MPUMALANGA REGIONAL TRAININGTRUST

MRTT

ANNUAL REPORT

“Nothing we achieve in this world is achieved alone. It is always achieved with others teaching us along the way.”

Mandate

As a public entity reporting through the Board of Directors to the MEC of Education in the Mpumalanga Province, MRTT is mandated to develop the human resource base of the Mpumalanga Province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The main focus is to empower learners, primarily the disadvantaged communities, industry workers and government employees, to participate in the broader economic sphere of the province.

Vision

To be recognised as an accredited sustainable skills development agency throughout Southern Africa.

Mission

To provide quality customised training interventions, practical workplace training, placement and after-care according to the demands of the market that we serve for job creation and poverty alleviation.

Values

- Accountability;
- Transparency;
- Committed;
- Innovation;
- Integrity;
- Professionalism; and
- Respect.

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1. GENERAL INFORMATION

ORGANISATIONAL STRUCTURE

BOARD OF DIRECTORS
ACCOUNTING AUTHORITY

CHIEF EXECUTIVE OFFICER
ACCOUNTING OFFICER

GENERAL MANAGERS X 3
PROGRAMME HEAD

DIVISIONAL MANAGERS X 9
SUB PROGRAMME HEADS

ASSISTANT MANAGERS X 4

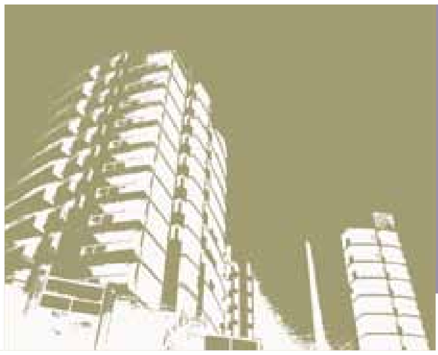
PRACTITIONERS X 22

GENERAL SUPPORT STAFF X 75

LEGISLATIVE FRAMEWORK

- Skills Development Act, No. 97 of 1998;
- Further Education & Training Act, No. 98 of 1998;
- South African Qualification Act, No. 58 of 1995;
- National Skills Development Strategy;
- Provincial Growth And Development Strategy;
- Public Finance Management Act, No.1 of 1999;
- Treasury Regulations
- Preferential Procurement Policy Framework Act, No. 5 of 2000;
- Broad-Based Black Economic Empowerment Act, No. 53 of 2003;
- Generally Recognised Accounting Practice;
- Generally Accepted Accounting Practice;
- International Financial Reporting Standards;
- Public Audit Act, No. 25 of 2004;
- Public Private Partnership Manual;
- Companies Act, No. 61 of 1973;
- Employment Equity Act, No. 55 of 1998;
- Labour Relations Act, No. 66 of 1995;
- Basic Conditions of Employment Act, No. 75 of 1997;
- Occupational Health and Safety Act, No. 85 of 1993;
- Promotion of Administrative Justice Act, No. of 2000;
- Presidential, Premier, National Minister of Education, Provincial MEC of Education addresses; and
- Registered under Schedule 3C of the Public Finance Management Act (PFMA), 1999 (Act No.1 of 1999), Section 21 Company (Association not for gain) in terms of the Companies Act, 1973 (Act No. 61 of 1973). Registration No. 93/06132/08
- Registered and a constituent member of the Education, Training and Development Practitioner SETA (ETDP SETA) under the Skills Development Act, 1998 (Act No. 97 of 1998) and the Skills Development Levies Act, 1999 (Act No. 78 of 1999) Skills Levy No. L10073499
- Registered as a National Training Provider with the Department of Labour, Registration No. 5869

MEC's Statement



South Africa is facing a huge challenge of scarce skills especially artisans, who are part of the key fields that are fundamental to the development and growth of our economy. Despite the huge budgets channeled into training and education, the country is still facing the challenges of matching the skills with the needs of the labour market. The current environment dictates that the country needs to strengthen institutions like the Mpumalanga Regional Training Trust (MRTT) in order to meet the demand of the labour market and to be able to sustain the economic growth.

MRTT is a public entity reporting to the MEC for Education in the province through the Board of Directors, mandated to develop the human resource base of the province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The main focus is to empower individuals and communicates, primarily the disadvantaged communities especially the youth, industry workers and government employees, to participate in the broader economic sphere of the province.

Since inception, MRTT has been focusing its training efforts on the most vulnerable members of the province, the youth. We all agree, that all South Africans, youth and adults, must be given access to skills development, however, our young people are the most disadvantaged when it comes to access to education and training. Since our democracy in 1994, it has been evident that the single largest category of the unemployed are those aged under 35. It is this group that is out of the educational system, unskilled and unemployable, that government and the South African community at large must pay particular attention to as far as skills training and development opportunities are concerned.

As government, we have a huge responsibility to cater for this group and ensure that they are introduced into the system and actively participate in the economic mainstream as citizens of the country. At this time when we are expected to do business as usual, it is imperative that we begin to seriously look at our institutions of learning and take stock of their activities to determine whether they are geared for this challenge.

South Africa still remains one of the most unequal societies in the world today. These social inequalities are also being reinforced by a lack of access to skills by the overwhelming majority of our population, especially the workers and the poor. MRTT, with the continuous support from the Mpumalanga Department of Education will therefore pay particular attention to its contribution to government efforts in the provision of skills in a manner that significantly reduces these yawning social inequalities in our economy and society.

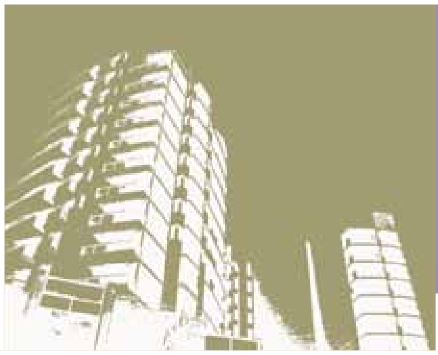
Given the urban bias of our economic development, our country has not paid adequate attention to rural economic development and provision of skills for rural development. However, the fact that government has now prioritised rural development, our skills development training agency must increase its focus and attention on the production of skills for rural development.

It gives me pleasure therefore to note that, MRTT has already heeded the call from government on participating in government rural development programmes. In the year under review, MRTT participated in the pilot project of the Comprehensive Rural Development Programme (CRDP) project at Mkhondo Local Municipality wherein community members were trained in Construction and Hospitality skills programmes. Some of these learners are currently participating in the construction of RDP houses at Donkerhoek and Jabulani area within Mkhondo Local Municipality. The agency is also involved in current running CRDP projects throughout the province, providing training in Community House Building programmes.

With the above said, the department will continue to support MRTT as a trusted partner in reducing poverty and unemployment and increasing our economic growth through skills development and training.

MEC R Mhaule
MEC for Education (Mpumalanga)

Chairperson's Statement



Since our democracy in 1994, government has made great strides in providing basic services to the people in an attempt to better the lives of all South African citizens. That being said, our government of today has acknowledged that much is yet still to be done to correct the past injustices that left the majority of our people under severe poverty and high unemployment rate. As such, government has adopted and set aside the following 12 outcomes as key priorities to be achieved in order to better the lives of our people and to improve on service delivery:

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

In developing these set of outcomes and measurable outputs, government has undertaken a very vigorous process of consultation with all departments, ministries, clusters and other relevant public sectors.

It was important that everyone was brought on board, as these outcomes and measurable outputs will form the basis for departments' performance and delivery agreements. These outcomes approach was adopted based on a few questions that government had to ask to achieve its objectives which included the following: What are the key outcomes that government wants to achieve? Which priority outputs should government measure to see if they are achieving each outcome? Where should the system focus in order to achieve the outputs?

As a public entity reporting to the Mpumalanga department of Education, we are also pleased and encouraged by the first outcome which is dedicated to "improve the quality of our basic education", with particular focus on the critical and non-negotiable outputs and activities. The key outputs are set to ensure high quality of teaching and learning, improved literacy and numeracy at schools, better senior certificate examination performance as well as early childhood development. Such efforts are of most importance as this will lead to a better educated society from early stage which we hope will be carried along towards a positive path in continuing with higher learning, including critical skills developments.

As Chairperson of the Mpumalanga Regional Training Trust (MRTT), it gives me even more pleasure and excitement to note that, our agency's mandate has also been included in the above-mentioned 12 outcomes, with particular reference to outcome number 5: "A skilled and capable workforce to support an inclusive growth path". MRTT is a public entity reporting to the MEC for Education in the province through the Board of Directors, mandated to develop the human resource base of the province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The main focus is to empower individuals and communicates, primarily the disadvantaged communities especially the youth, industry workers and government employees, to participate in the broader economic sphere of the province.

With us being mandated with developing scarce skills in the province, we take more pride in the fact that these tasks have even been more emphasised as being one of the key outcomes of our government. As a result, this poses a challenge to us as an agency, to work even harder and smarter in assisting government in delivering this prioritised task. In the development of skills, MRTT will continue to play a positive role in creating a skilled and capable workforce to support an inclusive growth path, not just in the Mpumalanga province, but to the whole country as well. The current shortage of skilled citizens creates a need for South Africa to address the current skills deficit, and at the same time build sustainable capacity to maintain a skilled workforce.

In our training and skills development efforts, our key strategy is that we should be able to create fully skilled citizens to join the mainstream work force for decent employment through inclusive economic growth. On this strategy our goals are to increase income and employment on an individual level, especially amongst the youth, and to promote equality and economic growth on a broader scale. This can be brought about through a focus on improving our quality of skills training and building long and lasting relations with the relevant industries for labour absorption. It is still evident that although employment and GDP growth have increased since 1994, the economy is still characterised by low workforce participation and high unemployment. To address these problems, issues of skills development

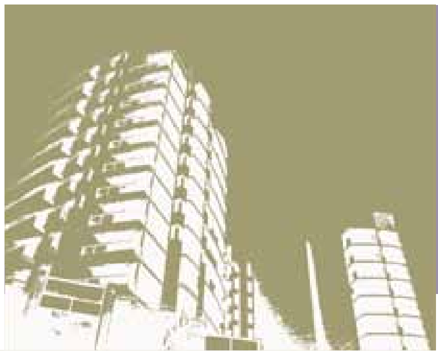
objectives in job creation through meaningful economic transformation and inclusive growth.

