







OUR VISION

To be a Centre of Excellence in providing catalytic and innovative financing mechanisms for strategic infrastructure projects in Gauteng Province.

OUR VALUE PROPOSITION

The GIFA is a centre of excellence that provides innovative financial solutions for key infrastructure projects in the province. The GIFA provides a one stop service to provincial departments municipalities and agencies. Through high quality skills and expertise, the GIFA converts project concepts or ideas to bankable proposals that would attract funding from investors community locally and internationally.



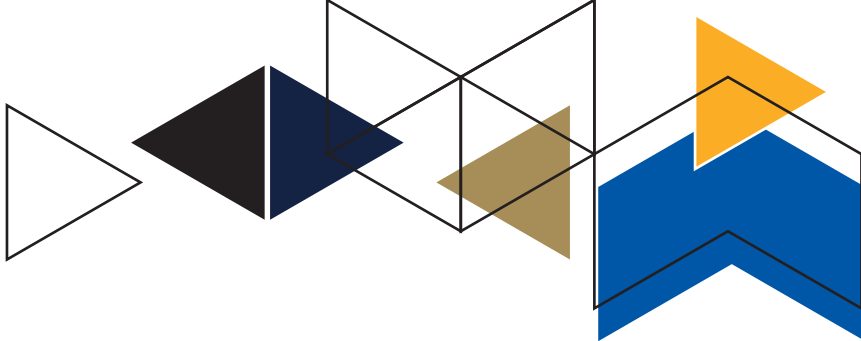
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PART A

GENERAL INFORMATION



1

AGENCY GENERAL INFORMATION

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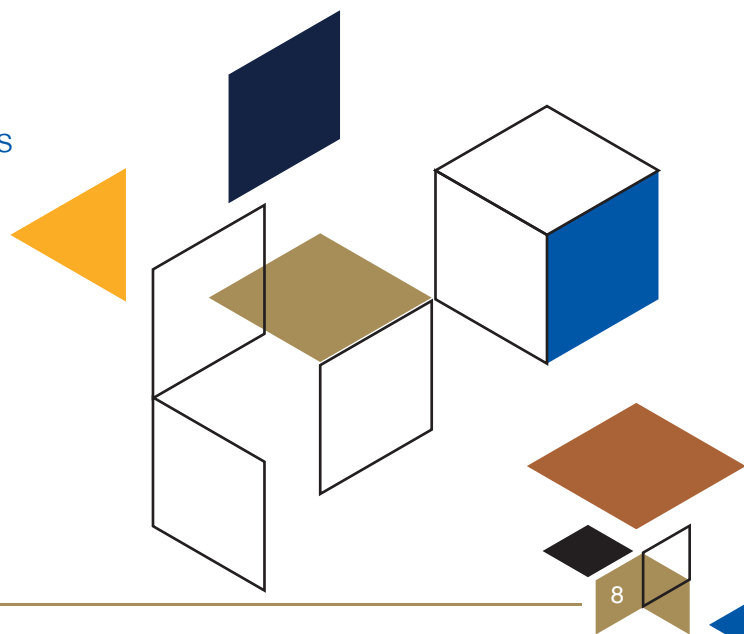
LIST OF ABBREVIATIONS/ACRONYMS

AIDC	Automotive Industry Development Centre
AGSA	Auditor General of South Africa
ARDB	African Development Bank
AIF	Africa Investment Forum
AO	Accounting Officer
AOP	Annual Operational Plan
APP	Annual Performance Plan
ASISA	Association of Investments and Savings South Africa
AWTT	Alternative Waste Treatment Technology
BASA	Banking Association of South Africa
BBBEE	Broad Based Black Economic Empowerment
BFI	Budget Facility for Infrastructure
CBD	Central Business District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMC	Change Management Committee
COGTA	Department of Cooperative Governance and Traditional Affairs
COJ	City of Johannesburg
COT	City of Tshwane
DBSA	Development Bank of South Africa
DED	Department of Economic Development
DID	Department of Infrastructure Development
DKD	Disassembly Knock-down
DOH	Department of Health

EB	Enterprise Building
EIB	European Investment Bank
EMM	Ekurhuleni Metropolitan Municipality
EOI	Expression of Interest
FWRDWA	Far West Rand Dolomitic Water Association
GFA	Gauteng Funding Agency
GIFA	Gauteng Infrastructure Financing Agency
GBN	Gauteng Broadband Network
GPG	Gauteng Provincial Government
GPL	Gauteng Provincial Legislature
GPT	Gauteng Provincial Treasury
GRAP	Generally Recognised Accounting Practices
GICC	Gauteng Infrastructure Coordinating Council
GTAC	Government Technical Advisory Centre
HOD	Head of Department
IDZ	Industrial Development Zone
IFC	International Finance Corporation
ISA	Infrastructure South Africa
JMP	Jewellery Manufacturing Precinct
KGR	Krugersdorp Game Reserve
KPA	Key Performance Areas
LH	Logistics Hub
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework



OHSA	Occupational Health & Safety Act
OOP	Office of the Premier
ORTIA	OR Tambo International Airport
PBC	Premier's Budgeting Council
PFMA	Public Finance Management Act
PIC	Public Investment Corporation
PICC	Presidential Infrastructure Co-ordination Council
PPF	Project Preparation Facility
PPP	Public Private Partnership
RFQ	Request for Qualification
SANSA	South Africa National Space Agency
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SHERQ	Safety Health, Environment and Risk and Quality
SEIA	Socio-economic Impact Assessment
SMME	Small Medium and Micro Enterprises
SOPA	State of the Province Address
SOP	Standard Operating Procedure
TA	Treasury Approval
TIH	The Innovation Hub
TOR	Terms of Reference
TR	Treasury Regulations
WR	West Rand



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FOREWORD
FROM THE MEC

N. Nkomo-Ralehoko

The 2021/22 financial year marks the mid-term of the 6th Administration of the Gauteng Provincial Government (GPG). As we continue working towards serving the citizens of Gauteng Province, we are also duty bound to reflect on how we performed by mid-term towards supporting the imperatives of the 6th Administration, which are encapsulated in the “Growing Gauteng Together 2030” (GGT2030) Plan. It is therefore imperative that we introspect on the performance of the Gauteng Infrastructure Financing Agency (GIFA) during this period. This reflection will assist us to identify areas where we need to put more effort and areas where we need to accelerate our much-needed deliverables.

A reflection on the GIFA's performance reveal that the entity has built a strong presence in the province and municipalities. This is evident in the portfolio of projects that GIFA is working on. The current pipeline of projects has strategic projects such as Rooftop Solar PV: Phase 1, which is at financial close and has a potential of revolutionising the energy needs for GPG-owned buildings and facilities. This phase is focusing on 11 health sites across the province. Therefore, the success of this phase will lead a way in expanding to other government-owned buildings such as schools, office buildings, clinics, etc. The other project in financial close is The Innovation Hub (TIH): Enterprise 2 and 3. The success of the projects will bring the much-needed confidence to the TIH Precinct to attract smart industries, green economy companies and high-value added service industries to take up occupancy within the hub.

Other strategic projects that need to be supported towards financial close are those located in the West Rand and the Sedibeng District municipalities. The provincial government has made an undertaking of supporting the economic revival and regeneration of these two regions. One of the key projects is the Sedibeng Agro-processing Hub, which will commence by upgrading, refurbishing and modernising the existing Vereeniging Fresh Produce Market. This phase will be followed by expanding the facilities to incorporate Agro-processing activities. The project will be released to the market for developers to upgrade and operate the fresh-produce market through a Public Private Partnership (PPP). The GDP Impact (Direct, Indirect and Induced impact) of the project is estimated at R8,2 billion over the concession period of 25 years.

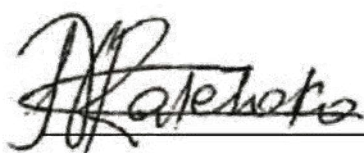
The partnership concluded with African Development Bank (AfDB) will assist in funding the preparation of Merafong Bio-energy Park and West Rand Agri-Park in the West Rand. This partnership may extend to more projects earmarked under Bokamoso BaRona Initiative. Another ground-breaking project that is earmarked for the Merafong Municipality is the Merafong Solar Farm cluster, which is at market release stage for potential private developers to develop a solar farm cluster on the land provided by Sibanye-Stillwater and Far West Rand Dolomitic Water Association (FWRDWA).

GIFA is also working towards ensuring that the Kopanong Precinct project moves from procurement stage to implementation stage. Currently, the project is at procurement stage, and it is planned to conclude financial close in 2022/23 financial year. This project is highly strategic for GPG in that it will provide a conducive and safe environment for the efficient administration of our government. The project will also provide a much-needed injection into the regeneration efforts of Johannesburg Central Business District (CBD).

GIFA is exploring alternative funding of projects such as Gauteng Schools Programme and City of Johannesburg Alternative Waste Water Treatment Plant (AWTT). This involves raising funding from National Treasury's Budget Facility for Infrastructure (BFI). Over this mid-term period the Phases 1 and 3 of the Jewellery Manufacturing Precinct (JMP) in the O.R Tambo Industrial Development Zone (IDZ) were completed and are now in operation. Phase 3 construction, which is the Jewellery Manufacturing component will be completed by December 2022.

The other projects that form part of GIFA's priority list are; Krugersdorp Game Reserve (KGR), Gauteng Provincial Legislature (GPL), Gauteng Broadband Network (GBN) and Tshwane Freight and Rail projects. These projects will be accelerated to conclude financial close by the end of 2023/24 financial year.

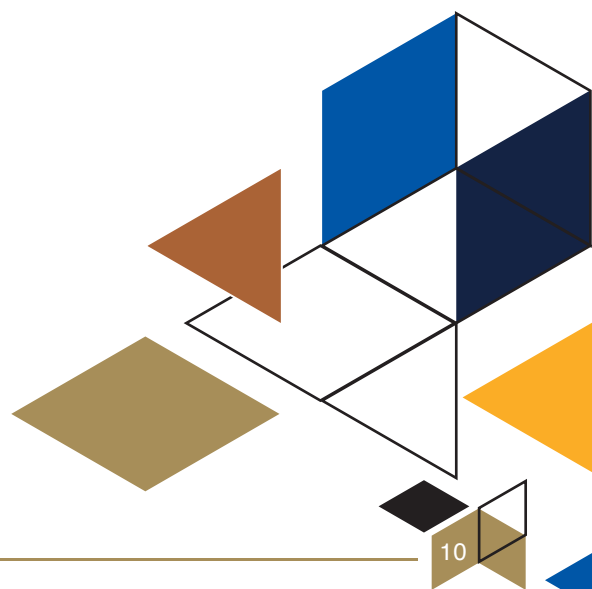
In conclusion, I would like to thank the CEO of GIFA, Mr Oupa Seabi and his team for the hard work they are doing in ensuring that GIFA becomes a centre of excellence in innovative financing solutions for infrastructure projects within the GPG.



N. Nkomo-Ralehoko, MEC

MEC for Finance & e-Government
Gauteng Province

Date: 31 July 2022



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REPORT OF THE ACCOUNTING OFFICER



Mr. P.H.O. Seabi

Introduction

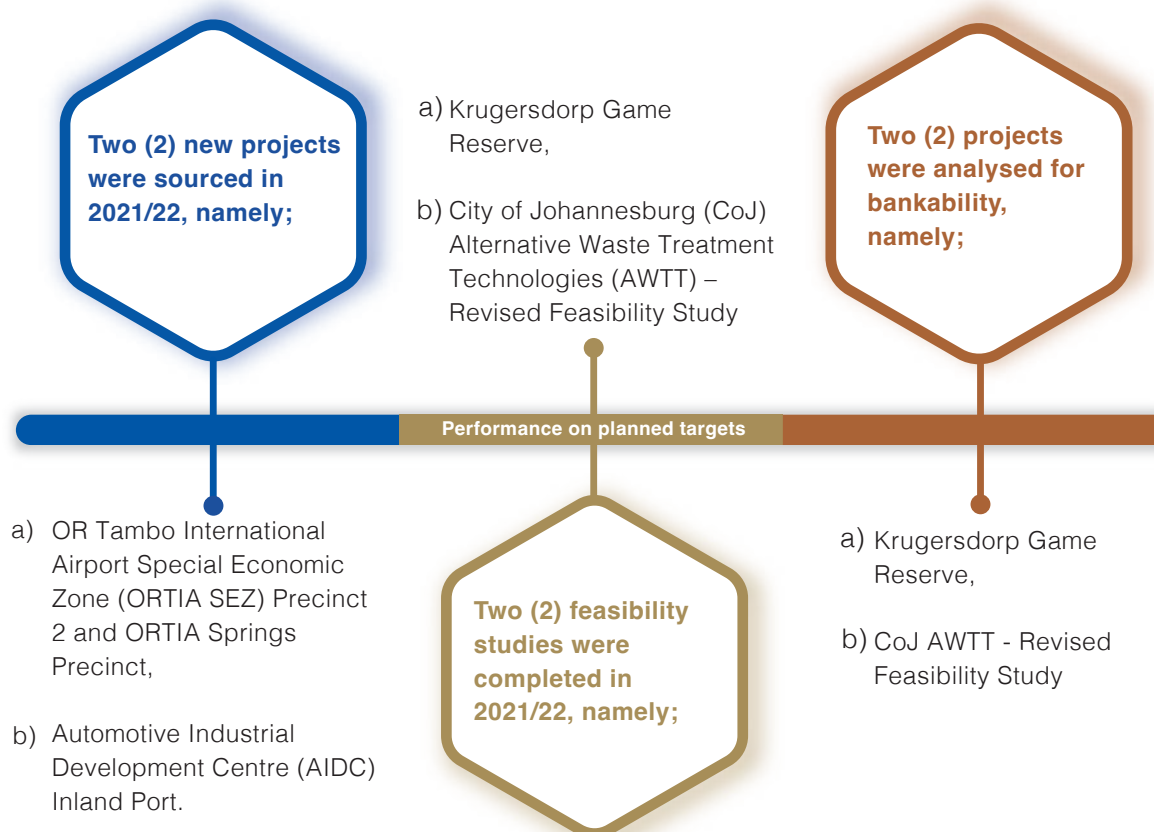
The purpose of this report is to highlight the performance of the Gauteng Infrastructure Financing Agency (GIFA) for the reporting period of 1 April 2021 to 31 March 2022, in compliance with Section 40 of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999) and specific financial matters for the period under review.

Overview of the operations of the GIFA

- Significant events of 2021/22
 - a) The GIFA attended the Solar Power Africa 2022 in February 2022 in Cape Town. Solar Power Africa is a trade show that provides networking opportunities with local and international professionals, experts, and industry players in the solar, storage and related energy fields. The trade show provided GIFA an opportunity to present the Gauteng Green Energy Programme and promote the Merafong Solar Farm Cluster project.
 - b) The GIFA attended the Bonds, Loans and Sukuk Africa Conference held on the 8th and 9th March 2022 in Cape Town, where GIFA engaged funders on various funding strategies for projects as part of its Funder Engagement Strategy and Plan.
 - c) The GIFA organised a Market Sounding exercise for Sedibeng Agro-processing Hub project in November 2021. The purpose of the market sounding intervention was to provide an opportunity for a structured dialogue between government and the private sector on the project whereby much needed feedback from the private sector would be obtained in order to adapt them to the project's specifications during the envisaged procurement stage. The exercise was also meant to promote and create awareness about the project to the sector.

Overview of the results

This section provides an overview of GIFA's performance in 2021/22 financial year:



Performance on projects

In 2021/22 financial year, the GIFA projects portfolio had a pipeline of 35 projects, 17 of those projects have been categorized as flagship projects. Flagships are those projects that have a high possibility of concluding financial close within the current term as they have manageable challenges that could be resolved through multi-stakeholder interventions. These projects are at different stages of the development life-cycle.

Jewellery Manufacturing Precinct:

The construction of Superblock office park (government offices), which is Phase 3 of the JMP was completed in May 2021. Phase 2 of the JMP (which will accommodate jewellery benefactors) is in progress and is expected to be completed in quarter 3 of 2022/23 financial year. The Hub has secured tenants for up to 95% of Gross Leasable Area (GLA).

