



DEPARTMENTAL PROFILE: DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS¹

Name of Minister	Minister David Douglas van Rooyen
Name of Deputy Minister (if applicable)	Deputy Minister Andries Nel (<i>Cooperative Governance</i>)
Name(s) of Department	Mr. Legadima Leso
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Name of Director-General	Dr Charles Nwaila (Acting)
Summary of Constitutional and Legislative Mandate	<p>Constitutional, legislative and policy mandates of the Department (including government policy frameworks) are:</p> <ul style="list-style-type: none"> • Constitution of the Republic of South Africa (Chapter 3,5,6,7 and 9 of the Constitution) • Municipal Property Rates Act, 2004 (Act No. 6 of 2004) • Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) • Disaster Management Act, 2003 (Act No. 56 of 2003). • Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) • Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) • The Intergovernmental Relations Act Framework Act (Act No. 13 of 2005)

¹ The Department of Cooperative Governance (DCOG) and the Department of Traditional Affairs each presented their Strategic and Annual Plans as from 2014/15 financial year. The Profile Document consist of largely information for the Department of Cooperative Governance, mainly for 2014/15 and 2015/16 financial years

17-08-25-2014

- Local Government: Municipal Demarcation Act, 1998 (Act no. 27 of 1998)
- Organised Local government Act 52 of 1997)
- Fire Brigade Services Act,99 of 1987)
- Remuneration of office bearers Act, 20 of 1998)
- Local Government Cross- boundary Act, 29 of 2000)
- Municipal Finance Management Act (No. 56 of 2003)
- Preferential Procurement Policy framework Act (No. 05 of 2000)
- Development Facilitation Act(No. 67 of 1995)

Flagship projects

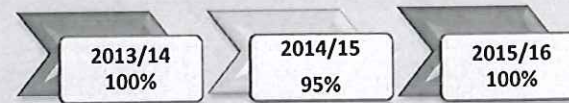
- Back to Basic (B2B) Programme launched during September 2014: Following the launch of the national B2B programme at a Presidential Local Government Summit the department conducted diagnostic assessments of the state of municipalities in the country. Provinces have established the Back to Basics Provincial Task Teams, which include national and provincial sector departments. The Department provides support to 13 B2B priority municipalities in the rollout of the Community empowerment toolkit.
- The total allocation for the Municipal Infrastructure Grant (MIG) for the 2014/15 was R14, 8 billion which is allocated to supplement municipal budgets. The allocation was transferred to municipalities to assist in addressing service backlogs, with a special focus on the 27 priority district municipalities. The projects implemented include those dealing with water, sanitation, community or street lighting, road and storm water, solid waste, sport and various other public facilities.
- The Integrated Urban Development Framework (IUDF): The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people.
- For the 2015/16 3 of 27 District Municipalities (DM) assessments were concluded in Amathole, Umzinyathi and Sekhukhune Districts to determine the levels of infrastructure backlog and identify specific interventions to address the challenges. Municipalities were also supported to develop infrastructure assets registers and capture their infrastructure assets in the Municipal Infrastructure

Performance Management Information System and to develop operations and maintenance plans.

- During 2015/16 Twenty-three (23) priority municipalities were monitored and assisted with the filling of posts with competent municipal managers and 56 managers. These were in the provinces of Mpumalanga (4), KwaZulu-Natal (5), Limpopo (4), Western Cape (1), Eastern Cape (3), Free State (2), North West (2) and Northern Cape (2).
- Free Basic Services (FBS) programme: this is intended for poor households, and for the funding of institutional capacity and support to weaker municipalities. In addition, 40 municipalities were assisted in reviewing their indigent policy to facilitate the provision of Free Basic Services during 2014/15.
- Community Work Programme (CWP): Programme participants do community work thereby contributing to improvements that benefit all community members.

Financial disclosures for SMS

All members of the Senior Management Service are required to disclose the particulars of all their registrable interests (e.g. companies and properties) to their respective Executive Authorities (EAs) by not later than 30 April each year. EAs to submit copies to the PSC by not later than 31 May of each year.



Three year trend analysis of compliance by the due date

- In 2013/14, 100% of the forms of SMS members were received by the PSC by the due date.
- In 2014/15, 95% of the forms of SMS members were received by the PSC by the due date.
- In 2015/16, 100% of the forms of SMS members were received by the PSC by the due date.

Conflicts of interest

The PSC verified the information disclosed by the SMS members against the databases of the Companies and Intellectual Property Commission (CIPC) and the Deeds Registry.