In his 2011 State of the Nation Address, President Jacob Zuma urged all state owned enterprises to play a key role in skills development and to help the country in providing the technical skills needed by the economy. Once again, as Chairperson of the board, I am proud to announce that since its inception MRTT has trained a total of 34 234 Skilled learners in Manufacturing, Engineering, Construction, Hospitality and Tourism related fields. A total of 27 316 learners have been placed in industry related fields for work place training and experiential learning.

These figures give strong motivations in knowing that, MRTT has indeed embraced the government's call to provide skills that will benefit the country's economy and improve the lives of our people. As such, I would like to thank the CEO, Mr. Moropane, his management team and all support staff in ensuring that we carry our mandate and continue to provide the required skills despite the many everyday challenges that we encounter though the process of achieving our main goal.

Mrs F.D. Mthembu
Chairperson

STATEMENT BY THE CHIEF EXECUTIVE OFFICER



The mission of the Mpumalanga Provincial Growth Strategy (PGDS) for 2004 to 2014 is set to improve the quality of life for all the people in the province. The vision implies that people are the central focus of the development process, not only as instruments and decision makers in the process of producing wealth but also as the ultimate beneficiaries of the sustainable development process. The PGDS goes further to identify Human Resource Development as one its Key Developments Priorities in order to create an enabling environment for people to enjoy long, productive, healthy and creative lives.

Having said that, one cannot ignore the fact that the high unemployment rate, together with a shortage of highly skilled manpower, severely constrain the economic growth and competitiveness in the province. The challenge thus lies in how to transform the present labour force, which is characterised by a narrow skills base, poor levels of productivity, and high levels of illiteracy, into a labour force, which meets requirements of the available opportunities in the job market.

As CEO of the Mpumalanga Regional Training Trust (MRTT) it makes me proud to lead an institution which is mandated to respond to the call of the provincial PGDS, that is investing in people's skills in order to reduce the high rate of unemployment which will lead to economic growth and development of the province. MRTT is a public entity mandated to promote employability and sustainable livelihood through skills development and training in different artisans programmes. As a skills development agency, MRTT has a fundamental role to play in ensuring that our people do not only receive qualifications but are also properly placed in the mainstream economy .

The MRTT is also very much aware that the economy remains constrained by a severe lack of skills, hence it is aimed at providing easy access to quality scarce skills learning programmes and in building strong partnerships between stakeholders and social partners. What makes us different from the rest is that our programmes are made of 70% practical work and 30% theory, meaning we focus more on providing our learners with practical skills of doing the work that needs to be done in the work place to prepare learners for easy access in the job market.

We provide life skills training for the unemployed and employed to increase access to high quality and relevant skills development opportunities, including workplace learning and experience, to enable effective participation in the economy. To date In South Africa, there are approximately 3 million youths between the ages of 18 and 24 years who are not in employment, education or training, have a poor educational foundation and are poorly prepared to undertake further learning.

Since its establishment MRTT has trained and placed members of different communities within the province, especially the youth, in various artisan programmes within the construction, manufacturing, engineering and hospitality and tourism industries. To date we have trained 34 234 people and secured formal workplace for 20 231 and 7 260 for informal industry work place training. These are learners trained by MRTT and are now skilled to actively participate in the province's main stream economy.

Our effort may not reflect a huge impact yet in reducing the unemployment and poverty rate, however, the little contribution we have made to date is encouraging. We want to skill and train more people to make an even much better impact in the province's economic growth. This we cannot achieve on our own without the support of relevant key stakeholder that includes, the public sector, private business sector for on-job training and work experiential learning and skills development agency funders like the National Skills Fund.

For our province to achieve high levels of economic growth and address social challenges of poverty and inequality, we must work together with the government, private sector and communities to invest in relevant skills training and development to achieve our vision of a skilled and capable workforce to support an inclusive growth.

One of the key challenges we face on daily basis is securing work-place training for our learners. Given the fact that our training programmes are made of 30% theory and 70% practical training, securing workplace training with related industry companies is often a serious challenge. In some cases, learners take time to obtain their full qualification due to lack of support from suitable companies to provide work-place training. We continue to appeal to private business, industry and relevant government institutions to open their doors and give support to learners looking for workplace training in order to complete their qualifications.

As CEO it gives me pleasure, once again to report on the achievements of MRTT during this period of review and also to indicate that where challenges were encountered we will work even more harder to find solutions that will ensure we continue to contribute to skills development in our province and the country as a whole.

N.D. Moropane
Chief Executive Officer

BOARD OF DIRECTORS

S.N. Motloung
Non - Executive Member

N.D. Moropane
Executive Member

M.E. Letsoalo
Non - Executive Member

F.D. Mthembu
Chairperson

M.J. Sibiya
Non - Executive Member

AUDIT COMMITTEE

S.N. Motloung

B. Ahmed

J.K. Sithole
Chairperson

MANAGEMENT

L. Matlakale
Manager: Academic

M.G. Jafta
Chief Financial Officer

D.S. Tlamane
Manager: Administration

N.D. Moropane
Chief Executive Officer

M.S. Makgoba
General Manager: Operations

L.T. Mpe
Manager: Human Resources

Z.L. Khoza
Manager: Marketing

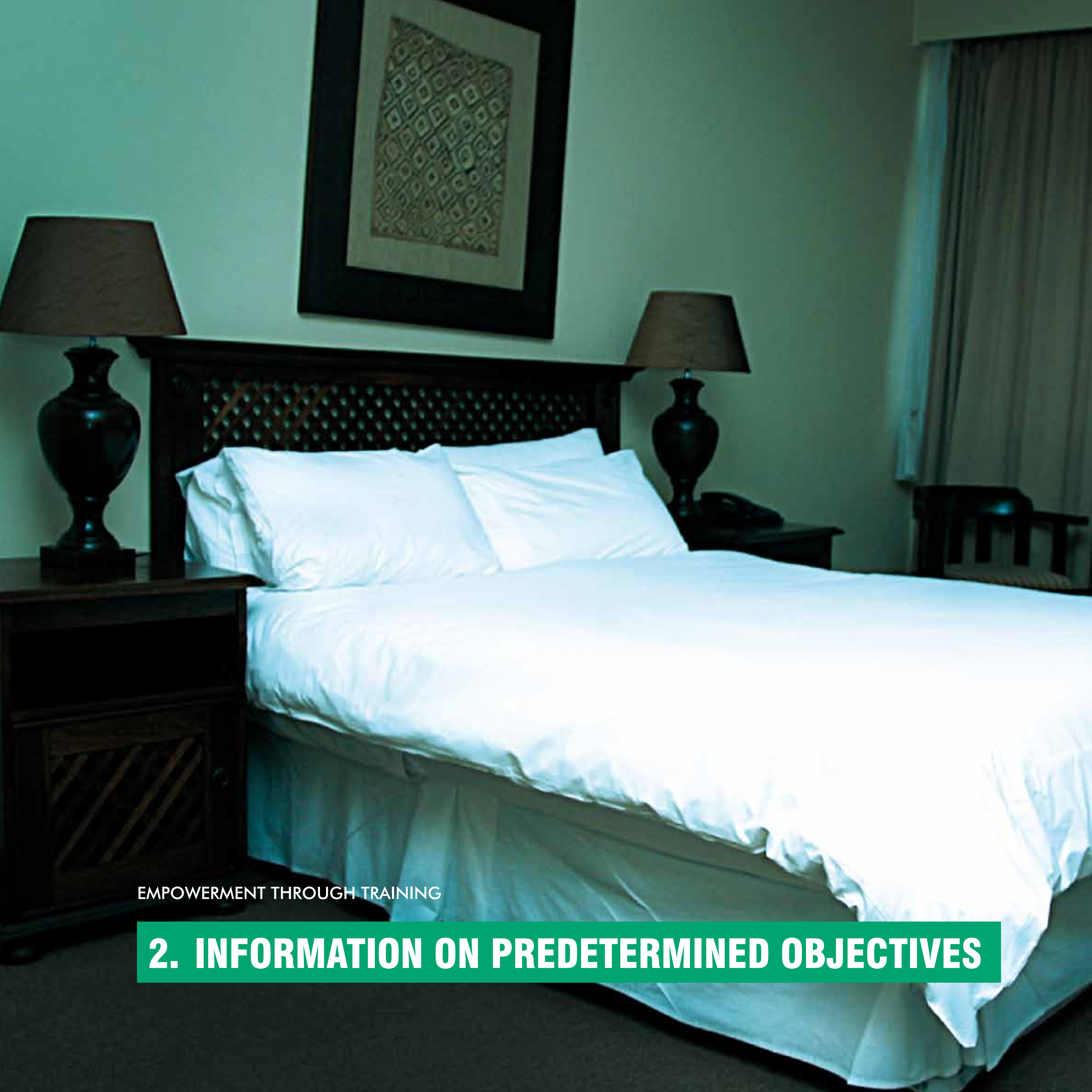
P. Smith
Regional Manager: Training Centres

P. Ramaboya
Regional Manager: Mobile

S. Sefanyetso
Manager: Rooms Division

M.M. Teffo
Manager: Production

R. Marothi
Acting Manager: Quality Assurance



EMPOWERMENT THROUGH TRAINING

2. INFORMATION ON PREDETERMINED OBJECTIVES

2.1. OVERALL PERFORMANCE

2.1.1. VOTED FUNDS

Main Appropriation R'000	Adjusted Appropriation R'000	Actual Amount Spent R'000	(Over)/Under Expenditure R'000
R29 594 000	N/A	N/A	
R25 376 001	N/A	N/A	
TOTAL: R54 970 001	**N/A**	**R60 597 858**	**(R5 627 857)**

Responsible MEC	MEC R Mhaule
Administering Dept	Department of Education
Accounting Officer	ND Moropane

2.1.2. AIM OF THE VOTE

As a public entity reporting through the Board of Directors to the MEC of Education in the Mpumalanga Province, MRTT is mandated to develop the human resource base of the Mpumalanga Province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The main focus is to empower learners, primarily the disadvantaged communities, industry workers and government employees, to participate in the broader economic sphere of the province.

2.1.3. SUMMARY OF PROGRAMMES

PROGRAMME 1 – HOTEL AND TOURISM ACADEMY

Strategic Outcome Oriented Goal	Hospitality and Tourism Skills Development
Goal statement	Provide accredited hospitality and tourism skills training to **700 learners** and provide workplace training, coaching and mentoring to 100 % of the enrolled learners in the production units by 2014.

PROGRAMME 2 – TECHNICAL TRAINING OPERATIONS

Strategic Outcome Oriented Goal	Construction and Engineering Skills Development
Goal statement	• To provide accredited construction and engineering skills training to **5500 learners** and workplace training, coaching and mentoring to 60 % of the enrolled learners in the production units through institutional training by 2014. • To provide accredited construction and engineering skills training to **1200 learners** through mobile training by 2014.