The Innovation Hub:

EB 3: The Lease Agreement between South African National Space Agency (SANSA) and the private party was completed and is expected to be signed off by end of May 2022.

West Rand Logistics Hub/ West Rand Mega Park:

The developer concluded a partnership deal with an investor for the funding of the development of the project. The project is expected to start construction in 2022/23 financial year once all bulk infrastructure requirements have been met.

Kopanong Precinct Project:

The Bid Evaluation process was completed. The procurement process is at Bid Adjudication stage which is expected to be completed in the 1st quarter of 2022/23 financial year.

Rooftop Solar PV Phase 1:

Negotiations on the Public Private Partnership Agreement (PPPA) are in progress. The next milestone is to obtain TAIII approval from National Treasury to conclude financial close by end of quarter 1, 2022/23 financial year.

Krugersdorp Game Reserve:

The feasibility study was completed, and the project will be implemented as a Public-Private Partnership (PPP) in the 2022/23 financial year in line with the recommendations of the study.

Merafong Solar Farm-Cluster:

The Environmental Sensitivity Analysis on the land parcels was completed. This was part of preparing for the project for market release in quarter 2, 2022/23 financial year to private developer(s) who will implement the project.

Merafong Bio-energy Park and the West Rand Agri-Park:

The Transaction Advisor (TA) funded by the AfDB was appointed to assist with the market engagement, fundraising and identification of the investors and operators of the two parks, expected to be completed by the end of the 2022/23 financial year.

City of Johannesburg AWTT:

The feasibility study and financial model were revised and updated. The TVRI and TVRII(a) were submitted to National Treasury for approval. The project is expected to be released to the market in 2022/23 financial year once the TVRII(a) is issued.

Sedibeng Agro-processing Hub:

The Applications for TVRI and TVRII were submitted National Treasury. The draft Request for Qualification (RFQ) was approved by the municipality. The next key milestone is to obtain National Treasury approvals and release the project to the market by end of quarter 2, 2022/23 financial year.

Gauteng Schools Programme:

The affordability could not be confirmed due to reduction of the Department Education's equitable share budget, as a result GIFA is considering a new approach of raising alternative funding for the project, which included exploring donor and grant funding. An application for Budget Facility for Infrastructure (BFI) grant was prepared and will be submitted to National Treasury for consideration. The project was registered with Infrastructure South Africa (ISA) as part of the application process for BFI.

Gauteng Provincial Legislature (GPL):

The feasibility study commenced in quarter 3, 2021/22 financial year and is expected to be completed in quarter 2, 2022/23 financial year.



Gauteng Broadband Network (GBN):

The Terms of Reference (ToR) for the appointment of the TA was completed, and the feasibility studies will be undertaken in 2022/23 financial year.

PWV 15:

The Terms of Reference (ToR) for the appointment of the TA was completed, and the feasibility studies will be undertaken in 2022/23 financial year.

Overview of the key challenges

There are three key challenges that impacted on GIFA projects in 2021/22 financial year:

- Feasibility studies must undergo various stages of approvals through council structures including 60-day public participation for comments. Often these approval processes of feasibility studies are protracted thus delaying the projects from being released to the market. This has been a persistent challenge impacting on project progress.
- Confirmation of budgets to prove affordability for PPP projects remains a challenge. National Treasury approves feasibility studies that demonstrate affordability before a project could be taken to market release and procurement stage. As a result, several projects delayed obtaining Treasury Approvals. This has been a persistent challenge impacting on project progress.
- National Treasury has issued a notice advising organs of state to put all tender processes on hold apart from those advertised before 16 February 2022. This was as a result of the Constitutional Court's judgment, which affected several GIFA projects that required the services of Transaction Advisors. As a result, the project timeframes for commencing and conducting Feasibility Studies have been impacted.

Remedial Action

The key challenges will be addressed through the following interventions:

- GIFA will strengthen its stakeholder relations and communications function and work closely with municipalities particularly in tracking decisions and developing feedback mechanisms.
- There will be an improvement of political sponsorship and end-user/ project owner accountability.
- GIFA will work closely with Gauteng Provincial Treasury particularly on matters relating to budget confirmations. There will be a continued relationship with GTAC at National Treasury to ensure that there is compliance to TR16 regulation requirements. This will fast-track the approval processes.
- The MEC/ MMC Finance Forum has been a platform whereby challenges with municipal projects are discussed and interventions are implemented to fast-track decision making.

Summary of Project Status

The table below illustrates the GIFA pipeline of flagship projects.

Table 1: Projects per Stage

Initiation Stage	Feasibility Stage	Market Release	Projects At Procurement Stage	Projects At Financial Close	Implementation
<ul style="list-style-type: none"> • Hospital Revitalization • PWV 15 Freeway • Gauteng Broadband Network 	<ul style="list-style-type: none"> • Gauteng Provincial Legislature 	<ul style="list-style-type: none"> • COJ: AWTT • GautengSchools Programme • Sedibeng Agro-processing Hub • Merafong Solar Farm Cluster • Merafong Bio-energy Park • West Rand Agro- processing Hub • Krugersdorp Game Reserve 	<ul style="list-style-type: none"> • Kopanong Precinct Project 	<ul style="list-style-type: none"> • Rooftop Solar Panels: Phase 1 • The Innovation Hub: EB 2 • The Innovation Hub: EB3 	<ul style="list-style-type: none"> • Jewellery Manufacturing Precinct • West Rand Logistics Hub (renamed to West Rand Mega Park)
3	1	7	1	3	2

Overview of the financial results of the department

Departmental receipts

GIFA receives an annual transfer from Gauteng Provincial Treasury (GPT). This transfer payment is used to cover the operational costs of GIFA for the financial year. An amount of R64,04 million was allocated for the 2021/22 financial year.

Interest received on GIFA's positive bank balance is disclosed in the financial statements.

Programme Expenditure

The budget of the GIFA is not appropriated and tabled independently thus no comparatives between budget and actual activities are given in the financial statements. The budgets are prepared on cash basis and presented to the GPT as part of their budget by economic classification linked to performance outcome objectives. It covers the fiscal period from 01 April 2021 to 31 March 2022 for the GIFA.

In 2021/22, GIFA spent 90% of its R 64,04 million budget.

No unauthorised, irregular expenditure or fruitless and wasteful expenditure occurred in the year under review.

Programme Name	2020/21			2021/22		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration (Includes Strategy, Monitoring and Evaluation, Finance and Corporate Services)	40 078	37 042	3 036	39 827	36 202	3 625
Project Development & Compliance	16 037	15 147	890	16 310	15 869	441
Structured Finance	5 291	5 074	217	7 907	5 474	2 433
Total	61 406	57 263	4 143	64 044	57 545	6 499

Economic Classification	2020/21			2021/22		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Current Payments	60 172	56 550	3 622	63 044	56 778	6 266
Compensation of Employees	41 851	40 157	1 694	43 324	40 423	2 901
Goods and Services	18 321	16 393	1 928	19 720	16 355	3 365
Capital Assets	1 234	713	521	1 000	767	233
Total	61 406	57 263	4 143	64 044	57 545	6 499

For the 2021/22 financial year, GIFA's spending trend remained stable because of the COVID-19 pandemic that persisted.

Programme 1: Administration – The programme spent 91% of its budget for the 2021/22 financial year. The underspending is due to the delays in the conclusion of the organisational structure which led to budget allocated for additional posts not being spent.

Programme 2: Project Development and Compliance – This programme has an underspending of 3% as a result of the organisational structure not being finalised.

Programme 3: Structured Finance - The underspending is due to the budget that was allocated for the Land Enhancement Project as funding allocated for this project was not utilised. The GIFA is still awaiting the decision of the Gauteng Department of Infrastructure Development (GDID) on the project.

Virements

Virements were undertaken from Programmes 1 to Programme 2 within the Economic Classification: Goods and Services.

The total PPF expense in the 2021/22 financial year is R6,266 million, however, due to limitation of funds and commitment to feasibility studies, GIFA has reprioritised R2,319 million from its operational budget to alleviate the PPF funding challenge.

Future plans of the Entity

In the 2022/23 financial year, the GIFA will maintain the following key plans which also outlined in the Annual Performance Plan:

a) *Sustainable flow of infrastructure projects pipeline*

The GIFA will continue to ensure that there is a sustainable inflow of strategic infrastructure projects that are sourced from GPG departments, municipalities and agencies. The GIFA will improve the project screening toolkit and filtration criteria to ensure that the appropriate projects are sourced into the pipeline. Through the Business Process Re-engineering process GIFA will develop a robust and stringent prioritisation tool to rate projects in terms of impact and probability of success and alignment to the government priorities. The impact of BPR will be monitored on a quarterly basis.

b) *Premier's War Room on Infrastructure Development*

The GIFA will continue participating in the Infrastructure War Room that is led by the Office of Premier. The War Room is an intervention to coordinate strategic infrastructure projects in the province and fast-tracking decision making

c) *Complete Feasibility Studies and Release Projects to the Market*

The GIFA will conduct and complete two feasibility studies and release at least three projects to the market during 2022/23. The GIFA will prioritise identified projects for market release. These will be projects in the flagship category.

d) *Achieve financial close for projects*

The GIFA will continue to facilitate projects to reach financial close stage. In 2022/23 the GIFA will prioritise financial closure for at least two projects. These will be projects in the flagship category.

e) *Profile the role of GIFA and mobilise potential investors*

The GIFA plans to continue building its profile within the Province by engaging with the municipalities and source infrastructure projects. The GIFA will continue to mobilise potential investors through various activities such as investor roadshows and conferences such as the African Investment Forum.

Consolidation of its partnerships with organisations such as the Development Bank of Southern Africa (DBSA), African Development Bank (AfDB), the Banking Association of South Africa (BASA), Association of Investments and Savings South Africa (ASISA), the Public Investment Corporation (PIC) will continue in earnest. Such partnerships have provided the GIFA with important linkages to funders. The GIFA will undertake an engagement exercise that is twofold, firstly aiming to provide the funders with an update of GIFA's project pipeline and secondly to solicit funders' interest on the projects.

The GIFA is currently working on signing a Non-Disclosure Agreement (NDA) with European Investment Bank (EIB). The EIB has concessional instruments to support GIFA's infrastructure projects, leveraging off the EUR 1 billion for climate finance made available to SA at COP26. The Bank expressed interest on the Waste to Energy projects.

Public Private Partnerships

There are PPP projects that will be prioritised for market release, financial close and implementation in 2022/23 financial year.

Discontinued activities

There are no major discontinued and or proposed major activities to be reported for the 2021/22 financial year.

Supply chain management

There were no unsolicited bid proposals concluded for the year under review. There was no irregular expenditure in 2021/22. The GIFA complied with the Supply Chain Management (SCM) policies and there were no challenges experienced in SCM.

Gifts and Donations received in kind from non-related parties

No gifts and donations were received in kind from related or non-related parties.

Exemptions and deviations received from the National Treasury

The GIFA as a government component uses Generally Recognised Accounting Practice (GRAP) as its reporting framework and a deviation was received from National Treasury.

Events after the reporting date

None.

Other

There were no other material facts or circumstances, which influence the understanding of the financial state of affairs, not addressed elsewhere in this report.

Conclusion

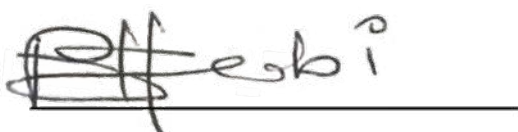
The GIFA has identified key performance areas that require improvement so that operations on project development lifecycle are carried out rigorously from the sourcing of projects to financial close. In 2022/23, the GIFA will continue implementing the business process re-engineering in order to improve these key performance areas for the delivery of projects in quicker turn-around times. The GIFA will also work with the Office of the Premier and the Department of Public Administration to conclude the process of revising the organisational structure. This will enhance the current capacity so that the GIFA can function optimally in delivering its mandate.

Acknowledgements

I wish to express special appreciation to the MEC, for her guidance and support. I would also like to thank the GIFA staff for their tireless contributions in ensuring that the GIFA achieves its set targets and in striving to become a centre of excellence in project development and finance.

Approval and sign off

The Annual Financial Statements set out on page 92 have been approved by the Accounting Officer.



Mr. P.H.O. SEABI

Accounting Officer

Gauteng Infrastructure Financing Agency

Date: 31 May 2022

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STATEMENT OF **RESPONSIBILITY** **AND CONFIRMATION OF ACCURACY** FOR THE ANNUAL REPORT

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

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

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

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

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

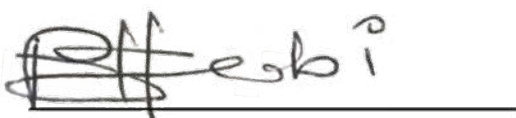
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2022.

Yours faithfully

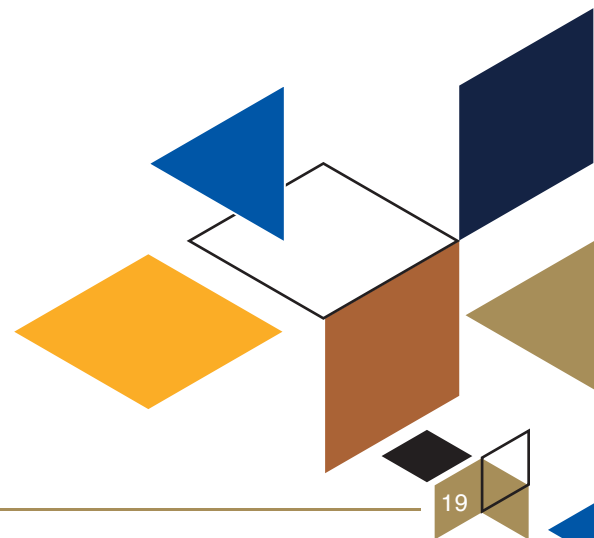


Mr. P.H.O. SEABI

Accounting Officer

Gauteng Infrastructure Financing Agency

Date: 31 May 2022



6

STRATEGIC OVERVIEW

6.1 Vision

To ensure alternative funding for Gauteng's strategic infrastructure projects.

6.2 Mission

- To set up a central point of coordination for all strategic infrastructure projects in the province;
- To identify bankable infrastructure projects through project filtration criteria and feasibility studies;
- To explore various funding mix through research on local and international best practices in project finance;
- To mobilise potential investors to support identified and approved infrastructure projects that are not funded through own Revenue Fund; and
- To monitor the implementation of infrastructure projects through successful contractual relationships between GPG departments and investors.

6.3 Values

The values and principles that underpin the GIFA are predicated on the principles of Batho Pele and are:

Value	What it means
Value Employees	We attract, motivate, and retain talented people through career path, developing skills and empowering our employees. We also help them perform at consistently high levels by encouraging their professional and personal development. We reward their performance, treat them fairly, equally and we aim to be an employer of choice
Honesty and Integrity	We will represent information transparently and truthfully, will honour our commitments; firmly adhere to a code of moral and ethical principles and will display professionalism in the workplace by being non-biased and objective
Service Excellence	We place high value on our stakeholders and strive to meet their expectations and requirements by offering consistently good customer service, in both roles of support and / or oversight
Teamwork	We align, collaborate, and communicate within and across the business units to meet the needs of our customers/stakeholders. We are committed to information and knowledge sharing
Respect and Dignity	We will treat others with sensitivity, respect and have consideration for their uniqueness and personality differences and act within the law.
Accountability	We take full responsibility and ownership of our actions, by not passing the buck. We will have a positive, professional, and productive approach to our work.