Trends analysis of actual and potential cases of conflicts of interest and the action taken by Executive Authority as reported to the PSC

2013/2014		2014/2015		2015/2016	
Number of actual & potential conflict of interest	Action taken	Number of actual & potential conflict of interest	Action taken	Number of actual & potential conflict of interest	Action taken
5	None	17	None	31	None

The PSC found that in 2013/14 financial year, 5 Managers in the Department were involved in private companies and other business entities, whose activities are closely related to their official responsibilities, and therefore, poses potential conflicts of interest. During 2014/15 there were 17 SMS found to have conflict of interest. During the 2015/16 financial year, 31 Managers were found to be involved in

private companies and business entities. Over the three year period no action has been taken by the Department to deal with the potential conflict of interest.

National Anti-Corruption Hotline

The PSC manages the National Anti-Corruption Hotline (NACH). The NACH became operational with effect from 1 September 2004. Cases received from the NACH are forwarded to departments (both National and Provincial), agencies and public bodies in accordance with agreed protocols for Investigation. The strategy to refer cases for investigation to Departments is premised on the assumption that Departments have the capacity to deal with cases. Departments have to give feedback on progress with the handling of cases on 40 day intervals.

Trends analysis of the feedback and closure rate of NACH cases

	2013/14	2014/15	2015/16
Cases referred	31	21	0
Feedback received	6	2	0
Feedback %	19%	10%	0
Cases closed	5	2	0
Cases closed %	16%	10%	0
Outstanding cases	26	19	0

The table shows that the feedback and closure rate of NACH cases over the past three financial years have not been satisfactory. For 2015/16 there were no cases that were referred.

Public Administration Investigations

The PSC conducts public administration investigations either of own accord, or on receipt of complaints lodged in terms of the Rules of

PSC: Lodging of Complaints regarding Public Service (Complaints Rules) relating to human resource practices, the standard of service provided, dishonesty or improper dealings with regard to public money, unethical behaviour or any form of discrimination.

The nature of the complaints

Nature of complaint	2013/14	2014/15	2015/16
Maladministration	0	1	1
HR Related	0	0	0
Irregularities (including discrimination & harassment)	0	0	0
Outstanding court case/functioning of the courts	0	0	0
Pension Enquiry	0	0	0
Prison Conditions	0	0	0
Poor Service Delivery	0	0	0
Unethical behaviour	1	0	0
Unfair labour practice	0	0	0
Other	0	0	0

For the last 2 financial years, 2 complaints of maladministration were lodged with the PSC for investigation.

Financial Misconduct

In terms of the provisions of the Public Finance Management Act, 1999, read with Treasury Regulations, Departments are compelled to report on finalised financial misconduct cases to, amongst others, the PSC. The finalisation of cases of financial misconduct is one of the important aspects that contribute to an accountable Public Service.

The total amounts involved in the financial misconduct

The Department (CoGTA) reported the highest amount for the 2014/15 financial year, which represents 61.5% of the total amount reported by all national departments. During the 2015/16 financial year the Department reported the second highest amount, which represents 28.9% of the total amount reported.

FY	Amount involved	Amount recovered	Amount considered as no loss to the State	Amount not recovered
2013/14	0	0	0	0
2014/15	R 96 101 700.00	R 0.00	R 96 101 700.00	R0.00
2015/16	R 19 232 295.90	R 232 295.90	R 19 000 000.00	R0.00

Promotion of the Code of Conduct

The conduct of employees in the Public Service is governed by the Code of Conduct for the Public Service, as contained in the Public Service Regulations. During the past three financial years, the PSC conducted 1 workshop in the Department on the Code of Conduct.

Vacancy Rate

The vacancy rate in the Department has proven to be one of the biggest challenges that are central to the problem of service delivery. The vacancy rate is determined by calculating the number of funded vacant posts in departments. The norm for vacancies in the Public Service is 10%.

Trend analysis of vacancy rate per salary level

FY	Skilled (SL 3-5)	Highly skilled production (SL 6-8)	Highly skilled supervision (SL 9-12)	SMS (SL 13-16)
2013/14	2%	14.1%	12.3%	11.3%
2014/15	2%	9.8%	20.4%	10.3%
2015/16	7.5%	28.8%	10.3%	12.2%

The table shows that the Department had a high vacancy rate of 28.8% at salary levels 6-8 during 2015/16 financial year, which has increased over the three financial year period and slightly above the norm rate for SMS members at 12.2% during the same year.