PROGRAMME 3 – CORPORATE SERVICES

Strategic Outcome Oriented Goal	Effective support system
Goal statement	Provide best practice Quality Assurance, Human Resource, Finance, Marketing, Corporate Secretariat and Administration support functions daily.

2.1.4. KEY STRATEGIC OBJECTIVES ACHIEVEMENTS

In its strides to increase the skills base of the province the institution planned to register and train learners in the following trades:

- Construction, Manufacturing and Metal related (1100 learners). Delay of scheduled training intake due to the delays in the Vulemat'fuba project in boiler making and welding training hence the 440 learners trained and only 72 registered. The engineering workshops in the dormant centres will be resuscitated in order to accommodate more engineering learners.

- RPL assessment and trade testing for construction related programmes (125 learners). 107 Candidates have been given assessment dates for RPL assessments and 15 applications for trade testing and 29 applications for RPL have been submitted to CETA for approval. It is important for the department to advocate strongly for RPL assessment to be done especially in light of the focus that the province is taking through the implementation of programmes such as Comprehensive Rural Development Programme.

2.1.5. OVERVIEW OF THE SERVICE DELIVERY ENVIRONMENT FOR 2010/11

KEY OUTPUTS

PROGRAMME 1 – HOTEL AND TOURISM ACADEMY

Strategic Outcome Oriented Goal	Hospitality and Tourism Skills Development.
Goal statement	To provide accredited hospitality and tourism skills training to **700 learners** and provide workplace training, coaching and mentoring to 100 % of the enrolled learners in the production units by 2014.

- Provision of theoretical and practical skills training to **140 learners** in the Hospitality and Tourism Trades by 31 March 2011.
- Provision of workplace training through coaching and mentoring to **20 learners** trained in Accommodation Services by 31 March 2011.
- Provision of workplace training through coaching and mentoring to **20 learners** trained in Food and Beverages Services by 31 March 2011.
- Provision of workplace training through coaching and mentoring to **40 learners** trained in Professional Cookery by 31 March 2011.
- Provision of workplace training through coaching and mentoring to **60 learners** trained in Assistant Chef by 31 March 2011.

PROGRAMME 2 – TECHNICAL TRAINING OPERATIONS

Strategic Outcome Oriented Goal	Construction and Engineering Skills Development
Goal statement	• To provide accredited construction and engineering skills training to **5500 learners** and workplace training, coaching and mentoring to 60 % of the enrolled learners in the production units through institutional training by 2014. • To provide accredited construction and engineering skills training to **1200 learners** through mobile training by 2014.

- Provision of accredited construction, manufacturing and engineering skills training to **1100 learners** through institutional training by 31 March 2011.
- Provision of Trade tests and Recognition of Prior learning (RPL) to **125** potential construction trades candidates, as per SAQA and CETA Seta ETQA standards by 31 March 2011.
- Provision of accredited construction and engineering skills training to **1200 learners** through mobile training by 31 March 2011.
- Provision of workplace training through coaching and mentoring to **165 learners** in construction related trades by 31 March 2011.

PROGRAMME 3 – CORPORATE SERVICES

Strategic Outcome Oriented Goal	Effective support system.
Goal statement	Provide best practice Quality Assurance, Human Resource, Finance, Marketing, Corporate Secretariat and Administration support functions daily.

QUALITY ASSURANCE

- 100% compliance to organisational policies and Standard Operating Procedures.
- Maintain primary and secondary accreditation through compliance to CETA, merSETA, THETA and ESETA set criteria until 31 March 2011.
- Moderate a minimum of 10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion assessment.
- Placement of **4375 learners** in accredited training programmes, for workplace experiential learning within 20 working days of completing the institutional training by 2014.
- 100% workplace industrial attachment for the hospitality and tourism programmes.
- 100% work placement for experiential learning for apprenticeship and learnership.
- Register practitioners as assessors.
- Register practitioners as moderators.

FINANCE

- Attain 100% success rate.
- 100% Implementation of an integrated Accounting system.
- At most 10% budget variances on a monthly basis.
- 100% compliance with legislation – PFMA; GRAP; IFRS; GAAP, etc.
- Conduct Risk Assessment at least once a year.

ADMINISTRATION

- 86 data backup reports.
- Installation of the PABX budget management system.
- Install VPN data line.
- Three quotations for goods and services below threshold.
- Advertise goods and services above threshold for 21 days.
- Ensure renovations of centre per quarter.
- Report and claim stolen, lost and damaged assets within five days.
- Establish 100% credible records and archive management by 31/12/2012.
- Arrange records management training for MRTT staff.
- Renovation of the records room.

HUMAN RESOURCE

- 100% accurate and reliable employee records and 100% functional and effective Human Resource Information Management System.
- Facilitate the implementation of the Performance Management and Development System as per the PMDS policy.
- Finalise the recruitment and appointment of potential employees within 65 days from the date of request.
- 60 employees are to undergo the development programme per annum
- Facilitate Statutory Committee Meetings:
    - Four Occupational Health and Safety Committee meetings;
    - Four Skills Development Committee meetings;
    - Four Employment Equity Committee meetings; and
    - 12 Workplace Forum meetings.

MARKETING

- To recruit **140 learners** by 31 March 2011 in the Hospitality and Tourism Trades
- To recruit **1100 construction and engineering learners** by 31 March 2011 for Institutional Training
- To recruit **125 candidates** for RPL and Trade Testing by 31 March 2011
- To secure four mobile training projects by 31 March 2011
- Corporate Marketing & Brand Management

PROBLEMS ENCOUNTERED AND CORRECTIVE STEPS

PROBLEM 1- CASHFLOW

- Cashflow challenges as a result of late transfer of grant funding.
- Late payments for projects secured and services rendered to the Government Department.
- Key Marketing Priorities not achieved due to cashflow challenges, marketing is key to the sustainability of MRTT since MRTT is not fully funded. Achievement of planned training target is dependent upon marketing activities.

CORRECTIVE MEASURE 1

A letter was written to the department requesting the provision of a grant.

PROBLEM 2 DUAL STATUS OF THE COMPANY

- Dual nature of the organisation being Section 21 in terms of the Companies Act and a Schedule 3C public entity in terms of the PFMA which takes precedence.
- Limitation in event of delays of transfer of grant. There is no flexibility in obtaining short term funding to close the cashflow gap. As a result, this impacts on the performance of the organisation.

CORRECTIVE MEASURE 2

The CEO made a presentation to the Provincial Management Council and the Executive Council Lekgotla highlighting the challenge.

PROBLEM 3 OUTDATED INFRASTRUCTURE

- The grant funding is dedicated to the core business of training programmes therefore improvements of infrastructure are hampered by the limitations of the PFMA provisions for instance the entity cannot enter into finance lease agreements which are critical for infrastructure.
- merSETA delayed the renewal of the accreditation status of the Spray Painting, Automotive Diesel Mechanic and Boiler making workshop due to outdated infrastructure that did not meet the merSETA requirements.

CORRECTIVE MEASURE 3

The entity resolved to implement a piece-meal approach to upgrade the infrastructure.

2.1.6. OVERVIEW OF THE ORGANISATIONAL ENVIRONMENT FOR 2010/11

The Company resolved that there is a need to align the 2009-2014 Strategic Plan with the organisational structure. It was further resolved that a moratorium be placed on filling of positions which are not core to the business programmes. Positions in the support services, such as the position of the Company Secretary and Accountant, were filled on fixed contract. Other positions such as the General Manager –HTA and the Head of Division Food and Beverages were occupied by employees in an acting capacity.

2.1.7. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Mpumalanga Regional Training Trust (MRTT) is registered under sec 21 of the Companies Act, 1973 (Act No. 61 of 1973), as an association operating not for gain. (The registration number is 9306132/08). The company is further registered under schedule 3C of the Public Finance Management Act (Act No. 1 of 1999) and reports directly to the Mpumalanga Department of Education. Prior to 1996 the institution formed part of the Mpumalanga Development Corporation, and has been in operation since 1993.

A Bill, namely the Mpumalanga Skills Development Agency Bill, 2005 was drafted to regulate and transform the section 21 Company (Mpumalanga Regional Training Trust) into a Government Skills development Agency as a going concern as it has been done with other parastatals in the Province.

On the 9th December 2010, state law advisors indicated that MRTT should be registered in terms of Section 26E (2) of the SDA, and MRTT should abandon the process of pursuing the promulgation of the Provincial Skills Development Bill which would be in competition with the Skills Development Act which is the overarching legislation

2.1.8. DEPARTMENTAL REVENUE, EXPENDITURE, AND OTHER SPECIFIC TOPICS

The table below should be used to provide a breakdown of the sources of revenue:

	2007/08 Actual R	2008/09 Actual R	2009/10 Actual R	2010/11 Target R	2010/11 Actual R	Deviation from target %
Own generated revenue	13,966,000	16,759,693	16,262,652	20,353,005	25,376,001	
Transfers received	23,000,000	23,000,000	23,470,000	29,594,000	29,594,000	
Total departmental receipts	**36,966,000**	**39,759,693**	**39,732,652**	**49,947,005**	**54,970,001**	

2.2. PROGRAMME PERFORMANCE

2.2.1. Programme 1 : Hotel and Tourism Academy

2.2.1.1. Strategic objective annual targets for 2010

Strategic objective	Hospitality and Tourism Skills Development.
Objective statement	Provide accredited hospitality and tourism skills training to **700** learners and provide workplace training, coaching and mentoring to 100 % of the enrolled learners in the production units by **2014**.