7

LEGISLATIVE AND OTHER MANDATES

- The GIFA is established as a government component in terms of section 7(5)(d) of the Public Service Act, 1994 following the President's Proclamation No. 69 of 2014 (Government Gazette No. 38088), within the portfolio of the MEC responsible for Finance in the Province with effect from 17 October 2014;
- The Premier of Gauteng Province proclaimed the Administration and Operations of the GIFA in the General Notice that was published on 13 July 2015 in the Provincial Gazette. Part 2 of the General Notice outlines the objectives, functions and powers of GIFA.
- In 2009 Exco approved the creation of the Gauteng Funding Agency (GFA) later known as GIFA with the following objectives:
 - To support provincial departments and municipalities with planning, management, and other technical expertise to roll out infrastructure more efficiently and effectively;
 - To address challenges around infrastructure delivery capacity and skills where it lacks in government;
 - To facilitate and coordinate alternative funding means for key strategic economic infrastructure projects;
 - To develop strategic social infrastructure projects for funding through the fiscus.

8

ORGANISATIONAL STRUCTURE



PART B

PERFORMANCE INFORMATION



1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

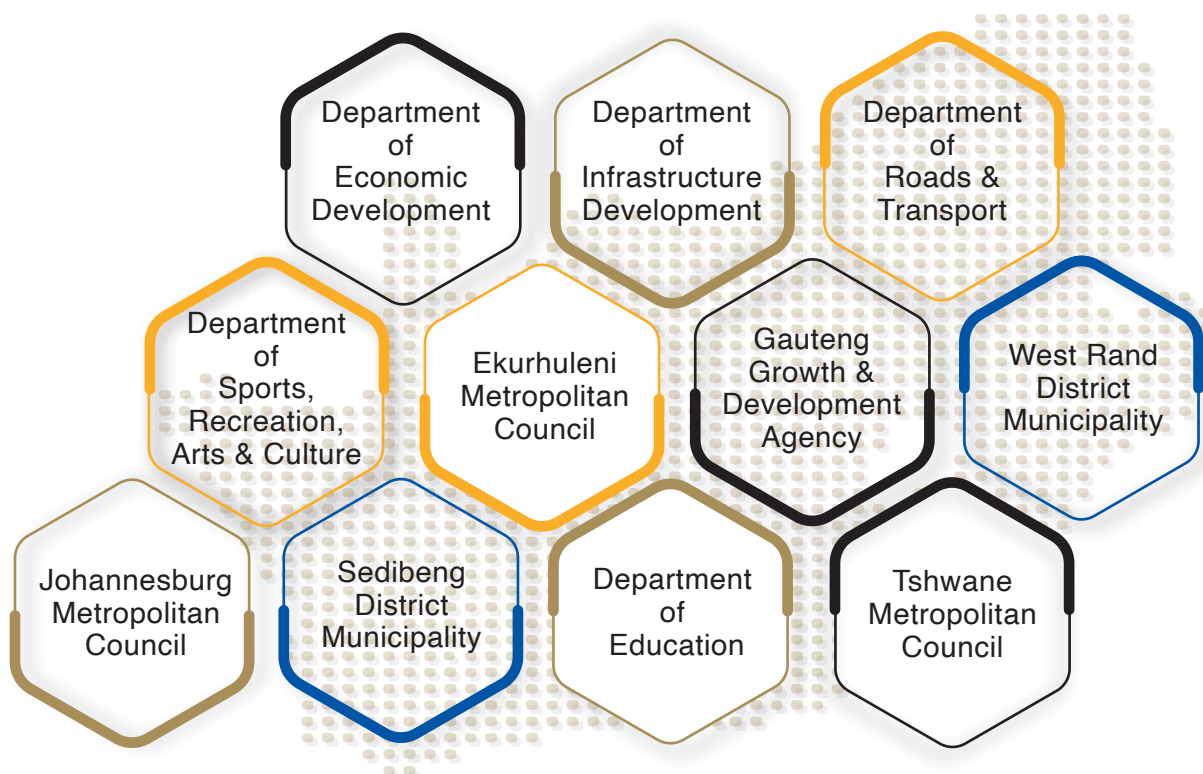
The AGSA currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported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

Refer to page 75 of the Report of the Auditor General, published as Part E: Financial Information.

2. OVERVIEW OF ORGANISATIONAL PERFORMANCE

2.1 Service Delivery Environment

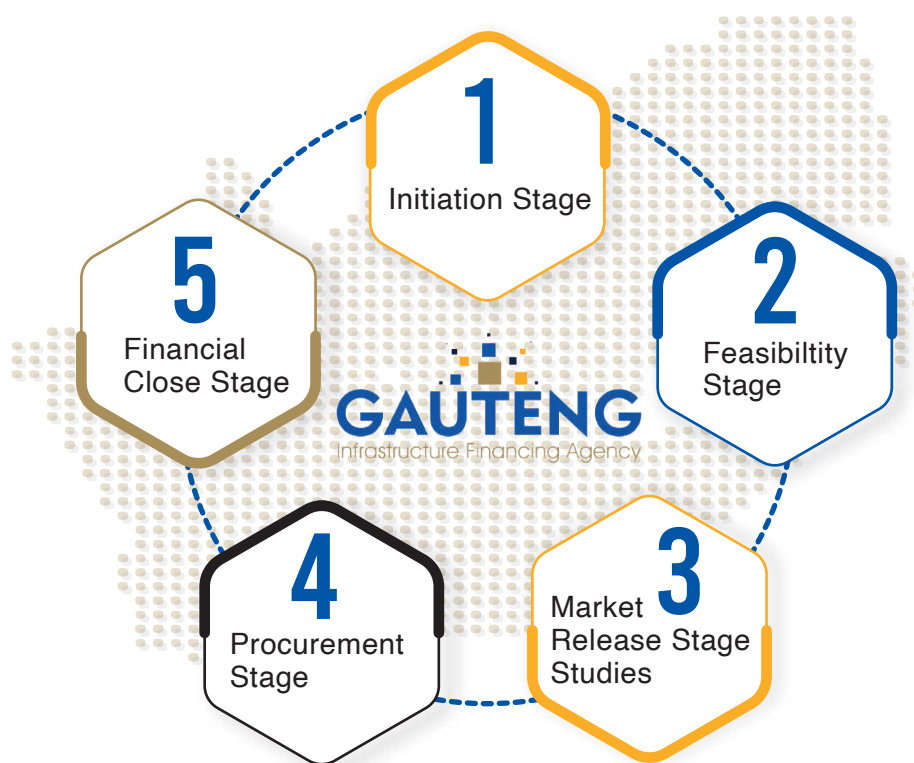
The type of service offered by the GIFA to its clients is project development support, financial structuring and facilitation of funding opportunities to finance infrastructure projects off budget or off-balance sheet of the project owners. The primary clients or beneficiaries of GIFA's services are GPG departments, municipalities and their agencies. The GIFA does not deliver services directly to the public. Over the past years the clients have been:



The GIFA supports these client institutions in preparing projects to a point where they can be funded and implemented. In 2021/22 the GIFA continued to engage departments and municipalities on the current projects in the pipeline and also sourced new projects. This has impacted positively on the demand for GIFA services in the province.

For GIFA to deliver an efficient and effective service to its clients it has developed a service delivery process flow for project preparation. The process flow explains the steps undertaken during project preparation.

2.2 Service Delivery Process-flow for Project Preparation



2.3 Organisational environment

The GIFA has now established a sustainable pipeline of projects that have been sourced from provincial departments, municipalities and their agencies. The GIFA completed the Business Process Re-engineering (BPR) Project in 2020/21 and it was implemented from April 2021. The BPR aims to improve GIFA's processes for the delivery of the projects from Initiation Stage to Financial Close Stage.

The BPR focuses on the following Key Performance Areas (KPA's). These KPA's are:

- Project Sourcing, Early Project Screening and Multi-Criteria Analysis Tools,
- GIFA Total Quality Management System,
- Market Sounding,
- Communications and Stakeholder Management,
- Project Governance, and
- Project Risk Management Framework and Tool

The BPR Framework was developed, and it provides the tools, Standard Operating Procedures (SOPs), guidelines and frameworks for each of the KPA's. These are implemented to standardise the delivery of the KPA's during the project development cycle.

A Change Management Committee (CMC) has been established to address several issues that impact on the internal organisational environment.

These issues include the leadership, employee commitment, communications, decision-making, employee wellness, value system, labour relations, code of conduct, organisational structure, and implementation of BPR. These issues also have an impact on the implementation of the Annual Performance Plan (APP) and Annual Operational Plans (AOP).

The Organisational Structure is in the process of being revised. Posts have been evaluated for recommendation by the Office of the Premier and this will be submitted to the Department of Public South Africa (DPSA) for approval. Several posts have been advertised to improve capacity in critical areas, such as Supply Chain Management and Risk Management.

The GIFA's relationship with African Development Bank (AfDB) has made strides in the projects associated with Bokamoso Ba Rona Initiative and this has led to appointment of Transaction Advisors who will work on West Rand Agri-Park project and Merafong Bio-Energy Park project.

2.4 Key policy developments and legislative changes

There were no changes to relevant policies or legislation that may have affected the operations of the GIFA during the period under review.

3. PROGRESS TOWARDS ACHIEVEMENTS OF INSTITUTIONAL IMPACTS AND OUTCOMES

The following are the GIFA's strategic Outcomes and significant achievements with regard to outcome(s):

Strategic Outcome	Achievements Highlights
Bankable infrastructure projects prepared for alternative financing mechanisms	<ul style="list-style-type: none"> Sourced two projects from provincial departments and municipalities and developed the screening and filtration framework to ensure that the right projects are filtered into the project pipeline. Completed two feasibility studies.
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding	<ul style="list-style-type: none"> Conducted an analysis of two projects in order to assess their bankability. There is continuous networking with African Development Bank whereby funds were raised for project development cost. GIFA is facilitating the financial close for two projects.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme 1: Administration

- **Purpose:**

The purpose of this Programme is to provide administration support the GIFA to become a centre of excellence. Key to supporting GIFA is providing strategic leadership, managing risks, monitor and evaluate performance, resources planning and allocation, human resources management, communications, stakeholder relations management and auxiliary services.

- **Sub- programmes:**

- Risk Management
- Strategy, Monitoring & Evaluation
- Office of the CFO
- Human Resource Management
- Communication and Stakeholder Relations

- **List the outcomes for the financial year under review**

- Risk Management
- Strategy, Monitoring & Evaluation
- Office of the CFO
- Human Resource Management
- Communication and Stakeholder Relations
- To ensure organisational risks are managed effectively
- To ensure the 5-year Strategic Plan is implemented effectively
- To ensure organisational performance is monitored and evaluated effectively
- To ensure good governance and prudent financial management are practiced
- To ensure efficient human resources management and effective and human resource development
- To ensure communication and stakeholder relations management are implemented effectively
- To ensure effective ICT Strategy that is supporting the efficiency of GIFA's business applications

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement for 2021/22	Reasons for deviations
Organisational risks managed effectively	Implementation of the Risk Management Strategy	Approved and implemented Risk Management Strategy	The GIFA's Risk Management Strategy was developed	Risk Management Policy was reviewed and implemented	Risk Management Policy reviewed and implemented	Risk Management Policy was reviewed and implemented	None	None
5-year Strategic Plan implemented effectively	Implementation of the 5-year Strategic Plan	Approved 5-year Strategic Plan and implemented annual performance plans	The 2020/21 Annual Performance Plan was developed and submitted to GPT	2021/22 Annual Performance Plan was approved and implemented	2022/23 Annual Performance Plan approved	2022/23 Annual Performance Plan was approved	None	None
Organisational performance effectively monitored and evaluated	Implementation of the Organisation-wide Monitoring and Evaluation Framework	Approved and implemented Organisation-wide Monitoring and Evaluation Framework	Organisation-wide M&E Framework approved and implemented	Organisation-wide M&E Framework was approved and implemented	Review Organisation-wide M&E Framework reviewed and implemented	Review Organisation-wide M&E Framework was reviewed and implemented	None	None
Good governance and prudent financial management practices	Achieve unqualified audit outcome with no material findings on financial and non-financial performance information, free from material misstatements and non-compliance with legislation	Auditor General's audit outcome	A clean audit for 2018/19 financial year was achieved	Unqualified audit outcome for 2019/20 financial year was achieved	Unqualified audit outcome	Unqualified audit outcome for 2021/22 financial year was achieved	None	None
		Implemented Internal Audit Plan	N/A	N/A	Implementation of Internal Audit Plan	Internal Audit Plan was implemented	None	None
	Effective and efficient contract management	% of contracts concluded with GIFA are managed in terms of deliverables vs payments	All contracts concluded with GIFA are managed in terms of deliverables vs payments	N/A	% of contracts concluded with GIFA are managed in terms of deliverables vs payments	All contracts concluded with GIFA are managed in terms of deliverables vs payments	None	None
		% of suppliers paid within 30 days	All suppliers paid within 30 days	All suppliers paid within 30 days	100% suppliers paid within 30 days	All suppliers paid within 30 days	None	None
Efficient human resources management and effective and human resource development	Implementation of the Human Resource Management and Development Strategy	HRMD Strategy approved and implemented	The GIFA Human Resources Strategy was developed	HRMD Strategy was reviewed and implemented	HRMD Strategy reviewed and implemented	HRMD Strategy was reviewed and implemented	None	None

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement for 2021/22	Reasons for deviations
Communication and stakeholder relations management implemented effectively	Implementation of the organisation-wide Communication and Stakeholder Relations Strategy	Communication and Stakeholder Relations Strategy approved and implemented	GIFA's Stakeholder Relations Management Strategy and Plan was implemented	Organisation-wide Communication and Stakeholder Relations Strategy was approved and implemented	Organisation-wide Communication Strategy and Stakeholder Relations Strategy approved and implemented	Organisation-wide Communication Strategy and Stakeholder Relations Strategy was approved and implemented	None	None
Effective ICT Strategy that is supporting the efficiency of GIFA's business application	Implementation of ICT Strategy	ICT Strategy approved and implemented	Reviewed and implemented the ICT Strategy for GIFA	N/A	ICT Strategy reviewed and implemented	ICT Strategy was reviewed and implemented	None	None

Strategy to overcome areas of under performance

- There are no areas of underperformance in Programme 1.

Linking performance with budgets

Programme 1 Expenditure

Programme Name	2020/21			2021/22		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	40 078	37 042	3 036	39 827	36 202	3 625

4.2 Programme 2: Project Development & Compliance

• Purpose:

The purpose of this Programme is to source infrastructure projects from sector departments, municipalities, and agencies. The Programme is responsible for developing the projects into comprehensive bankable business plans that are ready for funding and implementation. The key activities of the Programme involve identifying strategic and catalytic projects, conducting pre-feasibility and feasibility studies and releasing projects to the market.

• List the outcomes for the financial year under review:

To ensure bankable infrastructure projects are prepared for alternative financing mechanisms

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Programme 2: Project Development & Compliance								
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement for 2021/22	Reasons for deviations
Bankable infrastructure projects prepared for alternative	Maintain a sustainable pipeline of bankable strategic infrastructure projects	Number of projects approved for inclusion into the infrastructure pipeline	3 projects were sourced: a) Hospital Revitalisation Programme b) The Innovation Hub (TIH): Phase 2 c) Gauteng Broadband Network	3 projects were sourced: a) Innovation Hub: EB 4 b) Innovation Hub: EB 5 and c) City of Tshwane Agri-Parks	2 sourced projects approved for inclusion into infrastructure pipeline	2 infrastructure projects were sourced: a) ORTIA SEZ Precinct 2 and ORTIA Springs Precinct b) CoT AIDC Inland Port	None	None
Bankable infrastructure projects prepared for alternative	Develop projects for alternative funding by conducting feasibility studies	Number of feasibility studies commenced and conducted in 2021/22	N/A	N/A	2 feasibility studies commenced and conducted in 2021/22	2 feasibility studies commenced and conducted: a) feasibility study for GPL commenced and is in progress. b) Market study commenced and conducted for TIH: EB 4&5	None	None
Bankable infrastructure projects prepared for alternative	Develop projects for alternative funding by conducting feasibility studies	Number of feasibility studies completed in 2021/22	3 feasibility studies were completed: a) Tshwane Rail and Freight Hub b) Lesedi Transit Hub c) AIDC Disassembly Knock Down Hub	1 feasibility study was completed: a) Sedibeng Precinct	2 feasibility studies completed in 2021/22	2 feasibility studies were completed: a) Krugersdorp Game Reserve b) CoJ AWTT (revised)	None	None
Bankable infrastructure projects prepared for alternative	Release bankable projects to the market	Number of bankable projects released to the market	1 project released to the market: a) Krugersdorp Game Reserve and Theme Park	1 project was released to the market: a) Merafong Solar Farm Cluster	3 bankable projects released to the market	0 bankable projects were not released to the market	3 bankable projects were not released to the market	Gauteng Schools Programme did not receive TAI and TAI(a) from NT because the Gauteng Department of Education (GDE) could not demonstrate affordability. NT did not issue TVRII(a) for Sedibeng Agro-processing Hub by the end of the financial year. The completion of the feasibility study was delayed for KGR. Therefore it affected market release.