Representivity

As the single largest employer, the Public Service has a responsibility to set a good example and achieve a representative workforce. Numeric targets were set by Cabinet to direct the process of achieving representivity in the Public Service.

- 50% of all filled posts at all levels of the Senior Management Service had to be filled by women by March 2009.
- 2% of filled posts across all levels had to be occupied with people with disabilities (PwD) by 31 March 2010.

The representativeness of females in the Senior Management Service for 2013/14 and 2014/15 has been consistently standing at 50% (65/130), and during 2015/16 the figure declined to 47.2% (75/158). However, consideration should be paid to the fact that the total overall number of SMS increased.

The Department has not met the target of employing 2% PwD over the three financial years. The Department achieved only 1% during 2015/16 which was an improvement from the previous two financial years.

Suspensions with pay

Precautionary suspension of employees in the Public Service is a measure used in cases where the

Trends analysis of Females in the Department

FY	Black	Indian	Coloured	White	Total	All Staff
2013/14	285	4	3	28	320	563
2014/15	253	3	7	27	290	553
2015/16	241	5	4	26	276	474

The table above shows that representativeness of females in the Department has been a challenge over the three financial years.

Trends analysis of female representivity at SMS level and employment of People with Disabilities

FY	Female SMS	PwD
2013/14	50%	0.3%
2014/15	50%	0%
2015/16	47.2%	1%

Trends analysis of precautionary suspensions in the Department

Financial	No. of	No of employees'	Average period	Cost of
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employee is alleged to have committed a serious offence and the employer believes that the presence of an employee at the workplace might jeopardize any investigation into the alleged misconduct, or endanger the well-being or safety of any person or state property. Such a suspension is on full pay.

year	employees on suspension	suspension exceeded 30 days	suspended	suspension
2013/14	0	0	0	0
2014/15	1	0	30	R 82 000
2015/16	1	1	103	R 136 774.98

Performance Agreements (PAs)

If the principle of accountability is to be achieved in the Public Service, EAs and HoDs should visibly support performance management processes and ensure that this cascades down to other levels in the SMS. All members of the SMS (managers and professionals) shall enter into PAs within the first month of the new financial cycle.

Trends analysis on the submission of PAs

Financial year	Submission of HoD PA	Evaluation of HoD	% of PAs of SMS Members outstanding	Reasons for not having concluded PAs for all SMS members as on 31 May
2013/14	None	None	0%	
2014/15	None	None	2.8%	Not stated in the Annual Report
2015/16	None	None	3%	Managers did not submit due to incapacity issues.

The table shows that the Department has not complied over the three year period with the submission of PAs by the HoD by the due date.

- The current HoD was appointed during the 2010/11 financial year and no evidence exists that any HoD performance evaluations have been conducted by the Department.
- As at 31 May 2016, 97% of SMS members had submitted PAs.

The Department indicated that when PAs are not submitted they implement a process which leads to forfeiture of performance-related rewards in line with Circular 1 of 2015 on Consequence Management as approved by the Director-General.

Performance Rewards

Employees in Departments may be considered for performance related rewards for meritorious performance. Departments need to project the resource implications of monetary rewards and ensure that these are provided for in the budget. Departments may not spend more than 1, 5% of their total annual remuneration budget on performance rewards.

Trends analysis of Performance Rewards as a percentage of the total number of employees

FY	Employees on salary levels 13 and above	Employees on salary levels 12 and below
	(as % of total no of employees)	
2013/14	15%	32%
2014/15	17%	84%
2015/16	21%	49%

With the overall decline in performance for the 2015/16 financial year, it's interesting that 21% of SMS members received rewards.

Grievances

The promotion of sound and fair labour relations practices in the workplace is an essential aspect of human resource management. Given the importance of human resource management, which is pivotal to effective public administration and service delivery, it is essential that grievances are well-managed.