2.2.1.2. Programme performance indicators and annual targets for 2011

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2010/11	MEDIUM-TERM TARGETS		
	2007	**2008**	**2009**		**2011/12**	**2012/13**	**2013/14**
Provision of theoretical and practical skills training to **700 learners** by **2014 in the Hospitality and Tourism Trades.**	-	-	-	140 learners	60 learners	140 learners	140 learners
Provision of workplace training through coaching and mentoring to **100 learners** trained in **Accommodation Services by 2014.**	-	-	-	20 learners	20 learners	20 learners	20 learners
Provision of workplace training through coaching and mentoring to **100 learners** trained in **Food and Beverages Services** by **2014.**				20 learners	20 learners	20 learners	20 learners
Provision of workplace training through coaching and mentoring to **200 learners** trained in **Professional Cookery by 2014.**	-	-	-	40 learners	40 learners	40 learners	40 learners
Provision of workplace training through coaching and mentoring to **300 learners** trained in **Assistant Chef** by **2014.**	-	-	-	60 learners	60 learners	60 learners	60 learners

2.2.1.3. Quarterly targets for 2010- for Programme 1 –Hotel and Tourism Academy

PERFORMANCE INDICATOR		REPORTING PERIOD	ANNUAL TARGET 2010	QUARTERLY TARGETS			
				1st	2nd	3rd	4th
1	• Completed and processed programme application forms. • Learner registration on internal database. • Learner registration on the THETA national database. • Signed induction forms.	Quarterly	140 learners	20 learners	20 learners	20 learners	80 learners
2	• Signed workplace activity plans by workplace coaches. • Signed learner workplace guide. • Number and name of completed unit standards.	Annually	20 learners	-	-	-	20 learners
3	• Evidence of assessed and moderated training outcome (POE). • Loading of learner achievements post moderation for certification requests.	Quarterly	140 learners	-	-	-	140 learners

2.2.2 Programme 2 : Technical Training Operations

Strategic objective	Construction, Manufacturing and Engineering Skills Development.
Objective statement	To provide accredited construction and engineering skills training to **5500 learners** and workplace training, coaching and mentoring to 60% of the enrolled learners in the production unit through institutional training by 2014

2.2.2.1. Programme 2 performance indicators and annual targets for 2010

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM - TERM TARGETS		
	2007	2008	2009	2010/11	2011/12	2012/13	2013/14
Provision of accredited construction, manufacturing and engineering skills training to **5500 learners** through institutional training by 2014.	-	-	-	1100 learners	1100 learners	1100 learners	1100 learners
Provision of Trade tests and Recognition of Prior learning (RPL) to **250** potential construction trades candidates, as per SAQA and CETA Seta ETQA standards.		250 candidates	125 candidates	125 candidates	125 candidates	125 candidates	125 candidates
Provision of accredited construction and engineering skills training to **1200 learners** through mobile training by 2014.	-	-	-	1200 learners	1200 learners	1200 learners	1200 learners
Provision of workplace training through coaching and mentoring to **825 learners** in construction related trades by 2014.	-	-	-	165 learners	165 learners	165 learners	165 learners

2.2.3. Programme 3 : Corporate Services

2.2.3.1. Strategic objective annual targets for 2010

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM - TERM TARGETS		
	2007	2008	2009	2010/11	2011/12	2012/13	2013/14
QUALITY ASSURANCE							
Organisational Quality Management.				100% compliance to organisational policies and Standard Operating Procedures.	100% compliance to organisational policies and Standard Operating Procedures.	100% compliance to organisational policies and Standard Operating Procedures.	100% compliance to organisational policies and Standard Operating Procedures.
Maintain primary and secondary accreditation through compliance to CETA, merSETA, THETA and ESETA set criteria until 2014.	-	-	-	Maintain primary and secondary accreditation.	Maintain primary and secondary accreditation.	Maintain primary and secondary accreditation.	Maintain primary and secondary accreditation.
Moderate a minimum of 10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion of assessment.	-	-	-	10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion of assessment.	10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion of assessment.	10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion of assessment.	10% of assessed learners' Portfolio of Evidence (POEs) within three days after completion of assessment.
Placement of **4375 learners** in accredited training programmes, for workplace experiential learning within 20 working days of completing the institutional training by 2014.	-	-	-	875 learners	875 learners	875 learners	875 learners

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE 2007	2008	2009	ESTIMATED PERFORMANCE 2010/11	MEDIUM - TERM TARGETS 2011/12	2012/13	2013/14
QUALITY ASSURANCE (continued)							
Provide support to learners and practitioners.	-	-	-	• 100% workplace industrial attachment for the hospitality and tourism programmes. • 100% work placement for experiential learning for apprenticeship and learnership. • Register practitioners as assessors. • Register practitioners as moderators.	• 100% workplace industrial attachment for the hospitality and tourism programmes. • 100% work placement for experiential learning for apprenticeship and learnership. • Register practitioners as assessors. • Register practitioners as moderators.	• 100% workplace industrial attachment for the hospitality and tourism programmes. • 100% work placement for experiential learning for apprenticeship and learnership. • Register practitioners as assessors • Register practitioners as moderators.	• 100% workplace industrial attachment for the hospitality and tourism programmes. • 100% work placement for experiential learning for apprenticeship and learnership. • Register practitioners as assessors. • Register practitioners as moderators.
FINANCE							
Provide an effective, efficient and transparent financial management system.	-	-	-	• Attain 100% success rate.	• Attain 100% success rate.	• Attain 100% success rate.	• Attain 100% success rate.
Development and maintenance of adequate accounting systems and effective internal controls.	-	-	-	• 100% Implementation of an integrated Accounting system.	• 100% Implementation of an integrated Accounting system.	• 100% Implementation of an integrated Accounting system.	• 100% Implementation of an integrated Accounting system.
Implement and maintain effective budgetary controls and cashflow management.	-	-	-	• At most 10% budget variances on a monthly basis.	• At most 10% budget variances on a monthly basis.	• At most 10% budget variances on a monthly basis.	• At most 10% budget variances on a monthly basis.
Ensure compliance to relevant legislation.	-	-	-	• 100% compliance with legislation – PFMA; GRAP; IFRS; GAAP, etc.	• 100% compliance with legislation – PFMA; GRAP; IFRS; GAAP, etc.	• 100% compliance with legislation – PFMA; GRAP; IFRS; GAAP, etc.	• 100% compliance with legislation – PFMA; GRAP; IFRS; GAAP,etc
Identification of risks and implementation of mitigating factors.	-	-	-	• Conduct Risk Assessment at least once a year.	• Conduct Risk Assessment at least once a year.	• Conduct Risk Assessment at least once a year.	• Conduct Risk Assessment at least once a year.
ADMINISTRATION							
To provide effective and efficient information and communication technology	-	-	-	• 86 data backup reports. • Installation of the PABX budget management system. • Install VPN data line.	• 86 data backup reports.	• 86 data backup reports.	• 86 data backup reports.
To provide effective Supply Chain Management	-	-	-	• Three quotations for goods and services below threshold. • Advertise goods and services above threshold for 21 days.	• Three quotations for goods and services below threshold. • Advertise goods and services above threshold for 21 days.	• Three quotations for goods and services below threshold. • Advertise goods and services above threshold for 21 days.	• Three quotations for goods and services below threshold. • Advertise goods and services above threshold for 21 days.

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM - TERM TARGETS		
	2007	2008	2009	2010/11	2011/12	2012/13	2013/14
ADMINISTRATION (continued)							
Safeguarding and maintenance of assets.	-	-	-	• Ensure renovations of centre per quarter. • Report and claim stolen, lost and damaged assets within five days.	• Ensure renovations of centre per quarter. • Report and claim stolen, lost and damaged assets within five days.	• Ensure renovations of centre per quarter. • Report and claim stolen, lost and damaged assets within five days.	• Ensure renovations of centre per quarter. • Report and claim stolen, lost and damaged assets within five days.
To provide records management services.	-	-	-	• Establish 100% credible records and archive management by 31/12/2012. • Arrange records management training for MRTT staff. • Renovation of the records room.	• Establish 100% credible records and archive management by 31/12/2012. • Arrange records management training for MRTT staff. • Renovation of the records room.	• Operate a credible records and archive management system. • Arrange records management training for MRTT staff.	• Operate a credible records and archive management system.
HUMAN RESOURCE MANAGEMENT							
100% accurate and reliable employee records and 100% functional and effective Human Resource Information Management System.	-	-	-	100%	100%	100%	100%
Facilitate the implementation of the Performance Management and Development System as per the PMDS policy.	-	-	-	Four performance management and development reports.	Four performance management and development reports.	Four performance management and development reports.	Four performance management and development reports.
Finalise the recruitment and appointment of potential employees within 65 days from the date of request.	-	-	-	65 days	65 days	65 days	65 days
60 employees undergo development programme per annum.	-	-	-	60 employees	60 employees	60 employees	60 employees
Facilitate Statutory Committee Meetings: • Four Occupational Health and Safety committee meetings per annum. • Four Skills Development Committee meetings. • Four Employment Equity Committee meetings. • 12 Workplace Forum meetings.				Facilitate Statutory Committee Meetings: • Four Occupational Health and Safety committee meetings per annum. • Four Skills Development Committee meetings. • Four Employment Equity Committee meetings. • 12 Workplace Forum meetings.	Facilitate Statutory Committee Meetings: • Four Occupational Health and Safety committee meetings per annum. • Four Skills Development Committee meetings. • Four Employment Equity Committee meetings. • 12 Workplace Forum meetings.	Facilitate Statutory Committee Meetings: • Four Occupational Health and Safety committee meetings per annum. • Four Skills Development Committee meetings. • Four Employment Equity Committee meetings. • 12 Workplace Forum meetings.	Facilitate Statutory Committee Meetings: • Four Occupational Health and Safety committee meetings per annum. • Four Skills Development Committee meetings. • Four Employment Equity Committee meetings. • 12 Workplace Forum meetings.

STRATEGIC OBJECTIVE	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM - TERM TARGETS		
	2007	2008	2009	2010/11	2011/12	2012/13	2013/14
MARKETING							
To recruit **700 learners** by 2014 in the Hospitality and Tourism Trades.	-	-	-	• 140 learners	• 140 learners	• 140 learners	• 140 learners
To recruit **5500 construction and engineering learners** by 2014 for Institutional Training.	-	-	-	• 1100 learners	• 1100 learners	• 1100 learners	• 1100 learners
To recruit **250 candidates** for RPL and Trade Testing.				• 250 candidates	• 125 candidates	• 125 candidates	• 125 candidates
To secure **20 mobile training projects** by 2014.				• Four projects	• Four projects	• Four projects	• Four projects
Corporate Marketing & Brand Management.	-	-	-	• 2000 MRTT Corporate promotional brochures.	• 2000 MRTT Corporate promotional brochures.	• 2000 MRTT Corporate promotional brochures.	• 2000 MRTT Corporate promotional brochures.
	-	-	-	• 500 MRTT Annual report.	• 500 MRTT Annual report.	• 500 MRTT Annual report.	• 500 MRTT Annual report.
	-	-	-	• 2000 HTA Accommodation & Conferencing brochures.	• 2000 HTA Accommodation & Conferencing brochures.	• 2000 HTA Accommodation & Conferencing brochures.	• 2000 HTA Accommodation & Conferencing brochures.
	-	-	-	• Three trade related exhibitions (Hospitality & Technical).	• Three trade related exhibitions (Hospitality & Technical).	• Three trade related exhibitions (Hospitality & Technical).	• Three trade related exhibitions (Hospitality & Technical).
CORPORATE SECRETARIAT							
Advise the Board of Directors and the Executive Committee on policies and procedures.				• 100% adherence to all policies and procedures of the Company and legislation.	• 100% adherence to all policies and procedures of the Company and legislation.	• 100% adherence to all policies and procedures of the Company and legislation.	• 100% adherence to all policies and procedures of the Company and legislation.
Adherence to King II and Companies Act.				• Facilitate the monthly EXCO, quarterly Audit Committee and Quarterly Board Committee meetings.	• Facilitate the monthly EXCO, quarterly Audit Committee and Quarterly Board Committee meetings.	• Facilitate the monthly EXCO, quarterly Audit Committee and Quarterly Board Committee meetings.	• Facilitate the monthly EXCO, quarterly Audit Committee and Quarterly Board Committee meetings.
Manage the Company's legal services.				• To attend to all legal matters within five days.	• To attend to all legal matters within five days.	• To attend to all legal matters within five days.	• To attend to all legal matters within five days.

