of Women (2016a) *Department of Women Annual Report 2015/16*.



The Department reported that a draft document on Thuthuzela Care Centres had been developed and would be consulted on in 2016/17.

Questions

1. The Department received funding support of R8 355 000 from the National Treasury's general budget based on outcomes that related to the creation of awareness about the reduction of gender-based violence. Why was this budget not allocated to this sub-programme?
2. What was the purpose of including this sub-programme if no budget was allocated to it?
3. Why were the targets duplicated?
4. Why was this not achieved in 2015/16?

6.3.3. Governance and administration/Government and administration

The Department did not achieve any targets in this sub-programme, and under-spent on the budget by R457 000. The following targets were not achieved:⁸²

- A gender-focal point standardised mechanism approved: The Department indicates that discussion document was presented to the technical working group in Quarter 3 of 2015/16 and remains a work in progress.
- A gender responsive planning and budgeting framework ready for consultation: The Department reports that a draft document was developed and awaits consultation. It should be noted that this target is linked to a target in sub-programme 1 and should therefore have been included in that sub-programme.
- A discussion document on gender-mainstreaming mechanisms, including gender focal points for gender equality conducted: The Department reports that a draft document was developed, and awaits consultation.

Questions

1. Why was the gender-focal point mechanism not approved in the period under review?
2. What are the causes for the delays in undertaking the consultations planned in 2015/16?
3. Why has the gender-mainstreaming mechanism document not been finalised? Which Departments will the Department be consulting with?
4. Why did the Department under-spend in this sub-programme?

⁸² The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 38 and 41.



6.3.4. Social and related functions

The Department achieved one out of three targets in this sub-programme, and under-spent by an amount of R269 000. The Department indicated that it had achieved the target of producing an analysis on intervention mechanisms for skilling women and young women. The following targets were not achieved:

- One intervention plan/programme developed for young women's and girls' access to STEM fields. The Department indicated that this target had been revised following the strategic review, and an intervention plan will no-longer be developed. The Department indicated that it will now analyse intervention mechanisms implemented by other Departments for increasing women's participation in STEM fields.
- Analysis of intervention mechanisms for implementing the Status of Women in the South African Economy social recommendations. The Department indicated that monitoring mechanisms were developed to allow bi-annual reporting by other Departments in the economic sector to report on these recommendations, and that these reports would be submitted in 2016/17.

Questions

1. Which Departments' intervention mechanisms were identified and to what end? Why was this not achieved in 2015/16?
2. Why was the Department not able to achieve the target of intervention mechanisms for implementing the recommendations of the Status of Women in the South African Economy report?
3. What was the reason for under-expenditure in this programme?

In the detailed financial statements on Programme 2 on pages 106 – 113 of the Annual Report the Department reports that it spent R474 000 on social contributions⁸³, and R1 247 000 on travel and subsistence.⁸⁴

Question: What was the nature and purpose of these transactions?

6.4. Programme 3: Research, Policy Coordination and Knowledge Management: Financial and programmatic performance

It should be noted that under the revised structure this Programme has been combined with Programme 4 and is now called "Policy, Stakeholder, and Knowledge Management."

⁸³ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 107.

⁸⁴ Ibid.



However, in the Annual Reports the Department reports on programmatic and financial achievement under the old structure.

The purpose of Programme 3 is to conduct research, policy reviews, and knowledge management in respect of women's socio-economic empowerment and rights. There are three sub-programmes, namely: research management, policy analysis and coordination, and information and knowledge management. The strategic objectives of this Programme is to conduct evidence-based research to inform the planning and effective implementation of policies and programmes for women's socio-economic empowerment, conduct analysis and coordination of policies to inform measures for women's economic empowerment and gender equality, and to manage information and knowledge on women's socio-economic empowerment and rights.⁸⁵

Programme 3 was allocated R7 159 000 and over-spent on the budget by R256 000. The primary cost drivers for this programme was the compensation of employees (R5 045 000, 68.04 percent). Table 8 and 9 provide more detail on performance and expenditure per sub-programme.

Table 8: Programme 3: Sub-Programme Performance Summary

Sub-programme	Targets Set	Targets Achieved	Percentage achieved
Research management	4	2	50%
Policy analysis and coordination	3	0	0%
Information and knowledge management	4	0	0%
	11	2	18.18%

Table 9: Programme 3: Expenditure by sub-programme

Sub-programme	Final appropriation	Actual expenditure	(Over)/Under expenditure
Management of Programme 3	2 824 000	3 316 000	(336 000)
Research and policy analysis	3 437 000	3 503 000	(66 000)
Policy analysis and coordination	138 000	0	138 000
Information and knowledge management	760 000	752 000	8 000
	7 159 000	7 415 000	(256 000)

It should be noted that there are discrepancies in the names of sub-programmes between the programmatic and financial reporting. It is therefore unclear if 'Research Management' refers to the management of Programme 3, or the Research and Policy Analysis Sub-Programme.