Strategy to overcome areas of under performance

- GIFA has adopted a turn-key solution for Gauteng Schools Programme which involves raising donor and grant funding for the project. GIFA has also developed a Funder Engagement Strategy and Plan and an Investment Memorandum. GIFA will apply for BFI from National Treasury in quarter 1, 2022/23.
- GIFA is constantly engaging NT's GTAC unit and Budget Office to resolve any concerns on Sedibeng Agro-processing feasibility study and financial model. The key issues of concern are expected to be addressed by the end of quarter 1, so that the project can be released to the market in quarter 2, 2022/23.
- GIFA to follow NT's application process guided by TR16 regulations for the Krugersdorp Game Reserve Project. This will start with Public Participation Notices and obtaining Council approval by quarter 2 and release to the market by quarter 3, 2022/23.

Linking performance with budgets

Programme 2 Expenditure

Programme Name	2020/21			2021/22		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Project Development & Compliance	16 037	15 147	890	16 310	15 869	441

4.3 Programme 3: Structured Finance

• Purpose:

The purpose of this Programme is to structure finance for strategic infrastructure projects, engage potential private and public funders with the aim of raising finance for the projects and to constantly research best practices and models for financing infrastructure projects. The key activities in this business unit involve ensuring that the projects accomplish financial close.

• List the outcomes for the financial year under review

To provide bankable infrastructure projects financed through capital investment raised from alternative

Outcomes, Output, Output Indicators, Planned Targets and Actual Achievements

Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	Audited Actual Performance 2020/2021	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement for 2021/22	Reasons for deviations
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding.	Implementation of the Funder Engagement Strategy and Plan	Funder Engagement Strategy and Plan approved and implemented	The Funder Engagement Plan was reviewed and updated	Funder Engagement Strategy and Plan was approved	Funder Engagement Strategy and Plan reviewed and implemented	Funder Engagement Strategy and Plan reviewed and implemented	None	None
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding.	Analyse the bankability of identified projects	Number of feasibility studies analysed and tested for bankability	3 financial models of feasibility studies were completed: a) Tshwane Rail and Freight Hub b) Lesedi Transit Hub c) AIDC Disassembly Knock Down Hub	3 bankability assessments completed: a) Sedibeng Precinct b) Tshwane Bio-energy project c) Gauteng Hospitals Programme	2 projects analysed and tested for bankability	2 bankability assessments were completed: a) Krugersdorp Game Reserve b) COJ AWTT Project	None	None
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding.	Facilitate identified projects to financial close	Number of projects facilitated to financial close	4 projects were facilitated to reach financial close: a) Solar Rooftop PV b) TIH: Enterprise Buildings B 2 & 3 c) Kopanong Precinct Project d) Gauteng Schools Programme	The target was not achieved. completed:	2 projects facilitated to conclude financial close	0 projects were not facilitated to conclude financial close	2 projects were not facilitated to conclude financial close	Delays in finalising the PPP Agreement between government and the private party for Rooftop Solar PV. Delay in finalising the lease agreement between the tenant and the private party for EB 3.

Strategy to overcome areas of under performance

- GIFA is engaging both SANSA and the private party to fast-track the finalisation of lease agreement by quarter 1 and finalising the PPPA and obtaining TAILI Approval for TIH: EB 3 by quarter 2, 2022/23 financial year.
- GIFA is finalising PPPA with the private party and obtaining TAILI Approval for Rooftop Solar PV Phase 1 in quarter 1, 2022/23 financial year.

Linking performance with budgets

Programme 3 Expenditure

Programme Name	2020/21			2021/22		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Project Development & Compliance	5 291	5 074	217	7 907	5 474	2 433

2.4.3 Reporting on the Institutional Response to the COVID-19 Pandemic

Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location	No. of beneficiaries	Disaggregation of beneficiaries	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP	Immediate outcomes
Corporate Services	Surface Sanitizing and Disinfecting 2nd Floor	82 Grayston Drive	(44) All GIFA employees	20 Males 24 Females completed:	Efficient management of GIFA facilities in compliance with relevant legislation and policies such as to the PFMA and OHSA	R 9 981,04	N/A	GIFA was able to continue with operations during the Pandemic
	PPE: Masks, Sanitisers, disinfecting wipes, paper roll towels	GIFA offices: 82 Grayston Drive	(44) All GIFA employees	20 Males 24 Females completed:	Coordinate and implement the Employee Health and Wellness plans	R10 499,00	N/A	
Total			(44) All GIFA employees	20 Males 24 Females completed:	Implementation of the Business Continuity Management Strategy and Plan	R20,480.04		

Summary of the interventions in response to COVID 19

GIFA established a committee to deal with issues of COVID 19. The committee convened monthly at the beginning of the pandemic and later quarterly and as and when necessary, to evaluate progress on implementation of COVID 19. A Senior Manager was appointed as a compliance officer and a Chairperson of the COVID 19 committee to monitor compliance for COVID 19 protocols.

COVID 19 Occupational Health measures were developed and implemented in accordance with the Risk Adjusted Lockdown Levels in line with National State of Disaster Regulations. The COVID 19 Risk Assessment was developed and implemented. Workplace plans were developed and adjusted in line with the adjusted lockdown regulations wherein employees worked remotely on a rotational schedule to reduce the number of employees occupying the workplace.

PPE has been procured as per above table to mitigate the risk of transmission of infection in the workplace. An amount of R20, 480.04 was spent on PPE. Employees and visitors continue to be screened daily at the reception in order identify symptoms of COVID 19. Information related to COVID 19 was shared amongst employees through emails and WhatsApp platforms to ensure that all employees are reached, and employees were trained on COVID related issues through Webinars by NIOH and OOP.

GIFA reviewed COVID 19, Safety Health, Environment and Risk and Quality Management Policy (SHERQ) and the Infectious Disease Management policies.

During the reporting period, 13 employees tested positive unfortunately one employee succumbed to COVID 19. Thirteen employees recovered which translate to 92% recovery rate.

5. TRANSFER PAYMENTS

GIFA did not make any transfer payments.

6. CONDITIONAL GRANTS

GIFA did not pay or receive any conditional grants.

7. DONOR FUNDS

GIFA did not receive any donor funds.

8. CAPITAL INVESTMENT

GIFA procured the following assets during the 2021/22 financial year (R'000):

	Intangible Assets	Property, plant and equipment	TOTAL
GIFA	30	437	467



PART C

GOVERNANCE



1. INTRODUCTION

GIFA is committed to maintain the highest standards of governance that is fundamental to the management of public finances and resources. Governance structures are in place to effectively, efficiently, and economically utilize the allocated resources and ensure that it is applied towards the objectives of the organization.

2. RISK MANAGEMENT

GIFA has a risk management policy and strategy and conducts regular risk assessments to determine the effectiveness of its risk management strategy and to identify new and emerging risks. There is a Risk Management Committee in place, that advises management on the overall system of risk management, especially the mitigation of unacceptable levels of risk. GIFA reports to the Audit Committee, which exercises oversight and advises the agency on risk management and independently monitors the effectiveness of the system of risk management. The risks within GIFA are well managed, and this has transmitted into improvements in the agency's performance.

3. FRAUD AND CORRUPTION

A fraud and corruption strategy is in place and controls are set to detect and prevent fraud and corruption within the organisation. Internal audit performed the following audits, being Financial Management, IT general controls review, Data analysis – ETHICS / SCM / HR / FIN (2021-22, Q2) and performance audits (Review of Annual Performance Report, Performance Information audit and Review of Annual Performance Plan). In addition, two follow-up audits were performed, i.e Follow Up On AG significant findings and Follow Up on Project Development & Project Preparation Facility. No significant matters were raised.

4. MINIMISING CONFLICT OF INTEREST

Designated employees disclose their financial interest in terms of the Public Service Regulations, 2016 (PSR, 2016), and conflict of interest declarations are made at the relevant committee meetings. No conflict of interest was reported for the 2021/2022 financial year.

5. CODE OF CONDUCT

Brief description and nature of code of conduct /ethics and the effect it has on the department and if the department is adhering to the Public Service Code of Conduct. Discuss the process followed for the breach of code of conduct.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Provide a brief description and nature of Health Safety and Environmental issues and the effect it has on the department.

7. PORTFOLIO COMMITTEES

RESPONSE ON THE PORTFOLIO COMMITTEE ON FINANCE PORTFOLIO COMMITTEE OVERSIGHT REPORT ON RESPONSE TO QUESTION EMANATING FROM 2020/21 GIFA ANNUAL REPORT

RESOLUTION 1:

For the entire 2020/21 financial year, there were challenges in relation to financing the West Rand Logistics Hub project as well as bulk infrastructure. Moreover, the GIFA indicated that it has been in continuous engagement with the DED, OoP, and CoGTA to find a solution for the funding of bulk infrastructure.

RESPONSE:

Funding has been raised by the developer following the conclusion of the agreement with the investor to develop the West Rand Mega Park (formerly known as West Rand Logistics Hub), which incorporates the logistics hub. The discussions are ongoing between the stakeholders on the bulk infrastructure funding and the Development Bank of Southern Africa (DBSA) has been brought on board. The DBSA will develop a funding mechanism for bulk infrastructure that will unlock the development of the whole region in line with the Vaal SEZ Master Plan.

RESOLUTION 2:

The CoJ AWTT project could not be released to the market due to delays in obtaining municipal council approvals, and the outstanding affordability for the TVR1 and TVR2. The Committee engaged the CoJ regarding the project and it (CoJ) corroborated what the GIFA presented in its Annual Report.

RESPONSE:

The feasibility study has been updated and the process of applying for TVR1 and TVR2 applications is underway. The procurement documents are being prepared for the planned release to the market by March 2022.

RESOLUTION 3:

The Tshwane Bio Energy and Gauteng Hospitals projects are listed as projects facilitated to reach financial close. The two projects are however still at the initiation stage.

RESPONSE:

There was funding shortage for the Tshwane Bio-energy feasibility study, as a result the municipality has been approached for co-funding. Once funding has been fully secured procurement for the feasibility study will be concluded.

The funding and procurement options for the Gauteng Hospitals project was presented to the Department of Health. GIFA is awaiting the department's response on the way forward. The department has indicated that the project scope might change.

RESOLUTION 4:

What is the status on the Vaal Logistics Hub and Tri-generation projects? The former could not reach financial close as there was no investor appetite while there was failure to raise funds by the preferred bidder on the latter.

RESPONSE:

The market was not responsive to the Vaal Logistic Hub as a result the project will be repackaged differently, and it will be part of the Vaal SEZ Master Plan.

A joint decision was taken by The Department of Health (DoH) and The Department of Infrastructure (DID) to put on hold indefinitely.

8. SCOPA RESOLUTIONS

RESPONSE ON THE RESOLUTIONS OF SCOPA'S OVERSIGHT REPORT ON THE REPORT OF THE AUDITOR-GENERAL OF SOUTH AFRICA TO THE GAUTENG PROVINCIAL LEGISLATURE ON THE GAUTENG INFRASTRUCTURE FINANCING AGENCY FOR THE YEAR ENDED 31 MARCH 2020

Adopted House Resolution:

The Entity must provide the Committee with a report detailing the progress in resolving the matter regarding the use of SA Standards of GRAP to prepare annual financial statements by 31 July 2021 and a quarterly progress report continuing up until finalisation thereof.

RESPONSE:

GIFA will continue to use of SA Standards of GRAP to prepare annual financial statements as confirmed by the Office of the PAG.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

A detailed plan was developed and implemented to resolve all matters reported by the AGSA in the previous financial year. These matters are Human Resource compliance issues on organisational structure and leave management. The organisational structure findings were not resolved in 2019/20 financial year.

10. INTERNAL AUDIT AND AUDIT COMMITTEES

The internal unit is responsible for the facilitation of the internal and external audits and financial control and compliance enforcement.

Internal audit performed three audits, being SCM, OHS and Risk Management and Corporate Governance and performance audit. In addition, four follow-up audits were performed, i.e. BCM, Project Development, Asset Management and AG findings. No significant matters were raised.

GIFA formed part of the Gauteng Cluster 02 audit committee and attended quarterly meetings. (Refer to the Audit Committee report).

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Sidwell Mofokeng	<ul style="list-style-type: none"> Dip. Public Sector Finance Certificate in Project Management Certificate in Housing Program Management Development Management Development Programme 	External	Acting Chairperson	01 September 2016	Current	5
Makhadzi Miyen	<ul style="list-style-type: none"> Masters in Business Administration (MBA) Btech Internal Auditing National Diploma Internal Auditing 	External	Member	01 September	Resigned	1
Luyanda Mansfield Mangquku	<ul style="list-style-type: none"> Higher Diploma in Accounting Chartered Accountant Masters in Business Leadership Advanced Company Law I & II Honours Bachelor in Accounting Science & Commerce 	External	Member	11 August	Current	5

11. AUDIT COMMITTEE REPORT

REPORT OF THE AUDIT COMMITTEE – CLUSTER 02

Gauteng Infrastructure Financing Agency

We are pleased to present our report for the financial year ended 31 March 2022.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

Audit Committee and Attendance

The Audit Committee consists of the external Members listed hereunder and is required to meet a minimum of at least two times per annum as per the provisions of the Public Finance Management Act, 1999 (Act Number 1 of 1999) (PFMA). In terms of the approved Terms of Reference (GPG Audit Committee Charter), five meetings were held during the current year i.e. three meetings to consider the Quarterly Performance Reporting (financial and non-financial) and two meetings to review and discuss the Annual Financial Statements and the Auditor-General of South Africa (AGSA) Audit and Management Reports.

NON-EXECUTIVE MEMBERS

Name of member	Number of meetings attended
Mr. Sidwell Mofokeng (Stand-in Chairperson) *	5
Ms. Makhadzi Miyen	1 (Resigned with effect from August 2021)
Mr. Luyanda Mangquku	5
Ms. Thebi Moja (Stand-in) *	4
*Stand in member from another cluster	

Executive Members

In terms of the GPG Audit Committee Charter, officials listed hereunder are regarded as standing invitees and are obliged to attend meetings of the Audit Committee:

Compulsory Attendees	Number of meetings attended
Mr. Oupa Seabi (Chief Executive Officer)	5
Mr. Victor Molate (Chief Financial Officer)	5
Ms. Ntombi Mokohe (Chief Risk Officer)	2 (Resigned end of December 2021)
Mr. Philemon Bongani Ntimba (Risk Officer)	3
Mr. Kweyama Velile (Chief Audit Executive)	5

The Audit Committee is satisfied that the Chief Executive Officer attended all scheduled Audit Committee meetings. Therefore, the Audit Committee is satisfied that the Department adhered to the provisions of the GPG Audit Committee Charter.

The Members of the Audit Committee met with the Senior Management of the Entity and Internal Audit, collectively to address risks and challenges facing the Entity. In-committee meetings were only held where necessary, to address control weaknesses and deviations within the Entity.

Audit Committee Responsibility

The Audit Committee reports that it complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has discharged its responsibilities in compliance with this Charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control and Information and Communication Technology (ICT) Governance

The Audit Committee reports that it complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has discharged its responsibilities in compliance with this Charter and has discharged all its responsibilities as contained therein.

Based on the results of the audits performed, the overall opinion on the internal control design was Adequate and Effective to ensure that the Entity's objectives will be achieved.