EMPOWERMENT THROUGH TRAINING

3. ANNUAL PERFORMANCE REPORT 2010-2011

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
ACADEMIC DIVISION				
1. Provision of accredited scarce and critical skills in Hospitality & Tourism programmes for the National Certificate in Professional Cookery.	• Enrolment, internal and external registration of **20 learners** for the **2010** academic year and **40 learners** for the **2011** academic year. • Induction of all learners as per divisional SOPs.	• Enrolled and registered, internally and externally **33 learners** for the 2010 academic year. • Enrolled and registered, internally and externally **31 learners** for the 2011 academic year. • Training regulations induction conducted as per SOPs.	• Completed and processed programme application forms. • Learner registration on internal database. • Learner registration on the THETA national database. • Signed induction forms.	• Interest in programme by potential learners exceeded established target in 2010 academic year and target not met in 2011 due to the non- existent marketing of programmes.
	• Daily delivery of training. • Weekly formative and monthly summative assessments of training outcomes.	• Completion of facilitation, practical and workplace training, formative and summative assessments of all nine modules for **33 learners** enrolled in the 2010 academic year. • Completion of facilitation of module 1 for **14 learners** and module 1 and 9 for 16 learners for 2011 intake. • Completion of formative and summative assessments.	• Training schedule, attendance register, learner feedback forms, learner POEs,facilitator weekly and monthly reports.	• None
	• Weekly/Monthly placement of learners for practical training in the workplace.	• Workplace placement of **16 learners**: 23/03/2010 to 02/04/2010, 10/04/10 to 22/10/2010, 20/05/10 to 07/06/10, 06/07/2010 to 06/08/2010,18/10/20110 to 22/10/2010, 15/11.2010 to 02/12/2010 for the 2010 academic year. • Workplace placement of **17 learners**: 11/05/2010 to 18/05/2010, 12/07/2010 to 20/07/2010, 27/08/10 to 29/09/10, 11/10/2010 to 15/10/2010, 05/11/10 to 02/12/10 for the 2010 academic year. • Workplace placements of **14 learners** for the 2011 academic year on the 28/02/2011 to 25/03/2011 and **16 learners** on the 06/03/2011 to 11/03/2011 and 28/03/2011- 08/04/2011.	• Training schedule, signed attendance registers and completed signed-off workplace guides.	• None
	• External quarterly concurrent and annual (post training) final moderation of training and assessment practices to assure quality and standards of training conducted as per THETA prescribed criteria.	• Moderation conducted on 22 October 2010 and post assessments moderation conducted on 11 February 2011 for the 2010 intake.	• Concurrent moderation reports. • Post training (final) moderation report.	• Concurrent moderation to be conducted in the first quarter of 2011 academic year for the 2011 1st intake.
	• Loading of learner achievements annually post training (final) moderation onto the THETA database for certification request in February 2011..	• Loading of learner achievements for 2010 academic year learners for the programme completed.	• Learner achievements input per unit standard in the THETA database. • Assessment dates with assessor name. • Name of moderator linked to the programme.	• Learner achievements will be loaded onto the database on completion of programme for the 2011 intake.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
ACADEMIC DIVISION				
2. Provision of skills training in the area of Food Production as per SAQA registered and THETA ETQA approved unit standards for the Assistant Chef skills Programme.	• Enrolment, internal and external registration of **20 learners** in three intakes (**60 learners**) for the 2010 academic year. • Enrolment, internal and external registration of **20 learners** in three intakes (**60 learners**) for the 2011 academic year. • Induction of all learners as per divisional SOPs.	• Enrolled and registered, internally and externally **13 learners** for the 1st intake. • Enrolled and registered, internally and externally **12 learners** for the 2nd intake. • Enrolled and registered, internally and externally **20 learners** for the 1st intake. • Training regulations induction conducted as per SOPs.	• Completed and processed programme application forms. • Learner registration on internal database. • Learner registration on the external THETA national database. • Signed induction form.	Target number of learners not reached due to non-existent marketing of programmes.
	• Weekly Placement of learners for practical training in the workplace.	• Workplace training from 19/04/10 to 25/05/10 in the production kitchen for the 1st intake. • Workplace training from 13/09/10 to 21/09/10 and Workplace training from 23/10/10 to 08/11/10 in the in the production kitchen for 2nd intake. • Workplace training on 07/02/2011 to 11/03/2011 for the 1st intake (2011).	• Training schedule, signed attendance registers and completed signed-off workplace guides.	• None
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• Post assessments moderation was conducted on 22 October 2010 for 1st intake. • Post assessments moderation was conducted on the 11 February 2011 for 2nd intake.	• Concurrent moderation Reports. • Post training (final) moderation reports.	• No concurrent moderation was conducted for the 1st intake due to delays in the procurement of external moderators. • Concurrent moderation to be conducted in the first quarter of 2011 academic year for the 2011 1st intake.
	• Loading of learner achievements post training (final) moderation onto the THETA database for certification request in October 2010.	• Loading of learner achievements for 1st intake and 2nd intake completed.	• Learner achievements inputs per unit standard on the THETA database. • Assessment dates with assessor name. • Name of moderator linked to the programme.	• Learner achievements will be loaded onto the database on completion of programme for the 2011 1st intake.
3. Provision of skills training in the area of Hotel Housekeeping and reception area as per SAQA registered and THETA ETQA approved unit standards for the Accommodation Services National Certificate.	• Enrolment, internal and external registration of **20 learners** for the 2011 academic year. • Induction of learners as per divisional SOPs.	• Enrolled and registered, internally and externally 6 learners for the programme. • Training regulations induction conducted as per SOPs.	• Completed and processed programme application forms. • Learner registration on internal database. • Learner registration on the THETA national database. • Signed induction form.	• Target number of learners not reached due to non- existent marketing of programmes.
	• Daily delivery of training. • Weekly formative and monthly summative assessments of training outcomes.	• Completed facilitation for module 1 and module 2 unit standards 7822, 7792, 7790, 7663 and completed formative and summative assessments for module 1 and module 2 unit standards 7822, 7794,7790,7663.	• Training schedule, attendance register, learner feedback forms, facilitator weekly and monthly reports. Learner POEs.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
ACADEMIC DIVISION				
3. Provision of skills training in the area of Hotel Housekeeping and reception area as per SAQA registered and THETA ETQA approved unit standards for the Accommodation Services National Certificate. (continued)	• Monthly placement of learners for practical training in the workplace.	• Workplace training from 07/02/2011 and 01/04/2011 to 03/05/2011.	• Training schedule, signed attendance registers and completed signed-off workplace guides.	• None
	• External quarterly concurrent and annual (post training) final moderation of training and assessment practices to assure quality and standards of training conducted as per THETA prescribed criteria.	• None.	• Concurrent moderation Reports. • Post training (final) moderation reports.	• Concurrent moderation to be conducted in the first quarter of 2011 academic year.
	• Loading of learner achievements post training (final) moderation onto the THETA database for certification request in October 2010.	• None	• Learner achievements inputs per unit standard on the THETA database. • Assessment dates with assessor name. • Name of moderator linked to the programme.	• Learner achievements are loaded onto the database on completion of programme.
4. Provision of skills training in the area of Hotel Reception as per SAQA registered and THETA ETQA approved unit standards for the Hotel Reception Programme.	• Enrolment, internal and external registration of **15 learners** in three intakes (**45 learners**) for the 2010 academic year. • Induction of all learners as per divisional SOP.	• Enrolled and registered, internally and externally **six learners** for the 1st intake of the 2010 academic year. • Training regulations induction conducted per SOPs.	• Completed and processed programme application forms. • Learner registration on internal database. • Learner registration on the THETA national database. • Signed induction form.	• Target number of learners for the 1st intake not reached due to non-existent marketing of programmes. • Programme discontinued as a skills programme by THETA and incorporated within the Accommodation Services Qualification.
	• Daily Delivery of training and weekly assessment of training outcomes.	• Completion of facilitation, practical and workplace training, formative and summative assessments of all 16 unit standards for the programme.	• Training schedule, attendance register, learner feedback forms, facilitator weekly and monthly reports. Learner POEs.	• None
	• Weekly Placement of learners for practical training in the workplace.	• Completion of workplace training on 07/04/10 to 16/04/10 and 07/04/10 to 27/05/10 at the hotel reception.	• Signed attendance registers and completed workplace guides. Progress reports.	• None
	• Concurrent moderation (once per semester) and post training(final) moderation of assessment practices at the end of the programme to assure quality and standards of training conducted.	• Post assessments moderation was conducted on the 22 October 2010.	• Moderation reports.	• No concurrent moderation was conducted for the 1st intake due to delays in the procurement of external moderators.
	• Loading of learner achievements post moderation onto the THETA database for certification request.	• Loading of learner achievements was completed.	• Learner achievements input per unit standard in the THETA database. • Assessment dates with assessor name. • Name of moderator linked to the programme.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
ACADEMIC DIVISION				
5. Provision of skills training in the area of Food and Beverage Services as per SAQA registration and THETA EQTA approved unit standards for the National Certificate in Food and Beverage Services programme.	• Enrolment, internal and external registration of **20 learners** for the 2010 academic year. • Induction of all learners as per divisional SOPs.	• Enrolled and registered, internally and externally **four learners** for the 1st intake of the 2010/2011 academic year. • Training regulations induction conducted as per SOPs.	• Internal registration database. • THETA national database. • Signed induction form.	• Target number of learners not reached due to non- existent marketing of programmes. • February 2010 intake postponed to July 2010 to give opportunity for marketing of the programme to meet set target.
	• Daily Delivery of training and weekly assessment of training outcomes.	• Completion of theory module for **four learners**. • Completed formative and summative assessment for module 11 and 12 for **four learners**.	• Training schedule, attendance register, learner feedback forms, facilitator weekly and monthly reports. Learner POEs.	• None
	• Placement of learners for practical training in the workplace.	• Workplace training from 20/10/10 to 29/10/10, 18/11/10 to 02/12/10 and 01/03/2011 to 30/03/2011 in the restaurant.	• Signed attendance registers and completed workplace guides.	• None
	• External quarterly concurrent and annual (post training) final moderation of training and assessment practices to assure quality and standards of training as per THETA prescribed criteria.	• Concurrent moderation was conducted on the 22 October 2010 and 11 February 2011.	• Moderation reports.	• None