⁸⁵ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 44.



Questions

1. Please clarify the names of the sub-programmes as reported, and which budget relates to which sub-programme.
2. What was the reason for over-expenditure in the Management of Programme 3?

6.4.1. Research Management Sub-Programme

The Department achieved one of two targets in the original APP, and one of two targets in the revised APP. The Department developed and launched a report on the Status of Women's Socio-Economic Empowerment, and developed a research strategy on women's socio-economic empowerment in relation to the nine-point plan.

The Department did not achieve the following targets:

- A research report on access to and participation of young women and girls in STEM fields. The Department reported that a draft framework for the study was completed, but this report was not completed due to the unavailability of research input by the Department of Higher Education and Training, and the Department of Science and Technology.⁸⁶
- Developing a phase one report on the status of women's socio-economic empowerment. The Department reported that a draft document was developed but not approved.⁸⁷

Questions

1. Has the report on access to and participation of young women and girls in STEM fields been abandoned?
 - a. If no, how will the Department improve participation of partner Departments?
2. Why was the phase one report not approved?

It is not possible to assess which budget line item relates to this programme because of the difference in programme names in the Annual Report.

6.4.2. Policy analysis and coordination sub-programme

The Department did not achieve any of the targets for this sub-programme and two of the three targets were discontinued following the Strategic Review. The following three targets were not achieved:

⁸⁶ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 45.

⁸⁷ *Ibid.* Page 47.



- A policy analysis report on sector policies was not produced. The Department reports that this was not achieved and has been discontinued.⁸⁸ The Department also reports that a draft report on the analysis of policies in the construction industry was developed. It is not clear whether this relates to this target or not, because the target is vague.
- One policy analysis report on sector policies coordinated and produced. The Department reports that this was not achieved and has been discontinued. This target was also vague.
- A gender policy brief on the Black Industrialist programme was not produced. The Department reports that an analysis of the benefits to women of government incentives in the Black Industrialist Programme was initiated, and remains a work in progress.

Questions

1. What was the reason for discontinuing two of three targets?
2. Target 1 and Target 2 of this sub-programme seem to be very similar. Why were two separate targets established?
3. What was the reason for non-completion of the policy brief on the Black Industrialist programme? By when will this be completed?

The Department under spent on this sub-programme by R138 000.

Question: What was the reason for under-expenditure?

6.4.3. Information and knowledge management sub-programme

The Department did not achieve any targets in this sub-programme, and two of the four targets were discontinued following the strategic review. The following targets were not achieved:⁸⁹

- Finalisation and implementation of an Information and Knowledge Management Strategy (IKM). The Department reports that this has been developed but has not been finalised.
- The establishment of a Departmental information resource centre and conducting a business intelligence assessment. The Department reported that was not achieved and discontinued. This target was reviewed and included in the previous target (IKM).

⁸⁸ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 45.

⁸⁹ *Ibid.* Page 46 and 47.



It further reported that the resource centre concept had been revised and instead the Department would establish a gateway and resource for information on women and gender. Finally, the Department reported that the business intelligence assessment would be included in the previous target (IKM).

- The development of and approval of information management standards. The Department reports that this target was discontinued and would be included in the IKM.
- Development of an IKM strategy. The Department reported that a draft strategy had been developed but not finalised, and that this target remains a work in progress.

Questions

1. What was the reason the IKM strategy was not developed and finalised?
 - a. Has any progress been made on finalising this document?
2. Why did the Department not report on the progress on establishing the gateway and resource for information on women and gender?

The Department under-spent slightly in this sub-programme by an amount of R8 000.

In the detailed financial statements on Programme 3 on pages 114 - 119 of the Annual Report the Department reports that it had the following expenditures:

- R549 000 on social contributions;
- R16 000 on households; and
- R794 000 on travel and subsistence.⁹⁰

Question: What was the nature and purpose of these transactions?

6.5. Programme 4: Monitoring, Evaluation and Outreach: Financial and programmatic performance

It should be noted that under the revised APP Programme 4 has been combined with Programme 3. However, for the purposes of this Annual Report the Department has reported on it as a standalone programme.