The Audit Committee also reviewed the progress throughout the four reporting quarters the ICT Governance in line with the ICT Framework issued by the Department of Public Services and Administration. The Audit Committee is satisfied that the Entity general complies with the ICT Governance.

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

- Financial Management
- Project Development and Project Preparation Facility
- Follow Up on AG significant findings
- Audit of the predetermined objectives/Performance information audit
- Review of the Annual Performance Information Report
- IT general controls review
- Data analysis – ETHICS/SCM/HR/FIN (Q2)
- IT Risk Assessment
- SAP ESS and Persal Leave reconciliations
- Data analysis – ETHICS / SCM / HR / FIN (Q4,)

Management should ensure that the findings from both internal audit and AGSA are addressed timely.

Internal Audit

Internal Audit was effective during the financial year. The Audit Committee is satisfied that the Internal Audit Plan represents a clear alignment with the key risks, has adequate information systems coverage, and a good balance across the different categories of audits, i.e. risk based, standard/transversal, performance and computer audits.

From a resource point of view, Internal Audit needs to be equipped to provide assurance on a greater number of risks taking into consideration the specialized areas with the Entity.

The Audit Committee has taken note of the considerable improvement in communication between the Executive Management, the AGSA and the Internal Audit, which has strengthened the Corporate Governance initiatives within the Entity. Combined Assurance has earnestly commenced; however, management need to ensure that it is implemented, monitored, and reported regularly.

The coordination of efforts between internal audit and AGSA have been enhanced further during the year under review in the provision of assurance services. The Audit Committee is comfortable with these important steps towards achieving a fully effective combined assurance objective.

Internal Audit was assessed to be Generally Conformant with the International Standards for Professional Practice of Internal Auditing.

The Audit Committee will continue to monitor the resources and capabilities of the Internal Audit function as this has an impact on the audit of performance information.

Risk Management

Progress on the Entity's risk management was reported to the Audit Committee on a quarterly basis. The Audit Committee was satisfied that the actual management of risk is receiving full attention of the risk owners. The functioning of the Risk Management Committee should be further enhanced through commitment by senior management. The audit committee has sought commitment from management to take full responsibility for the entire Enterprise Risk Management process and continue to support the Chief Risk Officer to enhance the performance of the Entity even further.

Risk Management

Progress on the Entity's risk management was reported to the Audit Committee on a quarterly basis. The Audit Committee was satisfied that the actual management of risk is receiving full attention of the risk owners. The functioning of the Risk Management Committee should be further enhanced through commitment by senior management. The audit committee has sought commitment from management to take full responsibility for the entire Enterprise Risk Management process and continue to support the Chief Risk Officer to enhance the performance of the Entity even further.

Forensic Investigations

No forensic investigations were reported for the Entity during the financial year under review.

The quality of quarterly reports submitted in terms of the PFMA and the Division of Revenue Act

The Audit Committee is satisfied with the content and quality of financial and non-financial quarterly reports prepared and submitted by the Accounting Officer of the Entity during the year under review and confirms that the reports were in compliance with the statutory reporting framework.

Evaluation of Financial Statements

The Audit Committee undertook the following activities related to Annual Financial Statements:

- Reviewed and discussed the audited annual financial statements to be included in the Annual Report with the AGSA and the Accounting Officer
- Reviewed the Audit Report of the AGSA
- Reviewed the AGSA's Management Report and Management's response thereto
- Reviewed the Departments compliance with legal and regulatory provisions
- Reviewed significant adjustment resulting from the audit.

The Audit Committee concurs with AGSA's and accepts the conclusions on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements audited performance information be accepted and read together with the Report of the AGSA.

The audit committee monitored the key commitment of assurance providers throughout the four reporting quarters with the annual statement as at reporting period be reported in the table below.

One-on-One Meeting with the Accounting Officer

The Audit Committee has periodically met with the Chief Executive Officer for the Entity to address unresolved issues.

One-on-One Meetings with the Executive Authority

The Audit Committee has met with the Executive Authority for the Entity to apprise the MEC on the performance of the Entity.

Auditor-General of South Africa (AGSA)

The Audit Committee has periodically met with the AGSA to ensure that there are no unresolved issues.



Mr. Sidwell Mofokeng

Chairperson of the Audit Committee
(stand-in)

Date: 01 August 2022



PART D

HUMAN RESOURCE MANAGEMENT



1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

2. HUMAN RESOURCES OVERSIGHT STATISTICS

An organisational structure was approved as part of the business plan of GIFA when it was promulgated as a government component in 2014. As at 31 March 2022, GIFA had 51 posts on the staff establishment of which 44 were filled and 7 posts were vacant. This figure excludes 3 posts of interns.

3.1. PERSONNEL RELATED EXPENDITURE

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

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

TABLE 3.1.1 Personnel Expenditure by Programme for the period 1 April 2021 and 31 March 2022

Programme	Total Expenditure R'000	Personnel Expenditure R'000	Training Expenditure R'000	Professional and Special Services Expenditure R'000	Personnel Expenditure as a % of total Expenditure	Average personnel cost per employee R'000
Administration	36 202	24 492	59	66	68	790
Project Development & Compliance	15 869	11 200	12	5 122	71	1 120
Structured Finance	5 474	5 325	15	0	97	1 331
TOTAL	57 545	41 017	86	5 188	71	932

TABLE 3.1.2 Personnel Costs by Salary Band for the period 1 April 2021 and 31 March 2022

Salary band	Personnel Expenditure (R'000)	% of total personnel cost	No. of employees	Average Personnel cost per employee (R'000)
RMC Chair	13	0	2	6.5
Interns	157	0,38	3	52
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (level 3-5)	940	2	4	235
Highly skilled production (levels 6-8)	6 470	16	16	404
Highly skilled supervision (levels 9-12)	9 288	23	10	929
Senior and Top management (levels 13-16)	24 149	59	15	1 610
TOTAL	41 017	100	50	820

*Two RMC Chair appointed in one FY since contract expired for the first one

*Four employees who exited

TABLE 3.1.3 Salaries, Overtime, Homeowners Allowance and Medical Aid by programme for the period 1 April 2021 and 31 March 2022

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	21 106	86	0	0	804	3,4	655	2,7
Project Development & Compliance	10 006	89	0	0	173	1,8	65	0,6
Structured Finance	4 952	93	0	0	0	0	64	1,2
TOTAL	36 064	88	0	0	977	2	784	2

TABLE 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2021 and 31 March 2022

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	0	0	0	0	0	0	0	0
Skilled (level 3-5)	710	75,60	0	0,0	67	7	83	8,8
Highly skilled production (levels)	5 668	87,60	0	0,0	125	1,9	198	3,10
Highly skilled supervision (levels 9-12)	7 934	85,40	0	0	277	3	203	2,20
Senior management (level 13-16)	21 595	89,40	0	0	508	2,10	300	1,2
Interns	157	100	0	0	0	0	0	0
RMC	0	0	0	0	0	0	0	0
TOTAL	36 064	87,9	0	0	977	2	784	2

3.2. Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- programme
- salary band
- critical occupations (see definition in notes below).

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

TABLE 3.2.1 Employment and Vacancies by programme as on 31 March 2022

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	37	31	16	12
Project Development & Compliance	10	9	10	4
Structured Finance	4	4	0	1
TOTAL	51	44	13	17

TABLE 3.2.2 Employment and Vacancies by Salary Band as on 31 March 2022

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled	0	0	0	0
Skilled (3-5)	4	4	0	0
Highly skilled production (6-8)	17	16	6	5
Highly skilled supervision (9-12)	15	9	40	7
Senior management (13-16)	15	15	0	5
TOTAL	51	44	14	17

TABLE 3.2.3 Employment and Vacancies by Critical Occupations as on 31 March 2022

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Highly skilled supervision (level 9-12)	15	9	40	7
Senior Management (level 13-16)	15	15	0	5
TOTAL	30	24	40	12

NB: Considering the nature and size of the organisation all employees on level 9-12 and SMS are categorised as critical occupations based on the qualifications required and experience and require advance knowledge and sometimes difficult to recruit and retain the services.

Notes

- The CORE classification, as prescribed by the DPSA, should be used for completion of this table.
- Critical occupations are defined as occupations or sub-categories within an occupation –
 - a) in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available, or they are available but do not meet the applicable employment criteria;
 - b) for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialised instruction;
 - c) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and
 - d) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees.

3.3. Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

TABLE 3.3.1 SMS Post information as on 31 March 2022

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	1	1	100	0	0
Salary Level 15	4	4	100	0	0
Salary Level 14	6	6	100	0	0
Salary Level 13	3	3	100	0	0
TOTAL	15	15	100	0	0

TABLE 3.3.2 SMS Post information as on 30 September 2021

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary Level 16	1	1	100	0	0
Salary Level 15	4	4	100	0	0
Salary Level 14	6	6	100	0	0
Salary Level 13	3	3	100	0	0
TOTAL	15	15	100	0	0

TABLE 3.3.3 Advertising and filling of SMS posts for the period 1 April 2021 and 31 March 2022

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

TABLE 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2021 and 31 March 2022

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not advertised within twelve months

N/A

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not having complied with the filling of SMS posts within the prescribed timeframes.

TABLE 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2021 and 31 March 2022

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not filled within twelve months

N/A

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.2, departments must indicate good cause or reason for not having complied with the filling of SMS posts within the prescribed timeframes. In the event of non-compliance with this regulation, the relevant executive authority or head of department must take appropriate disciplinary steps in terms of section 16A (1) or (2) of the Public Service Act.

3.4. Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 3.4.1 Job Evaluation by Salary band for the period 1 April 2021 and 31 March 2022 report

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands				
				Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled (Levels 1-2)	0	0	0	0	0	0	0
Skilled (Levels 3-5)	4	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	17	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	15	0	0	0	0	0	0
Senior Management Service Band A	3	0	0	0	0	0	0
Senior Management Service Band B	6	0	0	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
TOTAL	52	0	0	0	0	0	0

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

TABLE 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2021 and 31 March 2022

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

Employees with a disability N/A

0

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

TABLE 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2021 and 31 March 2022

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Lower Skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	2	11	12	Counter offer and attraction
Senior Management Service Band A	0	0	0	0
Senior Management Service Band B	0	0	0	0
Senior Management Service Band C	0	0	0	0
Senior Management Service B and D+	0	0	0	0
Senior Management Service B and D	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluation				2
Percentage of total employed				5.0

TABLE 3.4.4 Profile of Employees who have salary Levels higher than those determined by job evaluation for the period 1 April 2021 and 31 March 2022

Gender	African	Asian	Coloured	White	TOTAL
Female	1	0	0	0	0
Male	1	0	0	0	0
TOTAL	2	0	0	0	0

Employees with a disability N/A					0
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3.5. Employment Changes

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

TABLE 3.5.1 Annual turnover rates by salary band for the period 1 April 2021 and 31 MARCH 2022

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Lower Skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	4	0	0	0
Highly skilled production (Levels 6-8)	16	4	1	31.25
Highly skilled supervision (Levels 9-12)	12	1	3	33,3
Senior Management Service Band A	3	0	0	0
Senior Management Service Band B	6	0	0	0
Senior Management Service Band C	4	0	0	0
Senior Management Service B and D+	2	0	0	0
TOTAL	47	5	4	19.1

*Highly skilled production (Levels 6-8)
Includes Interns

TABLE 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2021 and 31 March 2022

Critical occupation	Number of employees at beginning of period-April 2021	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior Managers	15	0	0	0
Middle managers and professionals	17	1	1	16.6
TOTAL	32	1	1	7.4

Notes

- The CORE classification, as prescribed by the DPSA, should be used for completion of this table.
- Critical occupations are defined as occupations or sub-categories within an occupation –
 - a) in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available, or they are available but do not meet the applicable employment criteria;
 - b) for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialised instruction;

- c) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and
- d) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees.

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

TABLE 3.5.3 Reasons why staff left the department for the period 1 April 2021 and 31 March 2022

Termination Type	Number	% of Total Resignations
Death	2	4.2
Resignation	1	2.1
Expiry of contract	0	0
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	0	0
Transfer to other Public Service	1	2.1
Other	0	0
Total	4	8.4
Total number of employees who left as a % of total employment	9	8.4

TABLE 3.5.4 Promotions by critical occupation for the period 1 April 2021 and 31 March 2022

Critical occupation	Employees 1 April 2021	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Senior Managers	15	0	0	0	0
Middle managers and professionals	17	0	0	0	0
TOTAL	32	0	0	0	0

TABLE 3.5.5 Promotions by salary band for the period 1 April 2021 and 31 March 2022

Salary band	Progressions to another notch within a salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	4	0	0	0
Highly skilled production (Levels 6-8)	16	0	0	0
Highly skilled supervision (Levels 9-12)	12	2	0	17
Senior Management (Level 13-16)	15	0	0	0
TOTAL	47	2	0	4.25

3.6. Employment Equity

TABLE 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2022

Occupational Band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, Senior Officials and Managers	6	2	2	0	3	1	0	1	15
Professionals	4	0	0	0	4	0	1	0	9
Technicians and associate professionals	6	0	0	0	8	2	0	0	16
Clerks	0	0	0	0	4	0	0	0	4
Service and sales	0	0	0	0	0	0	0	0	0
Skilled Agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and Machine Operators)	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	0	0	0	0
TOTAL	16	2	2	0	19	3	1	1	44
Employees with Disabilities	0	0	0	0	0	0	0	0	0

*Three employees did not complete the FY.

TABLE 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Top Management	2	1	2	0	0	1	0	0	6
Senior Management	4	1	0	0	3	0	0	1	9
Professionally qualified and experienced specialists and mid-management	4	0	0	0	4	0	1	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	6	0	0	0	9	2	0	0	16
Semi-skilled and discretionary decision making	0	0	0	0	4	0	0	0	4
TOTAL	16	2	2	0	20	3	1	1	44

TABLE 3.6.3 Recruitment for the period 1 April 2021 and 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	0	0	0	2	0	0	0	4
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	2	0	0	0	2	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

TABLE 3.6.4 Promotions for the period 1 April 2021 and 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

TABLE 3.6.5 Terminations for the period 1 April 2021 and 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	1	0	0	0	0	0	0	0
TOTAL	0	1	0	0	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

TABLE 3.6.6 Disciplinary action for the period 1 April 2021 and 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Irregular expenditure	0	0	0	0	0	0	0	0	0

TABLE 3.6.7 Skills development for the period 1 April 2021 and 31 March 2022

Occupational band	Male				Female				TOTAL
	African	Coloured	Asian	White	African	Coloured	Asian	White	
Legislators, senior officials and managers	6	2	1	1	3	1	0	1	15
Professionals	4	0	0	0	6	1	1	0	12
Technicians and associate professionals	4	1	0	0	8	1	0	0	14
Clerks	0	0	0	0	2	0	0	0	2
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	2	0	0	0	2
TOTAL	14	3	1	1	21	3	1	1	45
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

3.7 Signing of Performance Agreements by SMS Members

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

TABLE 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2021

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100
Salary Level 16	1	1	1	100
Salary Level 15	4	4	4	100
Salary Level 14	6	6	6	100
Salary Level 13	3	3	3	100
TOTAL	15	15	15	100

Notes

- In the event of a National or Provincial election occurring within the first three months of a financial year all members of the SMS must conclude and sign their performance agreements for that financial year within three months following the month in which the elections took place. For example, if elections took place in April, the reporting date in the heading of the table above should change to 31 July 2022.

TABLE 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2021

Reasons
N/A

Notes

- The reporting date in the heading of this table should be aligned with that of Table 3.7.1.

TABLE 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2021

Reasons
N/A

Notes

- The reporting date in the heading of this table should be aligned with that of Table 3.7.1.

3.8. Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations (see definition in notes below).