	• Loading of learner achievements post training (final) moderation onto the THETA database for certification request.	• None	• Learner achievements input per unit standard in the THETA database. • Assessment dates with assessor name. • Name of moderator linked to the programme.	• Programme continuing. Achievements to be loaded post final moderation at the end of programme in August 2011.
6. Monitoring and administration of learner training compliance in accordance to stipulated THETA ETQA Quality Management System criteria and implementation of approved divisional plans.	• Weekly and monthly internal verification of training compliance in line with THETA ETQA established criteria.	• Training delivery conducted using NQF aligned and THETA approved learning material, and assessments conducted as per assessments plans.	• Submission of weekly trainer and learner feedback reports. • Submission of facilitators, monthly training delivery reports.	• None
	• Monthly monitoring of learner administration and training adherence to divisional SOPs.	• Internal and THETA database registrations for the 2010 academic year completed. • Monthly training meetings held.	• Learner details on the THETA national database. • Monthly departmental meetings minutes.	• None
	• Daily, monthly and quarterly implementation of divisional plans as per compiled and approved budget.	• Conversion of the demonstration kitchen into a practical kitchen. • Purchase of learner training material and commodities. • Purchase of learner uniform. • Facilitation of moderation of training practices and assessments.	• Second practical kitchen. • Availability of NQF aligned training material. • Learner uniform. • Moderation reports.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
		ROOMS DIVISION		
1. Provision of workplace training, coaching and mentoring.	• Practical workplace training of **15 learners** in three intakes **(45 learners)** in five practical unit standards for the reception programme in the 2010 academic year.	• **Six learners** received workplace training, coaching and mentoring in the front office for the course Hotel Reception. Five unit standards were conducted in completion of the training.	• Signed workplace activity plans by workplace coaches. • Signed learner workplace guide number and name of completed unit standard.	• Non marketing of programmes resulted in set targets not being met. • Programme discontinued as a skills programme by THETA and incorporated within the Accommodation Services Qualification.
	• Practical workplace training of **20 learners** in 51 unit standards for the Accommodation Services programme in the 2011 academic year.	• **Six learners** received workplace training, coaching and mentoring in reception and housekeeping for the Accommodation Services programme. 15 unit standards were conducted.	• Signed workplace activity plans by workplace coaches. • Signed learner workplace guide number and name of completed unit standard.	• Non marketing of programmes resulted in set targets not being met. • Programme discontinued as a skills programme by THETA and incorporated within the Accommodation Services Qualification.
2. Provision of safe and secure working environment.	• Coordinate monthly meetings with security and check their daily walkabout list. • Identify equipment and furniture defects for safety purposes.	• Monthly meetings with the security supervisor for Venus Africa were held with no major security breachs identified. • Equipment defects were fixed.	• Minutes of the meeting. • Safety checklist completed weekly. • Maintenance report.	• None
	• Ensure fire extinguishers and fire hoses are in working order and ensure awareness through visibility of safety signs as per OHSA 85 of 1993 as amended.	• None	• OHS checklist	• The division has no OHS budget, therefore is difficult to comply with Occupational Health and Safety Acts.
3. Management of production unit in accordance with sound business principle.	• Manage operational units in line with standard operating procedure (SOP's).	• Extra checklists were implemented in reception and housekeeping to ensure better controls. • Front Office and F&B cash ups are balanced and reconciled before being sent to the Finance division.	• Checklist signed by shift leader. • Daily cash-ups. • Cash up forms.	• None
	• Collect projected revenue of R1,115,304 annually.	• Revenue of R881 689.90 was collected for the period under review including students accommodation fee.	• Balanced revenue report from finance division. • Monthly revenue report	• No marketing of the accommodation services at HTA.
	• Maintain 22% average room occupancy quarterly.	• The room occupancy percentage realised for the period under review is 20.14%.	• Monthly occupancy report.	• No marketing of the accommodation services at HTA.
	• Reduce telephone cost by 50%.	• The new PABX system was installed to minimise telephone expenses. • Telephone bill for HTA was reduced by 66% immediately after telephone management was implemented.	• PABX system with pin codes is in use. • Telephone bills.	• None
4. Maintain and improve the existing infrastructure and superstructure.	• Implementation and monitoring of routine, preventative and scheduled maintenance of existing infrastructure and superstructure daily, quarterly and as per action plan.	• The generator, electric fence and air conditioners were serviced. • Garden maintained on a daily basis. • Routine and preventative maintenance have been carried out on daily bases. • The ceiling on the corridors was replaced.	• Daily checklist report. • Equipment and inventory checklist. • Service provider's report. • Variance statement report (budget against expenditure).	• Cashflow not sufficient to allow implementation of maintenance plan.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
FOOD AND BEVERAGES DIVISION				
1. Provision of workplace training, coaching and mentoring.	• Practical workplace training of **20 learners** in practical unit standards for the Professional Cookery Programme for the 2010 academic year.	• **33 learners** received workplace training, coaching and mentoring in the production kitchen for the Professional Cookery programme. 48 unit standards were conducted in completion of the training.	• Signed workplace activity plans by workplace coaches. • Signed learner guide. • number and name of completed unit standards.	• Programme demand for the year exceeded set target.
	• Practical workplace training of **20 learners** in three intakes (**60 learners**) in 21 practical unit standards for the Assistant Chef Programme in the 2010 academic year.	• **12 learners** in the 1st intake and **13 learners** in the 2nd intake were provided with workplace training coaching and mentoring for the Assistant Chef programme. 21 practical unit standards were conducted in completion of the training.	• Signed workplace activity plans by workplace coaches. • Signed learner guide. • number and name of completed unit standards.	• Marketing of courses not conducted hence the target is not met.
	• Practical workplace training of **20 learners** for the 2010/2011intake in 49 practical unit standards for Food & Beverage Services Programme.	• **Four learners** received workplace training, coaching and mentoring in 7 modules comprising of 46 practical unit standards by 30 March 2011.	• Signed workplace activity plans by workplace coaches. • Signed learner guide. • number and name of completed unit standards.	• Marketing of courses not conducted hence the target is not met. Intake postponed from February 2010 to July 2010.
	• Practical workplace training of **40 learners** in 48 practical unit standards for the Professional Cookery Programme in the 2011 academic year.	• **14 learners** received practical training, coaching and mentoring in 8 practical unit standards from 28/02/11 to 25/03/11 • **16 learners** received practical training, coaching and mentoring in 8 unit standards from 06/03/11 to 11/03/11 and 28/03/11 to 08/04/11.	• Signed workplace activity plans by workplace coaches. • Signed learner guides. • Number and name of completed unit standards.	• Marketing of courses not conducted hence the target is not met.
	• Practical workplace training of **20 learners** in three intakes (**60 learners**) in 21 practical unit standards for the Assistant Chef Programme in the 2011 academic year.	• **20 learners** in the 1st intake received workplace training, coaching and mentoring in four practical unit standards from 07/02/11 to 11/03/11 and 23/03/11 to 25/03/11.	• Signed workplace activity plans by workplace coaches. • Signed learner guides. • Number and name of completed unit standards.	• None
2. Management of production units in accordance with sound Business principles	• Manage Food & Beverage operations in line with standard operating procedures.	• All operational activities carried out according to standard operating procedures • Stock take conducted daily and at the end of every month.	• SOPS Document, restaurant, bar, conference and kitchen operations checklist. • Monthly and daily stock sheets.	• None
	• Collect projected revenue of R1,840,711.92.	• Revenue realised for the period is R1,785,462.22.	• Monthly revenue reports and cash up prelists.	• Business volume was low in December, January and February. MRTT's reliance on government departments means clientele base is very limited. • Marketing of Food & Beverage services and products is non-existent.
	• Maintain budgeted cost percentage of 38 for food.	• Food cost of sale realised for the period under review is 38.12%.	• Monthly actual food cost percentage report.	• Negligible difference can be attributed to spillage.
	• Maintain budgeted cost percentage of 34 for beverage.	• Beverage cost of sale realised for the period under review is 23.07%.	• Monthly actual beverage cost percentage report.	• Beverage cost price fluctuation.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
FOOD AND BEVERAGES DIVISION				
3. Maintain high standards of hygiene and safety as per Regulation of 5 & 6 of 1999.	• Achieve100% in hygiene audit quarterly.	• 76 % hygiene audit outcome achieved.	• Weekly checklist. • Cleaning schedule and external hygiene audit report.	• A sample of Kitchen working surfaces and serving utensils were found to be contaminated due to low water temperature and outdated kitchen equipment.
	• Identify equipment and furniture defects; maintain first aid box levels as per first aid standards.	• Equipments and furniture checked for defects and first aid box checked on a weekly basis and replenished as required.	• Maintenance request form. • Weekly First Aid & Safety checklists.	• Cash-flow problems to implement maintenance plan.
	• Monitor the expiry date on fire extinguishers, fire blanket & the condition of fire hoses on a weekly basis.	• Discrepancies reported to Rooms division for actioning.	• Maintenance request form. • Weekly First Aid & Safety checklists.	• Cash-flow problems to implement maintenance plan.
4. Management of production units in accordance with sound Business principles.	• Manage Food & Beverage operations in line with standard operating procedures.	• All operational activities carried out according to standard operating procedures • Stock take conducted daily and at the end of every month.	• SOPS Document, restaurant, bar, conference and kitchen operations checklist. • Monthly and daily stock sheets.	• None
	• Collect projected revenue of R1,840,711.92	• Revenue realised for the period is R1,785,462.22	• SOPS Document, restaurant, bar, conference and kitchen operations checklist. • Monthly and daily stock sheets.	• Business volume was low in December, January and February. MRTT's reliance on government departments means clientele base is very limited. • Marketing of Food & Beverage services and products is non-existent.
	• Maintain budgeted cost percentage of 38 for food.	• Food cost of sale realised for the period under review is 38.12%.	• Monthly actual food cost percentage report.	• Negligible difference can be attributed to spillage.
	• Maintain budgeted cost percentage of 34 for beverage.	• Beverage cost of sale realised for the period under review is 23.07%.	• Monthly actual beverage cost percentage report.	• Beverage cost price fluctuation.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
TECHNICAL TRAINING CENTRES DIVISION				