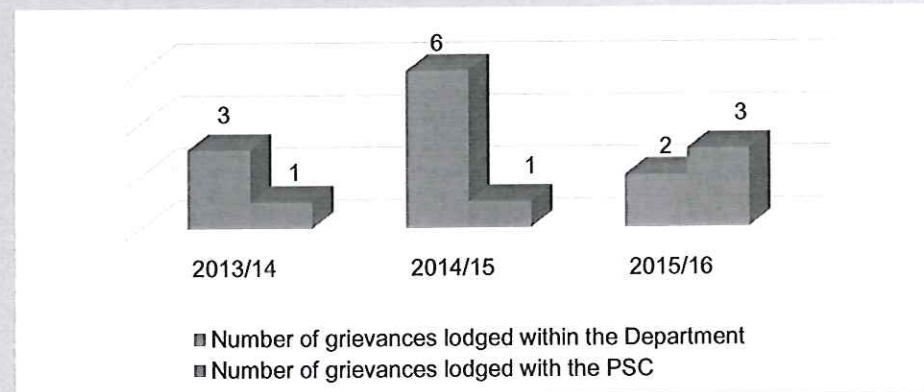
Over the past three financial years, there have been an uneven number of grievances lodged within both the Department with the PSC. In 2015/16, there were 2 grievances lodged within the Department.

The PSC made 3 recommendations of which the Department provided feedback for two cases. In both cases the Department implemented the recommendations made by the PSC.

Trends analysis of grievances reported to the PSC

Nature of grievance	Within Department			With the PSC		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Filling of post	0	1	1	0	0	1
Undermining of authority	0	0	0	0	0	0
Performance Management	0	4	0	1	0	0

The nature of the grievances



There is a general trend within the Public Service relating to the increase in the number of grievances pertaining to performance management. The Department has experienced a decrease in grievances pertaining to performance management.

Expenditure as at end March of each year

Expenditure against budget (to show percentages of over- and under-expenditure) shows whether Departments prepare credible budgets and whether expenditure occurred during the year in an orderly and planned manner.

A generally accepted margin is that under-expenditure should not be more than 2% and that no over-expenditure should occur. The trend analysis shows that the Department was never within the generally accepted margin of 2% set by National Treasury.

- During 2013/14 financial year, the Department experienced under spending of 3.5% of the total budget. The reasons for such under-spending were due to Compensation of Employees; Goods and Services; Payments of Capital Assets and Transfers & Subsidies.

Trends analysis of expenditure in the Department

Financial year	% Spending of final appropriation
2013/14	97.7%
2014/15	93.7%
2015/16	99.9%

Trends analysis of expenditure per programme

Name of Branch	% Spending of final appropriation per FY		
	2013/14	2014/15	2015/16
Prog 1 Administration	99.8%	99.8%	99.4%
Prog 2 Policy, Research & Knowledge Management	98.6%	91.2%	93%
Prog 3 Governance & Intergovernmental Relations	96%	93.5%	95.5%
Prog 4 National Disaster Management Centre	61%	46.4%	44%
Prog 5 Prov & Mun Gov Systems	100%	100.0%	89%
Prog 6 Infrastructure & Economic Dev	99.1%	96.4%	99.9%
Prog 7 – Traditional Affairs	100%	-	-

The actual expenditure of Programme 4 (2015/16) against the adjusted appropriation reflects an under-spending of 56.3%, which is mainly due to the uncertainty with the payment of disaster relief grants. This grant is only paid when disasters are declared and with the approval of the National Treasury. The current spending is 2.7% less than in the previous financial year (2014/15) due to the uncertainty of when Disaster Relief grants will be paid.

Achievement of targets

Departments are required to report against their predetermined objectives (service delivery). The objective of an audit of predetermined objectives is to enable the auditor to conclude whether the reported performance against those predetermined objectives is reliable, accurate and complete, in all material respects, based on predetermined criteria.

During the 2014/15 financial year, Programme 1, Administration had the lowest achievement of predetermined objectives. This was largely ascribed to a high vacancy rate. The same programme shows a further decline during 2015/16.

30 days payment

Section 38 (1)(f) of the Public Finance Management Act, 1999, read with the Treasury Regulations (8.2.3) stipulates that “unless determined otherwise in a contract or other agreement, all payments due to creditors must be settled within 30 days from receipt of an invoice”.

Trends analysis of achievement of targets in the Department

Financial year	Number of targets	% of targets achieved
2013/14	79	97.5%
2014/15	46	95.7%
2015/16	55	67.3%

Trends analysis of achievement of targets per programme

Name of Branch	% of targets achieved		
	2013/4	2014/15	2015/16
Prog 1 Administration	93.3%	50.0%	25%
Prog 2 Policy, Research & Knowledge Management.	100%	100%	60%
Prog 3 Governance & Intergovernmental Relations	100%	100%	73%
Prog 4 National Disaster Management Centre	100%	100%	100%
Prog 5 Prov & Mun Gov systems	100%	100%	77%
Prog 6 Infrastructure & Economic Development	100%	100%	57%
Prog 7 Traditional Affairs	96.4%	N/A	N/A

With respect to other programmes performance for 2015/16, the Department experienced a significant decline in performance, with only Programme 4 maintaining a 100% performance achievement over the three year period.