TABLE 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2021 and 31 March 2022

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African Male	0	0	0	0	0
African Female	0	0	0	0	0
Asian Male	0	0	0	0	0
Asian Female	0	0	0	0	0
Coloured Male	0	0	0	0	0
Coloured Female	0	0	0	0	0
White Male	0	0	0	0	0
White Female	0	0	0	0	0
TOTAL	0	0	0	0	0

TABLE 3.8.2 Performance Rewards by Salary Band for personnel below Senior Management Service for the period 1 April 2021 and 31 March 2022

Salary band	Beneficiary			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee (R'000)	
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (level 3-5)	0	4	0	0	0	0
Highly skilled production (level 6-8)	0	16	0	0	0	0
Highly skilled production (level 6-8)	0	10	0	0	0	0
TOTAL	0	30	0	0	0	0

TABLE 3.8.3 Performance Rewards by Critical Occupation for the period 1 April 2021 and 31 March 2022

Critical occupation	Beneficiary			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee (R'000)
Highly skilled supervision (level 9-12)	0	12	0	0	0
Senior Managers	0	15	0	0	0
TOTAL	0	27	0	0	0

Notes

- The CORE classification, as prescribed by the DPSA, should be used for completion of this table.
- Critical occupations are defined as occupations or sub-categories within an occupation –
 - a) in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available or they are available but do not meet the applicable employment criteria;
 - b) for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialised instruction;
 - c) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and
 - d) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees;

TABLE 3.8.4 Performance related rewards (cash bonus), by Salary Band for Senior Management Service for the period 1 April 2021 to 31 March 2022

Salary band	Beneficiary			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee (R'000)	
Band A	0	3	0	0	0	0
Band B	0	6	0	0	0	0
Band C	0	4	0	0	0	0
Band D	0	2	0	0	0	0
TOTAL	0	15	0	0	0	0

3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

TABLE 3.9.1 Foreign workers by Salary Band for the period 1 April 2021 and 31 March 2022

Salary band	01 April 2021		31 March 2022		Change	
	Number	% of total	Number	% of total	Number	% of total
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Highly skilled production (Lev. 6-8)	0	0	0	0	0	0
Highly skilled supervision (Lev. 9-12)	0	0	0	0	0	0
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	1	100	1	100	0	0
TOTAL	1	100	1	100	0	0

TABLE 3.9.2 Foreign Workers by major occupation for the period 1 April 2021 and 31 March 2022

Major occupation	01 April 2021		31 March 2022		Change	
	Number	% of total	Number	% of total	Number	% of total
Professional and managers	0	0	0	0	0	0
SMS members	1	100	1	100	1	100

3.10 Leave utilisation

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

TABLE 3.10.1 Sick Leave for the period 1 April 2021 to 31 March 2022

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick	Average days per employee	Estimated Cost (R'000)
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (level 3-5)	26	69.20	3	9.70	9	19
Highly skilled production (level 6-8)	77	92.20	9	29	9	133
Highly skilled supervision (levels 9 -12)	57	84.20	9	29	6	187
Top and Senior management (levels 13-16)	134	93.30	10	32.30	13	830
TOTAL	294	89.10	31	100	9	1170

TABLE 3.10.2 Disability Leave (temporary and permanent) for the period 1 April 2021 to 31 March 2022

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick	Average days per employee	Estimated Cost (R'000)
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (level 3-5)	0	0	1	0	0	0
Highly skilled production (level 6-8)	29	100	2	100	15	55
Highly skilled supervision (levels 9 -12)	0	0	0	0	0	0
Top and Senior management (levels 13-16)	0	0	0	0	0	0
TOTAL	29	100	2	100	15	55

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

TABLE 3.10.3 Annual Leave for the period 1 April 2021 to 31 March 2022

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Lower Skilled (Levels 1-2)	0	0	0
Skilled (level 3-5)	80	4	20
Highly skilled production (level 6-8)	342	17	20
Highly skilled supervision (levels 9 -12)	314	13	24
Top and Senior management (levels 13-16)	387	15	26
TOTAL	1 123	49	23

NB: The Figure include the employee who terminated services

TABLE 3.10.4 Capped Leave for the period 1 April 2021 to 31 March 2022

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2021
Lower Skilled (Levels 1-2)	0	0	0	0
Skilled (level 3-5)	0	0	0	0
Highly skilled production (level 6-8)	0	0	0	0
Highly skilled supervision (levels 9 -12)	0	0	0	11
Top and Senior management (levels 13-16)	0	0	0	27
TOTAL	0	0	0	38

The following table summarise payments made to employees as a result of leave that was not

TABLE 3.10.5 Leave Pay-Outs for the period 1 April 2021 and 31 March 2022

Reason	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee
Leave pay-out for 2020/21 due to non-utilisation of leave for the previous cycle 2020/21	0	0	0
Capped leave pay-outs on termination of service for 2020/21	0	0	0
Current leave pay-out on termination of service for 2020/21	0	0	0
TOTAL	0	0	0

3.11 HIV/AIDS & Health Promotion Programmes

TABLE 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
N/A	N/A

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		The responsible SMS member appointed EHWP Deputy Director: HRM, Ms A Tshisikule to roll out the programme. Director: HRM, Ms TI Maluleke has been designated to implement the EHW programme.
2. Does the department have a dedicated unit, or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		The programme is being managed by Deputy Director Human Resource Management. Ms Albertina Tshisikule and one HRM practitioner appointed on a contract basis. During the period under review R 93 000 was allocated for EHWP programmes and R33 453 was spent on various programmes of promoting Employee Health and Wellness.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme. t		X	GIFA participates in the Zinakekele programme, which is a GPG EHWP Programme, coordinated by Careways to provide psychosocial support through counselling services to employees.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		GIFA established OHS/BCM and COVID 19 committees The BCM/OHS/COVID 19 committee has been established and the following are the members: Ms D Londt Mr K Ojageer Mr N Munetsi Ms L Lombaard Mr V Mthembu Mr L Tladinyane OHS committee has been established. Mr Vuyisile Mthembu Ms Tsakani Maluleke Mr KB Meje Ms A Moseamedi Mr N Nzima Ms A Links Ms A Tshisikule Ms N Motsieloa Mr A Hambisa Mr Philemon Ntimba Ms Mokgadi Mabidilala Ms Phozisa Gwata Mr Motlatsi Modumo

Question	Yes	No	Details, if yes
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed. .	X		Leave policy was reviewed. Infectious Disease Policy and Covid 19 Policy was approved
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		Approved HIV/AIDS policy is being implemented to ensure that employees are not discriminated in the workplace.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	X		Due Covid 19 protocols, Voluntary testing and counselling was not conducted.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		Operational plans in line with the 4 Pillars of EHWP were developed and approved and are being monitored on a quarterly basis. Through the services that are being rendered by the health risk manager, health risks are managed by assessing all incapacity leave and ill health retirement applications. The health risk manager also provides expert advice on the status of employee who are on incapacity leave EAP Programmes are also implemented. Employees were referred for counselling during the pandemic Hazard Identification and Risk Assessment for COVID 19 has been conducted and mitigated

3.12. Labour Relations

TABLE 3.12.1 Collective agreements for the period 1 April 2021 and 31 March 2022

Subject matter	Date
None	None

Notes

- If there were no agreements, keep the heading and replace the table with the following:

Total number of Collective agreements	None
---------------------------------------	------

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

TABLE 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2021 and 31 March 2022

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	2	4.2
Final written warning	0	0
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
TOTAL	2	4.2

Notes

- If there were no agreements, keep the heading and replace the table with the following:

Total number of Disciplinary hearings finalised	None
---	------

TABLE 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2021 and 31 March 2022

Type of misconduct	Number	% of total
None	0	0
None	0	0

TABLE 3.12.4 Grievances logged for the period 1 April 2021 and 31 March 2022

Grievances	Number	% of total
Number of grievances resolved	0	0
Number of not grievances resolved	0	0
Total number of grievances lodged	0	0

TABLE 3.12.5 Disputes logged with Councils for the period 1 April 2021 and 31 March 2022

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
Total number of disputes lodged	0	0

TABLE 3.12.6 Strike actions for the period 1 April 2021 and 31 March 2022

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

TABLE 3.12.7 Precautionary suspensions for the period 1 April 2021 and 31 March 2022

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

3.13 Skills development

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

TABLE 3.13.1 Training needs identified for the period 1 April 2021 and 31 March 2022

Occupational category	Gender	Number of employees as at 1 April 2021	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	TOTAL
Legislators, senior officials and managers	Female	5	0	5	0	5
	Male	10	0	10	0	10
Professionals	Female	9	0	9	0	9
	Male	4	0	4	0	4
Technicians and associate	Female	9	0	9	0	9
	Male	5	0	5	0	5
Clerks	Female	2	1	2	0	3
	Male	0	2	0	0	2
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2	0	0	0	0
	Male	0	0	0	0	0
SUB TOTAL	Female	27	0	0	0	0
	Male	19	0	0	0	0
TOTAL		46	3	44	0	46

TABLE 3.13.2 Training provided for the period 1 April 2021 and 31 March 2022

Occupational category	Gender	Number of employees as at 1 April 2021	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	TOTAL
Legislators, senior officials and managers	Female	5	0	0	0	0
	Male	10	0	1	1	2
Professionals	Female	9	0	2	0	2
	Male	4	0	2	0	2
Technicians and associate	Female	9	0	4	0	4
	Male	5	0	4	0	2
Clerks	Female	2	0	3	0	2
	Male	0	0	0	0	0
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2	0	0	0	0
	Male	0	0	0	0	0
SUB TOTAL	Female	27	0	0	0	0
	Male	19	0	0	0	0
TOTAL		46	0	16	1	14

3.14 Injury on duty

The following tables provide basic information on injury on duty.

TABLE 3.14.1 Injury on duty for the period 1 April 2021 and 31 March 2022

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
TOTAL	0	0

The % is based on the total number of employees on IOD not total number of GIFA employees

3.15 Utilisation of Consultants

The following tables relates information on the utilisation of consultants in the department. In terms of the Public Service Regulations “consultant” means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- a) The rendering of expert advice;
- b) The drafting of proposals for the execution of specific tasks; and
- c) The execution of a specific task which is of a technical or intellectual nature but excludes an employee of a department.

TABLE 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2021 and 31 March 2022

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand level
Consulting and advisory – Professional services to ensure compliance with conditional sub-division approvals for portion 8 of ERF 30 extension in the Innovation Hub	3	8 weeks	R90,000.00
Consulting and advisory – Appointment of professional services to conduct a high-level market analysis to inform the development of identified land parcels within the Innovation Hub	3	8 weeks	R409,000.00
Consulting and advisory – Professional services to demolish, dismantle and remove identified structure in the Innovation Hub.	6	3 weeks	R60,500.00
Procure services of approved occupational hygienist to test the water at GIFA	1	1 day	R17,723.80
Consulting and advisory – Appointment of a service provider to assist with the implementation of the protection of personal information act, promotion of access to information act as well as the promotion of administrative justice act.	3	8 weeks	R321,250.00
Consulting and advisory – Professional services to conduct a land sensitivity analysis on the identified land for the Merafong Solar Farm cluster project.	3	3 weeks	R212,116.40

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
6	19	7 months, 2 weeks	R1,110,590.20

TABLE 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2021 and 31 March 2022

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Consulting and advisory – Professional services to ensure compliance with conditional sub-division approvals for portion 8 of ERF 30 extension in the Innovation Hub	0.0 % Women	N/A	N/A
Consulting and advisory – Appointment of professional services to conduct a high-level market analysis to inform the development of identified land parcels within the Innovation Hub	100.00% Women	N/A	N/A
Consulting and advisory – Professional services to demolish, dismantle and remove identified structure in the Innovation Hub.	0.0 % Women	N/A	N/A
Procure services of approved occupational hygienist to test the water at GIFA	41.56 % Women	N/A	N/A
Consulting and advisory – Appointment of a service provider to assist with the implementation of the protection of personal information act, promotion of access to information act as well as the promotion of administrative justice act.	0.0 % Women	N/A	N/A
Consulting and advisory – Professional services to conduct a land sensitivity analysis on the identified land for the Merafong Solar Farm cluster project.	51.00 % Women	N/A	N/A

TABLE 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2021 and 31 March 2022

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

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

TABLE 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2021 and 31 March 2022

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

3.16 Severance Packages

TABLE 3.16.1 Granting of Employee-Initiated Severance Packages for the period 1 April 2021 and 31 March 2022

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Lower skilled (Levels 1-2)	N/A	N/A	N/A	N/A
Skilled Levels 3-5)	N/A	N/A	N/A	N/A
Highly skilled production (Levels 6-8)	N/A	N/A	N/A	N/A
Highly skilled supervision (Levels 9-12)	N/A	N/A	N/A	N/A
Senior management (Levels 13-16)	N/A	N/A	N/A	N/A
TOTAL	N/A	N/A	N/A	N/A



PART E

FINANCIAL INFORMATION



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REPORT OF THE AUDITOR-GENERAL TO GAUTENG PROVINCIAL LEGISLATURE ON THE GAUTENG INFRASTRUCTURE FINANCING AGENCY

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Gauteng Infrastructure Financing Agency set out on pages 81 to 103 which comprise the statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Gauteng Infrastructure Financing Agency as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act of South Africa 1 of 1999 (PFMA).

Basis for opinion

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

Responsibilities of the accounting officer for the financial statements.

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

Responsibilities of the accounting officer for the financial statements

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

Auditor-general's responsibilities for the audit of the financial statements

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the government component's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the government component enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the annual performance report of the government component for the year ended 31 March 2022:

Programme	Pages in the annual performance report
Programme 2 – Project Development & Compliance	Pages 28-30

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

14. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:

- Programme 2- Project Development and compliance

Other matter

15. I draw attention to the matter below.

Achievement of planned targets

16. Refer to the annual performance report on pages 26 to 31 for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets.

Report on the audit of compliance with legislation

Introduction and scope

17. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the government component's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

18. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

19. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

20. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

21. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.

22. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

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

Auditor-General

Johannesburg

Date: 31 July 2022



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE – AUDITOR-GENERAL’S RESPONSIBILITY FOR THE

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programme and on the government component’s compliance with respect to the selected subject matters.

Financial statementsfinancial statements.

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the government component’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
- conclude on the appropriateness of the of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Gauteng Infrastructure Financing Agency to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a government component to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

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



STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

	Note	2021/22 R'000	2020/21 R'000
ASSETS			
Current assets		211 203	199 597
Cash and cash equivalents	4	209 323	199 456
Receivables from exchange transactions	5	1 572	-
Operating lease receivable	5	308	141
Non-current assets		2 691	4 828
Operating sub-lease asset	6	-	308
Rental Deposit	6	-	1 550
Intangible assets	7	48	29
Property, plant and equipment	8	2 643	2 941
Total assets		213 894	204 425
LIABILITIES			
Current liabilities		6 719	5 412
Payables from exchange transactions	12	5 504	4 742
Operating lease payable	12	1 002	457
Performance bonus provision	13	213	213
Non-current liabilities		112 420	114 381
Deferred Income	10	112 420	113 379
Operating lease liability	14	-	1 002
Total liabilities		119 139	119 793
NET ASSETS			
Net assets and reserves		94 755	84 632
Accumulated surplus		94 755	84 632
Total net assets and liabilities		213 894	204 425

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2022

	Note	2021/22 R'000	2020/21 R'000
Revenue from non-exchange transactions		65 003	69 888
Government grant	15	64 044	61 406
Other income	16	959	8 482

Revenue from exchange transactions			
Other income	16	4 181	4 125
Total revenue		<u>69 184</u>	<u>74 013</u>

Expenditure			
Compensation of employees	17	(40 423)	(40 157)
Depreciation and amortisation	7 & 8	(725)	(737)
Project development fees	24	(6 226)	(14 908)
Rental of buildings	-	(5 586)	(5 586)
Other Expenditure	18	(6 101)	(6 211)
TOTAL EXPENDITURE		(59 061)	(67 599)
SURPLUS FOR THE YEAR		<u>10 123</u>	<u>6 414</u>

STATEMENT OF CHANGES IN **NET ASSETS**

for the year ended 31 March 2022

	Note	Accumulated Surplus R'000	Total net assets R'000
Balance as at 01 April 2020		78 218	78 218
Total changes for the period		6 414	6 414
Surplus for the year		6 414	6 414
Balance as at 31 March 2021		<u>84 632</u>	<u>84 632</u>

	Note	Accumulated Surplus R'000	Total net assets R'000
Balance as at 01 April 2021		84 632	84 632
Total changes for the period		10 123	10 123
Surplus for the year		10 123	10 123
Balance as at 31 March 2022		<u>94 755</u>	<u>94 755</u>

CASH FLOW STATEMENT

for the year ended 31 March 2022

	Note	2021/22 R'000	2020/21 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		68 344	67 364
Government Grants		64 044	61 406
Other receipts		2 958	4 505
Interest income		1 342	1 453
Payments		(58 010)	(65 642)
Employee costs		(40 423)	(40 236)
Payments to suppliers		(17 587)	(25 406)
NET CASH FLOW FROM OPERATING	20	<u>10 334</u>	<u>1 722</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of property, plant and equipment		(437)	(712)
Acquisition of intangible assets		(30)	(-)
Proceeds on disposal of property, plant and equipment		-	-
NET CASH FLOWS FROM INVESTING		<u>(467)</u>	<u>(712)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance lease		(-)	(-)
NET CASH FLOWS FROM FINANCING		<u>(-)</u>	<u>(-)</u>
Net increase/(decrease) in cash and cash equivalents		9 867	1 010
Cash and cash equivalents at beginning of period		199 456	198 446
Cash and cash equivalents at end of period	4	<u>209 323</u>	<u>199 456</u>

ACCOUNTING POLICIES

for the year ended 31 March 2022

1. General Information

The Gauteng Infrastructure Financing Agency (GIFA) is a Government Component of the Gauteng Provincial Treasury (GPT); established with the approval of the Gauteng Provincial Treasury and the Executive Committee of the Province on 1 July 2015.