The purpose of Programme 4 is to monitor and evaluate progress on the implementation of women empowerment policies, programmes and efforts, and reach out to stakeholders and communities for women's empowerment and rights. There are three sub-programmes, namely stakeholder coordination, monitoring and evaluation, and communication and

⁹⁰ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 114 and 115.



outreach initiative. The strategic objectives included monitoring and evaluating the impact made on the empowerment of women and gender equality, building and managing stakeholder relations and partnerships, and promoting coordination for women's socio-economic empowerment and gender quality, and the achievement of an informed society that upholds the socio-economic empowerment of women and gender equality.⁹¹

Programme 4 was allocated R15 610 000 and spent R12 897 000, incurring under-expenditure of R2 713 000 (82.45 percent expenditure). The main cost driver for the Programme was goods and services (R7 346 000, 56.96 percent).

Table 10: Programme 4: Sub-Programme Performance Summary

Sub-programme	Targets Set	Targets Achieved	Percentage achieved
Stakeholder coordination	5	4	80%
Monitoring and evaluation	6	½ ⁹²	8.33%
Communication and outreach initiative	7	6	85.71%
Total	18	10 ½	58.33%

Table 11: Programme 4: Expenditure by sub-programme

Sub-programme	Final appropriation	Actual expenditure	(Over)/Under expenditure
Management of Programme 4	1 136 000	1 108 000	28 000
Stakeholder coordination	1 980 000	1 188 000	792 000
Monitoring and evaluation	4 638 000	3 155 000	1 483 000
Outreach initiatives	7 856 000	7 446 000	410 000
	15 610 000	12 897 000	2 713 000

As with other Programmes there is a discrepancy between the names of sub-programmes in the programme reports and financial reports. This relates to sub-programme 3.

6.5.1. Stakeholder coordination

The Department achieved four out of five targets for this sub-programme. The Department did not achieve the target related to developing a stakeholder framework, reporting that the draft had not been finalised, and would need to be resubmitted for approval.

Question: Why was the reason for not finalising the draft? What were the delays in approval?

⁹¹ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 50

⁹² Note that the Department reported this as achieved despite only one of two indicators for this target having been achieved.



The Department under-spent on this sub-programme by an amount of R1 483 000.

Question: What was the reason for under-expenditure?

6.5.2. Monitoring and evaluation sub-programme

The Department did not achieve any of the four targets specified in the original APP, and only partially achieved one target in the revised APP. The following targets were not achieved.⁹³

- Development of four sector M&E targets and indicators on women’s socio-economic empowerment. The Department reports that a draft document has been prepared and this is still in progress.
- Development of one monitoring tool for socio-economic empowerment of women. The Department reports that priority was assigned to the development of international obligation reports, and that this remains a work in progress.
- Development of four monitoring reports on the socio-economic empowerment of women. The Department reports that priority was assigned to the development of international obligation reports, and that this remains a work in progress.
- Development of a women and food security impact assessment report. The Department reports that this was not achieved following consultations with the Department of Agriculture, that does not have the human and financial resource capacity to undertake an impact assessment.
- Development of a draft M&E strategy on women’s socio-economic empowerment in relation to the nine-point plan. The Department reports that a concept document has been developed but requires consultation, and that this will be finalised in the 2016/17 financial year.
- In terms of international reports, the department had a target of international reports developed, which it reported on as two achievements. It should be noted that it would have been more effective for the Department to set a target that specified the number of reports so that their performance could be more usefully monitored. The target was “international reports developed” which is not measurable in terms of the number of reports that were and weren’t.
 - The Department reports that it did not finalise the report on the 60th Session of the Commission on the Status of Women that took place in March 2016, however this date falls outside of the year under review.
 - The Department reports that it produced a response to a questionnaire on gender-equality. This is not a report, and it is not clear why it was included.

⁹³ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 52 and 54.



Questions

1. Why were so many reports still in progress? What is stalling their finalisation?
2. Will the target of developing a food security impact assessment report be discontinued?
3. When will the draft M&E strategy on women's socio-economic empowerment in relation to the nine-point plan be complete?
4. What was the reason for the non-completion of international reports?

The Department spent R3 155 000 of the R4 638 000 allocation, with an under-expenditure of R1 483 000.

Questions

1. What was the reason for under-expenditure?
2. What impact did this under-expenditure have on the achievement of performance targets?

6.5.3. *Communication and outreach initiative/Outreach initiative*

The Department achieved all four of the planned targets in the original APP in this sub-programme, as well as two out of three targets in the revised APP. The Department did not achieve the target related to the development of a five-year outreach strategy, stating that a draft strategy had been developed but was subject to approval and would be finalised in 2016/17.⁹⁴

Question: Why was the reason for not finalising the draft? What were the delays in approval?