1. Provision of skills training in the Carpentry Skills programmes as per SAQA registered and CETA Seta ETQA approved unit standards.	• Enrolment of **60 learners** for training in the carpentry NQF level 2 trade skills. For the 2010/2011 academic year.	• A total of **18 learners** have been internally registered with the MRTT and trained in carpentry, for the current academic year. There is an ongoing training of **11 learners**, which is scheduled to finish in the new academic year.	• Internal registration database.	• Most learner applicants are keen to apply in the engineering trades, and thus there is always less or no numbers in this trade.
	• Daily delivery of programme and bi-weekly formative and summative assessments.	• A total of eight unit standards have been presented assessed and assessment outcomes recorded and learners certificated through this programme in the current academic year.	• Attendance registers. • Assessment results. • Copies of certificates.	• The late or non availability of the training materials is a problem. The none availability of Unit Standard based learning materials and registered skills programmes.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• The internal moderation of this programme has been conducted by the quality assurance division.	• The moderation report kept in the QA division.	• None
2. Provision of skills training in the Masonry Skills programmes as per SAQA registered and CETA Seta ETQA approved unit standards.	• Enrolment of **80 learners** for training in the Masonry NQF level 2 trade skills. For the 2010/2011 academic year.	• A total of **16 learners** have been internally registered with the MRTT and trained in masonry, for the current academic year. There is an ongoing training of **1 learner**, which is scheduled to finish in the new academic year.	• Internal registration database.	• Most learner applicants are keen to apply in the engineering trades, and thus there is always less or no numbers in this trade.
	• Daily delivery of programme and bi-weekly formative and summative assessment.	• A total of five unit standards have been presented assessed and assessment outcomes recorded and learners certificated through this programme in the current academic year.	• Attendance registers. • Assessment results. • Copies of certificates.	• The late or non availability of the training materials is a problem. The none availability of Unit Standard based learning materials and registered skills programmes.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• The internal moderation of this programme has been intermittently conducted by the quality assurance division.	• The moderation report kept in the QA division.	• None
3. Provision of skills training in the Boiler making Skills programmes as per SAQA registered and MER Seta ETQA approved unit standards.	• Enrolment of **195 learners** for training in the Boiler making trade level 1 skills, for the 2010/2011 academic year.	A total of **129 learners** have been registered and trained in Boilermaking, for the academic year as thus: • **66** private learners. • **33** private learners (Ekandustria). • **30** Vule'matfuba artisan training (ongoing).	• Internal registration database.	• The delayed implementation of the Vule'matfuba artisan ship training in this course caused a shortage of intakes for this academic year.
	• Daily delivery of programme and bi-weekly formative and summative assessments.	• A total of nine unit standards has been covered with all the private learners, and assessed. The learners have been certified as competent in all their achieved learning outcomes. The advanced programme of the artisan training is scheduled to finish in the month of May 2011, having covered a total of five modules.	• Attendance registers. • Assessment results. • Copies of certificates.	• The private learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• The internal moderation of this programmes has been done by the quality assurance division.	• The moderation report kept in the QA division.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
TECHNICAL TRAINING CENTRES DIVISION				
4. Provision of skills training in the Welding Skills programmes as per SAQA registered and merSETA ETQA approved unit standards.	• Enrolment of **225 learners** for training in the Welding trade level 1-4 skills, for the 2010/2011 academic year.	A total of **100 learners** have been registered and trained in Welding, for the academic year as thus: • **57** private learners. • **13** private learners (Kabokweni). • **30** Vule'matfuba artisan training (ongoing).	• Internal registration database.	• The delay in the implementation of the Vule'matfuba artisan ship training caused a shortage of intakes for this academic year.
	• Daily delivery of programme and bi-weekly formative and summative assessment.	• A total of 27 modules has been covered with all the private learners, at different levels of training and assessed. The learners have been certified as competent in all their achieved learning outcomes. The artisan training is scheduled to finish in the month of May 2011, having covered a total of four modules in the advanced programme.	• Attendance registers. • Assessment results. • Copies of certificates.	• The private learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• None	• The moderation report kept in the QA division.	• None
5. Provision of skills training in the Electrical Skills programmes as per SAQA registered and merSETA ETQA approved unit standards.	• Enrolment of **225 learners** for training in the Electrical trade skills, for the 2010/2011 academic year.	A total of **144 learners** have been registered and trained in Electrical, for the academic year as thus: • **17** private learners. • **41** private learners (Ekandustria). • **27** Vule'matfuba artisans training. • Trained NCV level 2 to 59 learners.	• Internal registration database. • Nkangala FET college registration kept by the college.	• The delayed implementation of the Vule'matfuba artisan ship training in this course caused a shortage of intakes for this academic year.
	• Daily delivery of programme and bi-weekly formative and summative assessments.	• A total of 11 modules has been covered with all the private learners, and assessed. The learners have been certified as competent in all their achieved learning outcomes. The artisan training has been completed on 18 February 2011, with a total of 11 modules completed. • The NCV 2 learners have completed their programme, with an average percentage pass of 51% in all four subjects from MRTT.	• Attendance registers. • Assessment results. • Copies of certificates.	• The private learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• The internal moderation of the first two programmes has been intermittently done by the QA division, and latter has been done by the Nkangala FET college campus.	• The moderation report kept in the QA division.	• None
6. Provision of skills training in the automotive body repairs Skills programmes as per SAQA registered and merSETA ETQA approved unit standards.	• Enrolment of **60 learners** for training in the Automotive body repairs trade skills, for the 2010/2011 academic year.	• A total of **1 learner** has been internally registered with the MRTT and trained in Automotive Body Repiras, for the current academic year.	• Internal registration database.	• The learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• Daily delivery of programme and bi-weekly formative and summative assessment.	• The modular based training was used, since the MRTT was awaiting the confirmation of re-accreditation by the MER Seta. The learner has completed his 12 modules at level one of the outcomes based training programme.	• Attendance registers. • Assessment results. • Copies of certificates.	• The private learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• None	• The moderation report kept in the QA division.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
TECHNICAL TRAINING CENTRES DIVISION				
7. Provision of skills training in the automotive repairs Skills programmes as per SAQA registered and merSETA ETQA approved unit standards.	• Enrolment of **120 learners** for training in the Automotive repairs trade skills, for the 2010/2011 academic year.	• A total of **36 learners** have been internally registered with the MRTT and trained in Automotive Repairs, for the current academic year.	• Internal registration database.	• The capacity for intakes in this programme is limited to **15 learners** per intake. • The last quarter of the year there were not a practitioner as he has resigned at the end of November 2010.
	• Daily delivery of programme and bi-weekly formative and summative assessments.	• A total of 11 modules translated into unit standards has been covered with all the private learners, and assessed. The learners have been certified as competent in all their achieved learning outcomes.	• Attendance registers. • Assessment results. • Copies of certificates.	• The private learners could not be registered with merSETA for a skills programme, due to the none availability of a registered skills programme, and the NQF aligned learning materials.
	• External concurrent moderation once in three months and (post training) final moderation of training and assessment practices to assure quality and standards of training conducted.	• The internal moderation of this programme has been intermittently done by the QA division.	• The moderation report kept in the QA division.	• None
8. Provision of Trade tests and Recognition of Prior learning (RPL) to all potential construction trades candidates, as per SAQA and CETA Seta ETQA standards.	• Provide Trade Testing to **70 candidates** in the masonry skills.	• **1 candidate** was trade tested in the masonry trade skills.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Awaiting approval of tasks combinations from CETA Seta.
	• Provide RPL testing to **70 candidates** in the masonry skills.	• A total of **14 candidates** were RPL assessed in the masonry trade.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Some invited candidates from SALGA did not come for testing, and no reasons were provided.
	• Provide Trade Testing to **65 candidates** in the carpentry skills.	• **8 Candidates** were trade tested in the month of February 2011, for the carpentry skills. Five of these candidates have been declared as competent in this skill.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Awaiting approval of tasks combinations from CETA Seta.
9. Provision of Trade tests and Recognition of Prior learning (RPL) to all potential construction trades candidates, as per SAQA and CETA Seta ETQA standards. (continued)	• Provide RPL testing to **65 candidates** in the carpentry skills.	• **6 candidates** were RPL assessed in the carpentry skills for the year.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Some invited candidates from SALGA did not come for testing, and no reasons were provided.
	• Provide Trade Testing to **50 candidates** in the Painting skills.	• **6 Candidates** have been trade tested, and four of them declared as competent in the painting trade testing.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Awaiting approval of more tasks combinations from CETA Seta.
	• Provide RPL testing to **50 candidates** in the Painting skills.	• **8 Candidates** were RPL assessed in the painting trade.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Some expected candidates from SALGA did not come for testing, and no reasons were provided.
	• Provide Trade Testing to **65 candidates** in the Plumbing skills.	• No candidates were trade tested in the plumbing trade.	• None	• Awaiting approval of tasks combinations from CETA Seta.
	• Provide RPL Testing to **65 candidates** in the Plumbing skills.	• **1 candidate** was RPL assessed in the plumbing trade.	• Copy of assessment outcomes evidence as signed by both Assessor and candidate.	• Some invited candidates from SALGA did not come for testing, and no reasons were provided.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
TECHNICAL TRAINING CENTRES DIVISION				
9. Provision of Trade tests and Recognition of Prior learning (RPL) to all potential construction trades candidates, as per SAQA and CETA Seta ETQA standards. (continued)	• Registration and screening of **250 Candidates** in RPL.	• **107 candidates** were registered and screened for RPL assessment.	• Registration forms and screening tests.	• All recorded candidates from SALGA and DPWRT did not show for screening in RPL.