2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below and have been consistently applied for the reporting period, unless stated otherwise.

2.1 Basis of preparation

The financial statements are prepared in compliance with the Standards of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board (ASB), in accordance with Section 91 (1) of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued.

Where appropriate and relevant, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and Treasury Regulations issued.

The financial statements are prepared on an accrual basis of accounting, using the historical cost convention unless otherwise stated.

Assets, liabilities, revenues, and expenses were not offset, except where offsetting is either required or permitted by a standard of GRAP.

Conformity with GRAP requires the use of some critical accounting estimates and for management to exercise judgment in the process of applying the accounting policies. The areas that required judgment in the process of application are disclosed in policy note 2.22

2.2 Going concern

The financial statements have been prepared based on the expectation that the Entity will continue to operate as a going concern for at least the next 12 months.

2.3 Presentation currency

The Financial Statements are presented in South African Rand, which is the functional and presentation currency of the GIFA.

2.4 Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rands (R'000).

2.5 Revenue

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

Measurement

Revenue is measured at the fair value of the consideration received or receivable.

Recognition Criteria

Revenue is recognised in the financial statements when the amount can be reliably measured, and it is probable that future economic benefits or service potential will flow to the entity

2.6.1 Revenue from exchange transactions

An exchange transaction is one in which the GIFA receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Interest income is recognised on a time-proportion basis using the effective interest method.

ACCOUNTING POLICIES

for the year ended 31 March 2022

2.6.2	<p>Revenue from non-exchange transactions</p> <p>Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, the entity either receives value from another party without directly giving approximately equal value in exchange or gives value to another party without directly receiving approximately equal value in exchange.</p> <p>Revenue received from government grants and donations are recognised as revenue to the extent that the entity has complied with any of the criteria, conditions or obligations embodied in the agreement.</p> <p>A deferred income liability is recognised to the extent that the criteria, conditions, or obligations have not been met and as the entity satisfies those conditions, criteria, and obligations the carrying amount of the liability is recognised as revenue.</p>
2.7	<p>Expenditure</p>
2.7.1	<p>Compensation of employees</p> <p>The accounting policy in terms of the compensation of employees is in line with the Department of Public Service and Administration ("DPSA") guidelines, and is as follows:</p> <p>a) Short-term employee benefits</p> <p>The costs of short-term employee benefits are expensed in the statement of financial performance in the year in which it occurs.</p> <p>Short-term employee benefits that give rise to a present or constructive obligation are recognised in the statement of financial position and disclosed in the notes to the financial statements. This is limited to a leave pay accrual as set out in note 12.</p> <p>Salaries and wages shown in the statement of financial performance comprise payments to employees [including leave entitlements, thirteenth cheque (Service Bonus) and performance bonuses].</p> <p>b) Post-retirement benefits</p> <p>Employer contributions are expensed in the statement of financial performance.</p> <p>No provision is made for retirement benefits in the financial statements of the GIFA.</p> <p>Any potential liabilities are disclosed in the financial statements of the National Revenue Funds and not in the financial statements of the employer department.</p> <p>c) Termination benefits</p> <p>Termination benefits such as severance packages are recognised as an expense in the statement of financial performance.</p> <p>d) Other long-term employee benefits</p> <p>Other long-term employee benefits (such as capped leave) are recognised as a current liability in the Statement of Financial Position..</p>
2.7.2	<p>Project development fees</p> <p>Project development fees relates to expenditure incurred in the current financial year for transaction advisors on GIFA projects.</p>
2.7.3	<p>Key management personnel</p> <p>Key management personnel are those persons having the authority and responsibility for planning, directing, and controlling the activities of the entity. Compensation paid to key management personnel is included in the disclosure for related parties.</p>
2.8	<p>Leases</p> <p>A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.</p>

ACCOUNTING POLICIES

for the year ended 31 March 2022

2.8.1	<p>Operating leases</p> <p>OPERATING LEASES - LESSEE</p> <p>Payments made under operating leases (net of any incentives received from the lessor) are charged to the statement of financial performance on a straight-line basis over the period of the lease.</p> <p>The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease liability.</p> <p>A lease deposit is held by the landlord as collateral for damages and amounts owed by the GIFA. The lease deposit can be applied to such damages and outstanding amounts at the end of the lease period.</p> <p>The lease commitment for future years is disclosed in the notes to the financial statements.</p>
2.8.2	<p>Operating leases</p> <p>OPERATING LEASES-LESSOR</p> <p>Lease revenue from operating leases are recognised as revenue on a straight-line basis over the lease term. The future minimum lease receivable is disclosed in the notes to the financial statements.</p>
2.9	<p>Cash and cash equivalents</p> <p>Cash and cash equivalents are held for the purpose of meeting short-term cash needs rather than for investment or other purposes; they comprise of bank balance and petty cash held.</p>
2.10	<p>Receivables</p> <p>Receivables from exchange and non-exchange transactions are initially recognised at fair value and subsequently at amortised cost using the effective interest rate method, less allowance for irrecoverable amounts.</p> <p>When a receivable is impaired the carrying amount is reduced to its recoverable amount, being the estimated future cash flows discounted at the original effective interest rate of the instrument and continues unwinding the discount as interest income.</p>
2.11	<p>Payables</p> <p>Payables from exchange and non-exchange transactions includes accruals for services that have been acquired in the ordinary course of business, accrued leave pay and Service bonus accrual (13 th cheque).</p> <p>Payables are initially recognised at fair value and subsequently at amortised cost using the effective interest rate method.</p>
2.12	<p>Financial Instruments</p> <p>The GIFA classifies its financial instruments based on the purpose for which the financial instruments were acquired. Management determines the classification of its financial instruments at initial recognition.</p> <p>The GIFA recognises a financial instrument in its statement of financial position when it becomes a party to the contractual provisions of the instrument. Financial instruments are measured initially at fair value, including transaction costs.</p> <p>GIFA recognises financial assets using trade date accounting.</p> <p>Financial assets at amortised cost are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.</p> <p>Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.</p> <p>Short-term receivables and payables are not discounted where the initial credit period granted or received is consistent with terms used in the public sector, either through established practices or legislation.</p> <p>For financial instruments measured at amortised cost, a gain or loss is recognised in surplus or deficit when the financial instrument is derecognised, and through the amortisation process.</p> <p>A financial asset is derecognised only when:</p> <p>a) The contractual rights to the cash flows from the financial asset expire, are settled or waived;</p>

ACCOUNTING POLICIES

for the year ended 31 March 2022

	<p>b) GIFA transfers to another party substantially all the risks and rewards of ownership of the financial asset; or</p> <p>c) GIFA, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, GIFA shall:</p> <ul style="list-style-type: none"> (i) Derecognise the asset; and (ii) Recognise separately any rights and obligations created or retained in the transfer. <p>GIFA shall remove a financial liability (or a part of a financial liability) from its statement of financial position when, and only when, it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires, or waived.</p> <p>The GIFA's financial assets at amortised cost comprise 'Receivables' and 'Cash and cash equivalents' in the statement of financial position. Details included in note 2.9 and 2.10 respectively.</p> <p>The statement of financial position includes financial liabilities classified as financial liabilities at amortised cost.</p> <p>Financial liabilities at amortised cost are non-derivative financial liabilities with fixed or determinable payments that are not quoted in an active market. The GIFA's financial liabilities at amortised cost comprise 'Payables' in the statement of financial position. Details included in note 2.11</p>
2.13	<p>Property, plant and equipment</p> <p>The cost of an item of property, plant and equipment is recognised as an asset if it is probable that future economic benefits or service potential associated with the item will flow to the GIFA and the cost or fair value of the item can be measured reliably.</p> <p>Property, plant and equipment is recognised using the cost model. Items are measured initially at cost and after initial recognition, stated at historical cost less accumulated depreciation and accumulated impairment losses.</p> <p>When an item of property, plant and equipment is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.</p> <p>Repairs and maintenance are charged to the statement of financial performance during the financial period in which they are incurred.</p> <p>Depreciation is charged to write off the cost of assets to residual values over its expected useful lives using the straight-line basis. Estimated useful lives are as follows:</p> <ul style="list-style-type: none"> • Computer equipment - 3 to 12 years • Office equipment - 3 to 12 years • Office furniture - 5 to 12 years • Audio visual equipment - 3 to 12 years <p>Residual values, remaining useful lives and depreciation methods are reviewed annually and adjustments are made if appropriate.</p> <p>An asset's carrying amount is written down immediately to its recoverable service amount if the asset's carrying amount is greater than its estimated recoverable service amount.</p> <p>The carrying amount of an item of property, plant and equipment is derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal.</p> <p>Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of financial performance.</p>
2.14	<p>Intangible assets</p> <p>An intangible asset is an identifiable non-monetary asset without physical substance. An asset is identifiable if it either:</p> <ul style="list-style-type: none"> a) is separable, i.e. is capable of being separated or divided from the GIFA and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable asset or liability, regardless of whether the GIFA intends to do so; or

ACCOUNTING POLICIES

for the year ended 31 March 2022

- b) Arises from contractual or other legal rights, excluding those granted by statute, regardless of whether those rights are transferable or separable from the GIFA or from other rights and obligations.

An intangible asset is recognised if it is probable that future economic benefits or service potential that are attributable to the asset will flow to the GIFA and the cost or fair value of the asset can be measured reliably.

Intangible assets are measured initially at cost.

When an intangible asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

After initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

Costs associated with the acquisition of computer software are recognised as intangible assets.

Computer software is amortised over their expected useful lives using the straight-line basis. Estimated useful lives are as follows:

- Intangible assets (general software that are upgradable) – maximum 10 years
- Intangible assets (software specifically developed for GIFA) – 6 years

The remaining useful lives and amortisation method are reviewed annually, and adjustments are made if appropriate.

An intangible asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of financial performance.

2.15 Impairment

Impairment of receivables from exchange and non-exchange transactions The entity assesses its receivables at the end of each reporting period. In determining whether impairment loss should be recorded, the entity makes judgement as to whether there is observable data indicating a measurable decrease in the estimated future cash flows of a financial asset. The impairment of receivables is calculated on an individual basis.

Impairment of non-cash generating assets

After each asset count GIFA assesses property, plant and equipment for impairment. If there are any indications of impairment the GIFA estimates the recoverable service amount of the asset. If the asset's carrying value exceeds its recoverable amount, the asset is impaired. In assessing whether there is any indication that an asset may be impaired, the GIFA considers all sources of information. The impairment loss is charged as an expense in the Statement of Financial Performance.

2.16 Provisions

Provisions are recognised when:

- the entity has a present obligation as a result of a past event ;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The Provisions are reviewed at the end of each reporting period and adjusted to reflect current best estimate.

ACCOUNTING POLICIES

for the year ended 31 March 2022

2.17	<p>Contingent assets</p> <p>Contingent assets will be disclosed once a project reaches the implementation stage.</p> <p>Contingent assets are assessed continually to ensure appropriately reflected in the financial statements.</p>
2.18	<p>Commitments</p> <p>Commitments represent services that have been approved and/or contracted for project development fees and feasibility studies but where no delivery has taken place at the reporting date. Commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance but are included the disclosure note.</p>
2.19	<p>Irregular expenditure</p> <p>Irregular expenditure is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any legislation applicable to GIFA, including the Public Finance Management Act (PFMA), 1999.</p> <p>Irregular expenditure is recognised as expenditure in the statement of financial performance. If the relevant authority does not condone the expenditure it is treated as an asset until it is recovered or written off as irrecoverable.</p>
2.20	<p>Fruitless and wasteful expenditure</p> <p>Fruitless and wasteful expenditure is expenditure which was made in vain and would have been avoided had reasonable care been exercised.</p> <p>Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement of financial performance. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable.</p>
2.21	<p>Events after the reporting date</p> <p>Events after the reporting date, are those events both favourable and unfavourable that occur between the reporting date and the date when the financial statements are authorised for issue. GIFA shall only adjust the amounts recognised in its annual financial statements to reflect adjusting events after the reporting date for those events that provide evidence of conditions that existed at the reporting date.</p>
2.22	<p>Key areas of judgement in applying accounting policies</p> <p>The following key areas of judgment were required in preparation of the financial statements:</p> <ol style="list-style-type: none"> The estimated useful lives of assets are based on its expected useful lives and are measured against the industry norms. The recoverability of any financial assets, having to make provisions in cases where recoverability might be questionable.
2.23	<p>Change in estimate</p> <p>A change in accounting estimate is an adjustment of the carrying amount of an asset or a liability or the amount of the periodic consumption of an asset that results from the assessment of the present status of and expected future benefits and obligations associated with assets and liabilities. The useful lives of assets are assessed at every reporting period.</p>
2.24	<p>Related party transactions</p> <p>Parties are related if one party can control the other party or exercise significant influence over the other party or vice versa, or an entity that is subject to common control, or joint control.</p> <p>The entity operates in an economic sector currently dominated by entities directly or indirectly owned by the Gauteng Provincial Government. Because of the constitutional independence of the three spheres of government in South Africa, only entities within the provincial sphere of government are related parties as a result GIFA is considered as a related party to all the Gauteng provincial departments and entities.</p>

ACCOUNTING POLICIES

for the year ended 31 March 2022

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence management or be influenced by management in their dealings with the entity.

GIFA does not need to disclose the value of transactions where the transactions are concluded within normal operating procedures and on terms that are no more or no less favourable than the terms it would use to conclude transactions with another entity or person.

3. Financial risk management

Financial risk factors

The GIFA's activities expose it to some financial risks, most of which are managed through the procurement and payment processes. The GIFA did not have direct access to its bank account, and thus cash management was not performed at GIFA but at GPT.

Risk management is the responsibility of GIFA management and is monitored by a central team within Gauteng Provincial Treasury. The most significant financial risks are related to reporting (inaccurate financial information that might result in inaccurate reporting and not meeting reporting deadlines in terms of PFMA) and financial systems (payment systems not aligned to business processes).

The risk of reporting was mitigated by the implementation of an accounting system, enabling the GIFA to record financial information more accurately on an accrual basis.

- a) Market risk Fair value interest rate risk The GIFA had an interest-bearing asset, being the rental deposit. Interest is earned and capitalised every year at a rate of prime minus 2%, compounded annually in arrears.

Exposure to market interest rates is limited to interest earned on the rental deposit and to interest payable on late settlement of accounts, which is governed by the 30-day payment period of the GPG.