The Department under-spent in this sub-programme by an amount of R410 000.

Questions

1. What was the reason for under-expenditure?
2. What impact did this under-expenditure have on the achievement of performance targets?

⁹⁴ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 54.



In the detailed financial statements on Programme 3 on pages 120 - 125 of the Annual Report the Department reports that it had the following expenditures:

- R661 000 on social contributions;
- R13 000 on households;⁹⁵ and
- R2 761 000 on travel and subsistence.⁹⁶

Question: What was the nature and purpose of these transactions?

7. Human Resources

The approved post establishment of the Department makes provision for a total of 135 posts of which 111 (82 percent) are funded.⁹⁷ During the period under review the strategic review of the Department involved restructuring, whereby the Corporate Management Branch was downscaled to a Chief Directorate in order to create an additional Core Branch.

The Department reports that posts were redistributed between the various business units and that this reprioritisation was undertaken within the current budgetary allocations.⁹⁸ However, as the previous sections indicate, the virement of funds between Programmes was not in line with the PFMA or Treasury Regulations.

As a result of the restructuring it was necessary for the Department to undertake a skills audit, to realign human resources. Employees were thus shifted within units, and were appointed to their new posts from 1 October 2015.

7.1. Expenditure on Personnel

Expenditure on personnel represented 52.7 percent of the Department's expenditure for the period under review, with the majority of funds spent in the Administration programme.⁹⁹ Expenditure per programme is reflected in the graph below.

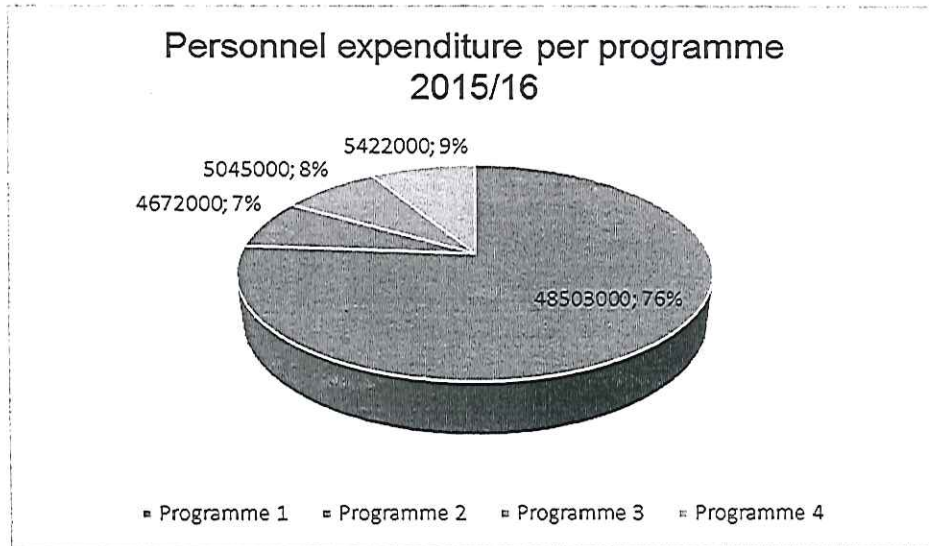
⁹⁵ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 114 and 115.

⁹⁶ Ibid. Page 121.

⁹⁷ Ibid. Page 67.

⁹⁸ Ibid.

⁹⁹ Ibid.



More than half of personnel expenditure (R37 899 000, 59.55 percent) was spent at a Senior Management level, where 36 employees were employed at an average unit cost of R1 024 000.¹⁰⁰ Table 12, below, details the personnel by cost for the period under review.

Table 12: Personnel expenditure 2015 - 2016¹⁰¹

Salary Band	Personnel Expenditure (Rands)	Number of Employees	Average personnel cost per employee (Rands)
Lower skilled	775 000	9	86 000
Skilled	2 244 000	14	160 000
Highly skilled production	9 862 000	36	274 000
Highly skilled supervision	12 862 000	29	444 000
Senior management	37 899 000	36	1 024 000
Total	63 642 000	124	509 000

This table gives an indication of a top-heavy structure, where the ratio of Senior Management staff to staff at other levels was 1: 2.44, indicating that each Senior Management staff would only need to manage two or three other staff.

¹⁰⁰ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 68.

¹⁰¹ Ibid.