Payment of invoices as reported to the National Treasury

Average Invoices paid after 30 days						Average Invoices older than 30 days not paid					
2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Rand value			Number			Rand value			Number		
R 321 414.00	R 3 296 456.00	R 8 327 327.00	5	37	66	R 3 206 035.00	R 2 567 868.00	R 651 453.00	8	13	9

In 2016 an average of 9 invoices were older than 30 days and had not been paid. The rand value of these invoices amounted to R 651 453.00.

Fruitless, wasteful and unauthorized expenditure

Accounting Officers must take reasonable steps to ensure that unauthorised, irregular, fruitless and wasteful expenditure is prevented and detected. The Department had no fruitless, wasteful and unauthorized expenditure for the 2015/16 financial year.

Trend analysis of Fruitless, wasteful and unauthorized expenditure

FY	R value Fruitless & wasteful expenditure	R value Irregular expenditure	Does AR reflect whether this expenditure is being investigated
2013/14	R 6 000.00	R 403 600.00	Matter under investigation. Approval was granted by the National Treasury for the irregular expenditure to be removed from the books of the Department since no official was found liable in law for this expenditure.
2014/15	R 0.00	R 155 375 000.00	Disciplinary steps taken/criminal proceedings for wasteful fruitless & wasteful expenditure.
2015/16	R 0	R 442 458 000.00	All irregular expenditure is under investigation.

Audit outcomes

The Auditor-General expresses an opinion on the financial statements of departments based on an audit conducted. Such an audit is conducted in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing.

Trends analysis of audit findings

Financial year	2013/14	2014/15	2015/16
Audit Opinion	Unqualified with findings	Unqualified with findings	Audit not finalised at legislated date

Over the two financial years (2013/14 and 2014/15), the findings of the Auditor-General with respect to the audit of the two Departments (Cooperative Governance and Traditional Affairs) were both “unqualified with findings”. For the 2015/16 financial year, the Audit was not finalised at legislated date.

The Management Performance Assessment Tool (MPAT)

The MPAT specifically focuses on the monitoring of management practices within Departments. The MPAT scorecard for the Department highlighted various areas for improvement (Scores at level 1 or 2) for a particular standard which reflects non-compliance with the minimum legal prescripts and performing poorly in that management area). The low scores are in the areas of Strategic Plans, APP, M&E, Service Delivery Improvement Mechanism, PAJA, Corporative Governance ICT, HR Planning, Management of Diversity, Employee Health, Level 1-12 PDMS, SMS PMDS, and Disciplinary Cases.

MPAT Scores at levels 1 and 2

Sub Performance Area Short	2013	2014	2015	Deviation From Previous Year	RSA Average Score	Deviation From RSA Average
1.1.1 Strat Plans	3.0	2.0	2.0	-	3.44	-1.44
1.1.1B Strategic Plans			2.5	2.50	3.02	-0.52
1.1.2 APP	2.0	2.0	1.0	-1.00	2.42	-1.42
1.1.2B APP			2.5	2.50	3.15	-0.65