- b) Credit risk Credit risk represents the potential loss to the GIFA as a result of unexpected defaults or unexpected deterioration in the creditworthiness of counterparties. The GIFA's credit risk is primarily attributable to its receivables. However, this risk is minimal as the GIFA's receivables (excluding amounts held with banks) are limited to advance to employees and interest receivable. There are no past due and impaired receivables.

The carrying amount included in the Statement of Financial Position represents the GIFA's maximum exposure to credit risk in relation to this asset. The GIFA does not consider there to be any significant concentration of credit risk. Regarding credit risk arising from the other financial assets, which comprise cash and cash equivalents, the GIFA's exposure arises from a potential default of the counterparty where credit rating is constantly monitored, with a maximum exposure to the carrying amount of these instruments. Cash and cash equivalents are only placed with banking institutions with an AA credit rating.

Maximum exposure to credit risk The maximum exposure to credit risk at the reporting date is the carrying value of each financial asset mentioned in the notes to follow.

Receivables pledged as security The GIFA does not hold any collateral as security.

Credit quality of financial assets neither past due nor impaired The credit quality of both non-current and current receivables is high.

- c) Liquidity risk For the GIFA, prudent liquidity risk management implies maintaining enough cash to meet its commitments. The GIFA has the responsibility to limit spending and commitment of funds to the approved budget/government grant.

Maturity analysis

Financial liability	Due in less than a year	Due in two to five years	TOTAL
Payables (refer to note 12)	5 504	-	5 504

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

4. Cash and cash equivalents

	2021/22 R'000	2020/21 R'000
Bank & Petty Cash	57 864	104 734
Project preparation facility	151 459	94 722
Total	209 323	199 456

Cash and cash equivalents represent money held in the bank account of the Gauteng Infrastructure Financing Agency (GIFA), as well as the balance of petty cash held. The Project Preparation Facility comprises a cash facility that is ring-fenced for the use of performing feasibility studies for projects.

5. Receivables

	2021/22 R'000	2020/21 R'000
Receivables from exchange transaction		
Staff debt	22	-
Rental Deposit	1 550	-
Total	1 572	-

	2021/22 R'000	2020/21 R'000
Operating lease receivable		
Sub-lease smoothing	308	141
Total	308	141

6. Operating sub-lease asset

GIFA subleased office space to the Gauteng Department of e-Government on a 5-year agreement. The sub-lease agreement contains an escalation clause of 9% p.a.

	2021/22 R'000	2020/21 R'000
Future minimum lease payments receivable transaction		
Less than one year	2 027	1 860
More than one year, less than five years	-	2 027
Total	2 027	3 887

**This amount was previously disclosed as R1 719 receivable transaction*

Non-current assets transaction		
Operating sub-lease smoothing	-	308
Rental deposit	-	1 550
Total	-	1 858

Rental deposit represents the leasehold deposit held by the landlord as collateral for damages and amounts owed by the GIFA at the end of the lease period.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

7. Intangible assets

No intangible assets were pledged as security.

	2021/22 R'000			2020/21 R'000		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Accounting & general software	247	(222)	25	217	(214)	3
Systems	102	(79)	23	102	(76)	26
	349	(301)	48	319	(290)	29

The carrying amounts of intangible assets can be reconciled as follows:

	2021/22 R'000			
	Carrying value at the beginning of the year	Additions	Amortisation for the year	Carrying value at the end of the year
Accounting & general software	3	30	8	25
Systems	26	-	3	23
	29	30	(11)	48

The carrying amounts of intangible assets can be reconciled as follows:

	2020/21 R'000			
	Carrying value at the beginning of the year	Disposals	Amortisation for the year	Carrying value at the end of the year
Accounting & general software	7	-	4	3
Monitoring & evaluation system	315	(213)	76	26
	322	213	(80)	29

8. Property, plant and equipment

Property, plant and equipment consists of non-current assets that are held for use in the supply of goods or services and for administrative purposes, and are expected to be used during more than one period.

Remaining useful lives of assets were estimated based on the general condition of the assets, as well as the technical specifications and usability thereof. No property, plant or equipment is pledged as security.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

	2021/22 R'000			2020/21 R'000		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value at the end of the year
Computer equipment	2 813	(1 239)	1 574	2 724	(1 131)	1 593
Office equipment	1 317	(1 192)	125	1 308	(1 065)	243
Office furniture	3 288	(2 354)	934	3 322	(2 234)	1 088
Audio visual equipment	125	(115)	10	125	(108)	17
	7 543	(4 900)	2 643	7 479	(4 538)	2 941

The carrying amounts of intangible assets can be reconciled as follows:

	2021/22 R'000				
	Carrying value at the beginning of the year	Additions	Disposals	Depreciation for the year	Carrying value at the end of the year
Computer Equipment	1 593	411	(21)	(409)	1 574
Office equipment	243	20	-	(138)	125
Office furniture	1 088	6	-	(160)	934
Audio visual equipment	17	-	-	(7)	10
	2 941	437	(21)	(714)	2 643

The carrying amounts of property, plant and equipment can be reconciled as follows:

	2020/21 R'000				
	Carrying value at the beginning of the year	Additions	Disposals	Depreciation for the year	Carrying value at the end of the year
Computer Equipment	1 420	504	(8)	(323)	1 593
Office equipment	345	69	(7)	(164)	243
Office furniture	1 115	139	(3)	(163)	1 088
Audio visual equipment	24	-	-	(7)	17
	2 904	712	(18)	(657)	2 941

9. Contingent assets

Project life cycle is divided into 6 stages namely initiation stage, feasibility stage, market release stage, procurement stage, financial close stage, and implementation stage. Due to the risks and uncertainties involved, management has made a judgement not to disclose the potential contingent asset until the projects reaches the implementation states as there is no realistic probability that the project costs will be recovered.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

10. Deferred Income

	2021/22 R'000	2020/21 R'000
Movement during the year:		
Balance at the beginning of the year	113 379	120 640
Additions for the year	-	1 161
Income recognition during the year	(959)	(8 422)
Total	112 420	113 379

Money received or transferred to the Project Preparation Facility (PPF) is recognised as deferred income. A deferred income liability is recognised to the extent that payments from the PPF have not been made.

As the GIFA incurs expenditure for feasibility studies funded through the PPF, it reduces the carrying amount of the liability and recognises an amount of revenue equal to that reduction. During the 2021/22 an amount of R 959 thousand (R 8,4 million for 2020/21) was recognised as income, resulting in a movement of the balance of deferred income.

11. Categories of financial instruments:

A. Financial Assets

	2021/22 R'000	2020/21 R'000
Receivables from exchange transactions (refer to note 5)	1 572	-
Cash and cash equivalents (refer to note 4)	209 323	199 456
Total	210 895	199 456

B. Financial Liabilities

	2021/22 R'000	2020/21 R'000
Payables from exchange transactions (refer to note 12)	3 158	1 878
Total	3 158	1 878

**Leave and service bonus accruals are employee costs which fall outside the scope of financial instruments.*

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

12. Payables from exchange transactions

	2021/22 R'000	2020/21 R'000
	3 158	1 878
Accruals	1 623	1 799
GPG & National Departments Claims)	-	68
GPG, National & Entities	44	-
Salary payments control	1 491	11
Leave accrual	1 885	2 249
Performance accrual	-	107
Service bonus accrual	461	508
	5 504	4 742

Operating lease payable

	2021/22 R'000	2020/21 R'000
Lease smoothing	1 002	457
Total	1 002	457

13. Performance bonus provision

	2021/22 R'000			
	Opening Balance	Additions	Utilised	Closing Balance
Performance bonus provision	213	-	-	213
	213	-	-	213

	2020/21 R'000			
	Opening Balance	Additions	Utilised	Closing Balance
Performance bonus provision	292	209	(288)	213
	293	209	(288)	213

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

14. Operating lease: building

The entity leases property under a 5-year non-cancellable contract from 1 st April 2018. The lease agreement contains an escalation clause of 9%p.a. Minimum lease payments on noncancellable operating leases are as follows:

	2021/22 R'000	2020/21 R'000
Less than one year	6 588	6 044
More than one year, less than five years	-	6 588
More than five years	-	-
	6 588	12 632

Operating lease liability

	2021/22 R'000	2020/21 R'000
Operating lease smoothing	-	1 002
	-	1 002

15. Government Grants

A government grant is received annually from Gauteng Provincial Treasury (GPT), the controlling department of GIFA. This grant is used to cover the operating costs and Project Preparation Facility of the GIFA. The grant for the 2021/22 amounts to R 64 million (2020/21 61,4 million).

16. Other income

	2021/22 R'000	2020/21 R'000
Other income from non-exchange transactions		
Revenue transfer from deferred income	959	8 422
Bursary over provision	-	2
Protective Equipment received	-	58
	959	8 482

	2021/22 R'000	2020/21 R'000
Other income from exchange transactions		
Interest received on bank balance and deposits	1 342	1 453
Rental income	2 817	2 672
Staff debt	22	-
	4 181	4 125

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

17. Compensation of employees

	2021/22 R'000	2020/21 R'000
Salaries	36 445	34 631
Employer contribution: medical	790	769
Employer contribution: pension	3 090	3 047
Leave pay	(363)	886
Service bonus accrual	461	508
Performance bonus accrual	-	107
Performance bonus provision	-	209
	40 423	40 157

18. Other expenditure

	2021/22 R'000	2020/21 R'000
Other expenditure includes the following items:		
Advertising	26	116
Audit fees	541	673
Bank charges	1	1
Consumables	24	21
Printing & Stationery	168	294
Operating utilities	1 847	1 742
Membership fees	51	41
Security costs	15	16
Telephone costs	882	822
Training	86	152
Bursaries	239	181
Maintenance and repairs	80	75
System support and maintenance	453	64
Travel and accommodation	112	10
Website Revamp	240	-
Loss on sale of assets	21	231
Catering Services	1	5

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

	2021/22 R'000	2020/21 R'000
Professional fees	533	1 174
Rental of office machines	61	62
Consulting costs	212	-
Other costs	508	531
	6 101	6 211

Maintenance and repairs

	2021/22 R'000	2020/21 R'000
Office equipment	80	75
	80	75

19. Taxation

No provision for taxation has been made in the financial statements, as the GIFA is not a tax paying entity. (The entity, as part of the Department of Treasury, is exempt, as per S10 of the Income Tax Act, 1962 (Act 58 of 1962)).

20. Net cash flows from operations activities

	2021/22 R'000	2020/21 R'000
Surplus for the period	10 123	6 414
Non-cash movements	(529)	(6 344)
Depreciation and amortization	725	737
Deferred Income	(959)	(7 261)
Performance bonus provisions	-	(79)
Operating lease smoothing	(457)	41
Loss on disposal	21	231
Operating sub-lease smoothing	141	(13)
	9 594	70

Changes in working capital:	740	1 652
(Increase)/decrease in current and non-current receivables	(22)	625
Increase/(decrease) in Payables	762	1 027

Net cash flows from operating activities	10 334	1 722
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

21. Related parties and related party transactions

- A. GIFA is a Government Component of Gauteng Provincial Treasury; therefore, all the departments and entities under Gauteng Provincial Government are considered related parties. The following transactions took place between GPT and the GIFA:

	2021/22 R'000	2020/21 R'000
Government grant (note 15)	64 044	61 406
	64 044	61 406

The following transactions took place between department e-GOV and the GIFA:

	2021/22 R'000	2020/21 R'000
Accrued salaries	-	68
Rental income	2 817	2 672
	2 817	2 740

Accrued salaries relate to a delayed compensation for an employee that was transferred from e-Government to GIFA.

Rental income relates to the sublease between GIFA and e-Government.

The following transactions took place between Gauteng Department of Health and the GIFA:

	2021/22 R'000	2020/21 R'000
Protective Equipment	-	58
	-	58

GIFA received protective equipment to the value of R58 272,00 in the 2020/21 financial year from Gauteng Department of Health.

- B. The GIFA is conducting feasibility studies on behalf of Gauteng Provincial Government. These Departments are by nature of the transactions, related parties.

Identified related parties for 2021/2022 for feasibility work performed are:

Gauteng Department of Infrastructure Development

GIFA is assisting the department with feasibility studies for the Kopanong Precinct, Trigen, Rooftop Solar and Gauteng Planning House Projects. There are MoUs that clarify and outline the responsibilities and roles of the parties.

Gauteng Department of Economic Development

GIFA is assisting the department with feasibility studies for the EB 2, EB 3, Vaal Logistic Hub, Jewellery Manufacturing Precinct and the West Rand Logistic Hub.

Gauteng Department of Education

GIFA is assisting the department with the Gauteng School Project. There is a MoU that clarifies and outlines the responsibilities and roles of the parties.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

C. Key Management Personnel

	2021/22 R'000	2020/21 R'000
CEO: GIFA	2 510	2 424
Basic salary	1 357	1 322
Non-pensionable allowance	845	798
Employee contribution: medical aid	132	132
Employee contribution: pension	176	172

CFO: GIFA	1 348	1 293
Basic salary	930	894
Non-pensionable allowance	298	267
Performance bonus	-	16
Employee contribution: pension	120	116

Head: Corporate Services	1 734	1 667
Basic salary	1 199	1 147
Non-pensionable allowance	296	260
Performance bonus	-	21
Employee contribution: pension	156	149
Employee contribution: Housing	83	90

Head: Project Development	2 060	2 008
Basic salary	1 427	1 406
Non-pensionable allowance	448	420
Employee contribution: pension	185	182

Head: Structured Finance	1 541	1 455
Basic salary	1 130	1 081
Employee contribution: pension	147	141
Non-pensionable allowance	264	233

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

	2021/22 R'000	2020/21 R'000
Head: Strategy & Monitoring	1 409	1 387
Basic salary	833	821
Non-pensionable allowance	278	251
Employee contribution: pension	108	106
Performance bonus	-	18
Employee contribution: Housing	190	190

Chief Director: Contract Management	1 561	1 493
Basic salary	924	884
Employee contribution: pension	120	18
Employee contribution: medical aid	23	115
Performance bonus	-	19
Non-pensionable allowance	494	457

22. Contingent Liabilities

The are no potential contingent claims against GIFA.

23. Commitments

The entity has service delivery contracts that are cancellable on notice periods as stipulated in the contracts. The committed amounts are inclusive of VAT.

The cost contracted but not yet incurred at statement of financial position date are as follows:

	2021/22 R'000	2020/21 R'000
Project related commitments	56 862	46 110
Operational commitments	886	520
	57 748	46 630

Feasibility costs paid from the Project Preparation Facility (PPF) are expensed in the Statement of Financial Performance. When such projects are funded successfully, the feasibility costs are recovered and paid back into the PPF.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2022

24. Project development fees

The following expenditure was incurred for projects:

	2021/22 R'000	2020/21 R'000
Project Development Services		
Project Financial Close	1 083	8 264
Technical feasibility study	-	56
Feasibility Study	5 143	2 850
Expression of Interest advert	-	-
Grant Funding Feasibility Study	-	-
Socio-Economic & Market Study	-	3 738
	6 226	14 908

25. Change in estimate

An assessment on the useful life of the following assets was done due to the good condition of the assets and that the assets are still in use. During the 2020/21 financial year the following changes were made to the estimations employed in accounting for transactions, assets, liabilities, events and circumstances:

Due to the cost containment measures and the good condition of the assets that GIFA could still derive economic benefit from, the useful life of the assets had to be assessed.

	Value derived using the original estimate R'000	Value derived using amended estimate R'000	Value impact of change in estimate R'000
Change in depreciation/amortization resulting from reassessment of useful lives. The following categories are affected			
Computer Equipment	1 588	1 593	5
Office Equipment	206	243	37
Office Furniture	1 042	1 088	46
Audio Visual Equipment	13	17	4

26. Irregular, fruitless, and wasteful expenditure

No irregular expenditure or fruitless and wasteful expenditure occurred in the year under review.

27. Events after the reporting

There are no events after reporting date.

28. Segment reporting date

GIFA does not have any reportable segments. GIFA is based at 82 Grayston drive in Sandton, where all key management decisions are made.

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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