Question: The Portfolio Committee has raised the issue of a top-heavy structure with the Department on many occasions, as it does not seem to have a positive effect on the achievement of performance targets. Can the Department justify expenditure on 36 senior managers, when they have not ensured that targets are met?

- a. If yes, how have these managers been held accountable for non-performance?

7.2. Employment and vacancies

As at 31 March 2016 the Department had a nine percent vacancy rate which represents a shortage of 10 posts in the approved establishment. The Department reports that it had nine employees in addition to the approved establishment.¹⁰²

Question: What is the nature of the nine posts outside of the approved establishment, and what is the expenditure on these posts?

7.3. Job Evaluation

The Department reported that eight employees were remunerated at salary levels higher than those determined by their job evaluation during the period under review, six of which were as a result of organisational transformation, one because of the need to retain services, and one in order to attract services.¹⁰³ A total of 7.9 percent of staff are thus employed at a salary level higher than that determined by their job evaluation.¹⁰⁴

Question: What strategy is in place to ensure that these salaries are aligned with the job evaluation of these posts in the future?

7.4. Employment changes

The Department had a turnover rate of 10.6 percent during the period under review with 15 appointments and transfers into the Department and 12 terminations and transfers out of the Department.¹⁰⁵ Of these 12 staff:

¹⁰² The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 70

¹⁰³ Ibid. Page 73.

¹⁰⁴ Ibid.

¹⁰⁵ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 73.



- three left because their contract had ended;
- one retired;
- three resigned; and
- five were transferred to other Public Service Departments.¹⁰⁶

Question: Were any of the five staff who were transferred to other Departments currently undergoing disciplinary procedures at the Department of Women, or due to undergo disciplinary procedures?

7.5. Disciplinary Actions and Performance Rewards

The Department did not make any performance rewards in the period under review.¹⁰⁷

The Department finalised three disciplinary cases during the period under review.¹⁰⁸ The Department reports that three persons were suspended during this period, and all three suspensions exceeded 30 days, with an average 296 days suspended per person.¹⁰⁹ This cost the Department R657 000.

The Department reports that in two cases, staff were issued with final written warnings. In the third case the appeal was upheld.¹¹⁰ Although the Department only had three disciplinary hearings, it reported that dereliction of duty and gross misconduct was addressed in three disciplinary hearings, and negligence and dishonesty in one case.¹¹¹

The Department reports that twelve grievances were lodged during the period under review, only four of which were resolved.¹¹²

¹⁰⁶ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 74.

¹⁰⁷ Ibid. Page 19.

¹⁰⁸ Ibid. Page 78.

¹⁰⁹ Ibid.

¹¹⁰ Ibid. Page 84.

¹¹¹ Ibid.

¹¹² Ibid. Page 84



Questions

1. What was the nature of the dereliction of duty and gross misconduct?
2. What was the nature of the negligence and dishonesty?
3. Are the three staff who were involved in disciplinary hearings still employed at the Department of Women?
 - a. If yes, what mechanisms have been put in place to address problematic behaviour?
 - b. If no, have any of these staff been transferred to staff at other Public Service Departments?
 - i. If yes, did the Department make this clear to the receiving Department? If not, why not?
4. Why were the suspensions all longer than thirty days (an average of nine months)?

7.6. Use of consultants

The Department used 31 consultants on a total of eight projects during the year under review with a total duration of 115 working days, and a total cost of R1 423 000.¹¹³ The eight projects were:

- Audit Committee;
- Competency assessments;
- Forensic investigations;
- Health risk management;
- Interpreters and translators;
- Psychological assessments;
- Skills audit; and
- Verifications of qualifications.

Question: What strategies does the Department have in place to avoid the use of consultants in the future?

¹¹³ The Department of Women (2016a) *Department of Women Annual Report 2015/16*. Page 87.



8. Concluding comments

The Annual Report reveals that the majority of targets were not achieved, whilst the majority of the budget was spent. Members should take note of the following:

- In a number of instances documents stalled at a draft phase, and were not completed because they were awaiting approval. Members should consider reasons for this, as it significantly affected the ability of the Department to achieve their targets.
- The report of the Auditor General reveals that the information provided may not be reliable or useful.
- The Department incurred over R8 million in un-authorised, irregular, and fruitless and wasteful expenditure.
- The Department was non-compliant with the PFMA and Treasury regulations.
- The majority of the budget of the Department is spent on compensation of employees, at a senior level, and this has not seemed to improve the achievement of targets.

Given these serious concerns and the failure of the Department of Women to perform, Members should therefore consider:

- What strategies can be employed to address the problems of the Department; and
- Why the Department has not addressed persistent problems.



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