1.3.1 M&E	2.0	2.0	2.5	0.50	2.99	-0.49
2.1.1 Serv del impr mech	1.0	2.0	2.5	0.50	2.44	0.06
2.10.1 Prom Acc Inf	1.0	4.0	4.0	-	2.56	1.44
2.11.1 PAJA		1.0	1.0	-	2.07	-1.07
2.2.1 Mgt struct	3.0	4.0	4.0	-	3.07	0.93
2.3.2 Account Audit Comm	4.0	4.0	4.0	-	3.64	0.36
2.4.1 Prof ethics	3.0	3.0	3.0	-	2.98	0.02
2.4.2 Fraud prev	1.0	2.0	4.0	2.00	2.91	1.09
2.5.1 Internal audit	4.0	3.0	2.0	-1.00	3.27	-1.27
2.6.1 Risk Mgt	4.0	4.0	4.0	-	2.53	1.47
2.8.1 Corp Gov ICT	1.0	1.0	2.0	1.00	2.83	-0.83
3.1.1 HR Planning	2.0	2.0	2.5	0.50	2.70	-0.20
3.1.2 Org Design	3.0	2.0	2.0	-	2.51	-0.51
3.1.3 HR Dev Plan	2.0	3.0	3.0	-	2.76	0.24
3.2.2 Recruit and reten	4.0	3.0	3.0	-	2.93	0.07
3.2.4 Mgt diversity	1.0	1.0	2.5	1.50	2.15	0.35
3.2.5 Man Emp Health	1.0	2.0	2.0	-	2.63	-0.63
3.2.6 Deleg PSA	4.0	2.0	2.0	-	-	2.00
3.3.1 Level 1-12 PMDS	2.0	2.0	2.0	-	2.64	-0.64
3.3.2 SMS PMDS (ex HODs)	1.0	2.0	2.0	-	2.54	-0.54
3.3.3 PMDS HOD	2.0	2.0	3.0	1.00	2.22	0.78
3.4.2 Discipl cases	1.0	1.0	2.0	1.00	2.47	-0.47
4.1.1 Demand Mgt	3.0	2.0	3.0	1.00	3.08	-0.08
4.1.2 Acquisition Mgt	3.0	3.0	2.5	-0.50	3.17	-0.67
4.1.3 Logistics mgt	3.0	3.0	3.0	-	2.97	0.03
4.1.4 Disposal mgt	4.0	3.0	4.0	1.00	2.97	1.03
4.2.1 Cash flow	4.0	3.0	4.0	1.00	3.12	0.88
4.2.2 Paymt of suppl	2.0	2.0	2.5	0.50	2.55	-0.05
4.2.3 Unauthorised Etc	2.0	3.0	3.0	-	2.69	0.31

4.2.4 Pay sheet cert	3.0	3.0	3.0	-	-	3.00
4.2.5 Deleg PFMA	3.0	4.0	4.0	-	-	4.00

Key areas of concern – for discussion with EA

Focus area	Brief description of key issue
<p>1. Conflict of Interests</p>	<p>The PSC found that in 2013/2014 financial year, 5 Managers in the Department were involved in private companies and other business entities, whose activities are closely related to their official responsibilities, and therefore, poses potential conflicts of interest. During 2014/2015 there were 17 SMS found to have conflict of interest. During the 2015/2016 financial year, 31 Managers were found to be involved in private companies and business entities. Over the three financial year period, no action was taken by the Department.</p>
<p>2. Financial Misconduct</p>	<p>During the 2015/16 financial year R19 000 000.00 was considered as no loss to the state, which is a reduction from R 96 101 700.00 in 2014/15 Yet there is still a significant amount of money.</p>
<p>3. Vacancy rate</p>	<p>The high vacancy rate of 28.8% at Salary levels 6-8 during 2015/16 financial year, which has increased over the three financial year period, and the high rate of 12.2% for SMS members during the same year, is a concern.</p>
<p>4. Representivity</p>	<p>The Department has not met the target of 2% for employing PwD over the three financial years. The Department achieved only 1% during 2015/16 which was an improvement from the last two financial years.</p>
<p>5. Suspensions with pay</p>	<p>It is noted that the Department has suspended a single employee for an extended period during the 2015/16 financial year with a total cost of R 136 774.98.</p>
<p>6. Performance Agreements</p>	<p>The Department has not complied with the submission of PAs by HoD over the three year period. As at 31 May 2016, 97% of SMS members had submitted PAs. The Department indicated that when PAs are not submitted they implement a process which leads to forfeiture of performance-related rewards in line with circular 1 of 2015 on Consequence Management as approved by the Director-General.</p>

7. Achievement of targets	With respect to other programmes performance for 2015/16, the Department experienced a significant decline in performance, with only Programme 4 maintaining a 100% performance achievement over the three years.
8. Expenditure as at end March of each year	The actual expenditure for Programme 4 (2015/16) against the adjusted appropriation reflects an under-spending of 56.3%, which is mainly due to the uncertainty with the payment of disaster relief grants. This grant is only paid when disasters are declared and with the approval of the National Treasury. The current spending is 2.7% less than in the previous financial year (2014/15) due to the uncertainty of when Disaster Relief grants will be paid.
9. 30 Day Payment	In 2016 an average of 9 invoices older than 30 days were not paid, valued at R 651 453.00.
10. Audit Outcomes	For the 2015/16 financial year, the Audit was not finalised at legislated date.