	• Registration and screening of **250 Candidates** in Trade testing.	• **51 candidates** were registered and screened for trade testing.	• Registration forms and screening tests.	• All recorded candidates from SALGA and DPWRT did not show for screening in Trade Testing.
10. None Accredited Training.	• Enrolment of **56 learners** for training in Basic Entrepreneurial and Computer skills training for the 2010/2011 Academic Year.	A total of **56 learners** have been internally registered with the MRTT and trained in Basic Entrepreneurial skills, for the current academic year: • **33** learners in Entrepreneurial Skills. • **23** learners in Computer Skills.	• Internal registration database.	• None
11. Monitoring and administration of learner training compliance in accordance to stipulated CETA ETQA; MER Seta, E-Seta Quality Management System criteria and implementation of approved divisional plans.	• Annual monitoring of training, theoretical and workplace compliance in line with SETA's established criteria.	• Theoretical and workshop training of apprentice ship programmes conducted using MER Seta approved learning material and log books.	• Compliance monitoring checklist.	• Lack of NQF aligned learning materials for the skills programmes.
	• Annual monitoring of learner administration records as per divisional SOPs.	• Internal database registrations to date for programmes completed.	• Learner details on internal database.	• Learners could not be registered with the Seta's' due to the lack of appropriate registered skills programmes.
	• Annual Implementation of divisional plans as per compiled and approved budget.	• Processed requests for the acquisition of NQF aligned learning materials, registered SETA's skills programmes and ensuring appropriate Personal Protective Equipment for learners.	• Requests and approvals for execution of plans.	• The budgetary constraints and the problem of cash flow is posing a challenge in implementing some resolutions and plans for the training.
	• Annual monitoring of training, theoretical and workplace compliance in line with SETA's established criteria.	• Theoretical and workshop training of apprentice ship programmes conducted using merSETA approved learning material and log books.	• Compliance monitoring checklist.	• Lack of NQF aligned learning materials for the skills programmes.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
TECHNICAL PRODUCTION DIVISION				
1. To manage the production division to support the workplace training.	• To provide workplace training to 10% of the learners trained in the technical trades.	• Workplace placement of **two learners** in the merSETA trade, Panel Beating workshop. • Workplace placement of **four learners** in bricklaying at eMalahleni Training centre.	• Logbooks. • Attendance registers. • Learner Progress reports.	• Extra workshops for enough capacity to provide workplace for learners.
		Workplace placement of **nine learners** in the CETA trades at Ndzundza Traditional Council Office as follows: • **Four learners** in Plumbing. • **Four learners** in Painting. • **One learner** in Carpentry.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		• Workplace placement of **one learner** in the carpentry trade on the CETA trade at Embhuleni Traditional Council Office.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		Workplace placement of **three learners** in the CETA trades at Mandlamakhulu Traditional Council Office as follows: • **Two learners** in Painting. • **One learner** in Carpentry.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		Workplace placement of **nine learners** in the CETA trades at Vulindlela High School as follows: • **Four learners** in Painting. • **One learner** in Plumbing. • **Four learners** in Carpentry.	• Logbooks • Attendance registers • Learner Progress reports	• None
		Workplace placement of **28 learners** in the CETA trades at Donkerhoek for building of 96 RDP houses for CRDP project: • **Eight learners** in Bricklaying. • **Six learners** in Plastering and tiling. • **Four learners** in Electrical. • **Four learners** in Carpentry. • **Six learners** in Painting.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		Workplace placement of **six learners** in CETA related trades at Enikwakuyengwa Traditional Council Office are as follows: • **Four learners** in Painting • **Two learners** in Plumbing.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		Workplace placement of **three learners** in CETA related trades at Kabokweni Training Centre are as follows: • **Three learners** in carpentry.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
		Workplace placement of **five learners** in CETA related trades at Ndzundza Traditional Council Office are as follows: • **Two learners** in welding. • **Three learners** in electrical.	• Logbooks. • Attendance registers. • Learner Progress reports.	• None
2. Management of production unit in accordance with sound business principle.	• To support training programmes by managing production units to increase sales revue by R3,200,000.	• Collected R6,891,870.92 revenue for the allocated projects throughout the Province.	• Financial management account. • Monthly project reports.	• None
	• To complete the allocated project and collect R1,050,176.88 revenue for the Nkangala Region project by 30 November 2010.	• Collected R1,050,176.00 revenue for the allocated project in the Nkangala Region. • Completed renovations of three Traditional Council Offices in Nkangala Region for CoGTA.	• Financial management account. • Monthly project reports.	• Delays on delivery of materials.
	• To complete the allocated project and collect R2,958,187.80 revenue for the Gert Sibande Region project by 31 March 2011.	• Collected R2,958,187.80 revenue for the allocated project in the Gert Sibande Region throughout the province. • Completed renovations of four Traditional Council Offices in Gert Sibande Region.	• Financial management account. • Monthly project reports.	• Delays on delivery of materials.
	• To complete the allocated project and collect R1,418,965.38 revenue for the Ehlanzeni Region project by 30 March 2011.	• Collected R1,418,965.38 revenue for the allocated project in the Ehlanzeni Region. • Completed renovations of Traditional Council Offices in Ehlanzeni Region.	• Financial management account. • Monthly project reports.	• Delays on delivery of materials.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
MOBILE TRAINING DIVISION				
1. To provide quality training through mobile units in response to the Provincial Growth Development Strategy.	• To provide technical training to **1200 youth and adult learners** in technical skills as per customer requirements.	• Trained a total of **777 learners** through mobile training, commenced with training **165 other learners** and commenced with work place training of **44 learners**.	• Attendance registers. • Learners progress reports.	• Secured projects not enough to meet the training target. • Learners absconded training.
		Completed training of **56 learners** on Agri-village through the department of Agriculture, Rural Development and Land Administration on the following trades: • **14 learners** in Plumbing. • **13 learners** in Bricklaying. • **15 learners** in Carpentry. • **14 learners** in Electrical.	• Attendance registers. • Learners progress reports.	• Four learners absconded training.
		• Completed training of **12 learners** in Pipe Fitting through the department of Labour at Middleburg Prison.	• Attendance registers. • Learners progress reports.	• None
		• Completed training of **12 learners** in Electrical through the department of Labour at Middleburg Prison.	• Attendance registers. • Learners progress reports.	• None
		• Completed training of **12 learners** in Road Works course 1 through the Polokwane Municipality.	• Attendance registers. • Learners progress reports.	• None.
		• Completed with the training of **ten learners** in fundamental unit standards through the SASSETA/ DCS at Zonderwater Prison.	• Attendance registers. • Learners progress reports. • Coordinator's monthly performance report.	• None
		• Completed with the training of **ten learners** on core unit standards on plumbing through the SASSETA/ DCS at Zonderwater Prison.	• Attendance registers. • Learners progress reports. • Coordinator's monthly performance report.	• None
		• Completed training of **29 learners** in Construction Road Works Course 2 through the Polokwane municipality in Polokwane.	• Attendance registers. • Training reports.	• None
		• Completed with the training of **61 learners** in health and safety through the Baitseanape Invesments in Zithabiseni.	• Attendance registers. • Training reports. • Learners' PoE's.	• None
		Completed with the training of **61 learners** in Construction Trades through the Baitseanape Invesments in Zithabiseni. • **15 learners** in Masonry. • **16 learners** in Plumbing. • **15 learners** in Painting. • **15 learners** in Electrical.	• Attendance registers. • Training reports. • Learners' PoE's.	• None
		Completed with basic training of **76 learners** through the Vul'ematfuba artisanship project through the Office of the Premier on the following trades at CTC: • **19 learners** in Diesel Mechanics. • **30 learners** in Plater welders/boilers • **27 learners** in Electrical	• Attendance registers. • Learners' progress reports. • Progress report.	• Four learners absconded training.
		Completed with advanced artisanship training of **76 learners** through the Vul'ematfuba training project at CTC: • **19 learners** in Diesel Mechanics. • **30 learners** in Plater welders/boilers • **27 learners** in Electrical	• Attendance registers. • Progress reports.	• None
		• Completed training **11 learners** on Construction Roadwork's Course 3 through Polokwane Municipality.	• Attendance registers. • Assessment reports.	• None
		Completed training of 52 learners on Plumbing through the Department of Education. • **26 learners** in Bushbuckridge. • **26 learners** in Verena	• Attendance registers. • Learners' portfolio of evidence.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
		MOBILE TRAINING DIVISION		
1. To provide quality training through mobile units in response to the Provincial Growth Development Strategy.		Completed training of **43 learners** through the CCOE Learnership on Construction Related trades: • **Seven learners** in Carpentry. • **Ten learners** in Painting. • **13 learners** in Plumbing. • **13 learners** in Masonry.	• Attendance registers. • Learners' portfolio of evidence.	• Seven Learners absconded training.
		Commenced with training of **56 learners** for SASSETA through TKM Consortium on the following trades: • **12 learners** in Electrica l at Baviaanspoort. • **Ten learners** in Electrical at Rusterburg Prison. • **12 learners** in Plumbing at Boksburg Prison. • **12 learners** in Plumbing in Kroonstad Prison. • **Ten learners** in Welding in Pretoria Prison.	• Attendance registers. • Learners' portfolio of evidence.	• None
		Completed with training of **200 learners** through the National Youth Development Services in Mpumalanga province: **Nkhomazi Municipality** • **32 learners** in Plumbing and **16 learners** in Carpentry. **Emakhazeni Municipality** • **15 learners** in Electrical and **30 learners** in Welding. **Victor Khanye Municipality** • **17 learners** in Electrical and **30 learners** in Boiler Making. **Thembisile Hani Municipality** • **30 learners** in Carpentry and **30 learners** in Bricklaying.	• Attendance registers. • Progress reports.	• None
		Commenced with workplace experiential training of **54 learners** for Vul'ematfuba artisanship: • **19 learners** in Electrical. • **14 learners** in Diesel Mechanics. • **21 learners** in Bioler Making/Plating.	• Placement schedule. • Registers. • Clocking report.	Some of the Learners not yet placed for on-job training: • 35 Electricians. • 9 Boiler Makers/Platers. • 5 Diesel mechanics.
		Commenced with work place training of **21 learners** registered for CCOE Apprenticeship: • **6 learners** in Painting. • **6 learners** in Plumbing. • **9 learners** in Brick Laying.	• Registers. • Assessment Reports.	• 16 Learners absconded the work place training.
2. Proper management and implementation of secured training projects.	• To ensure that there are project implementation plans for all projects. • Projects are implemented as per schedule. • All departments are notified of future projects in advance to allow time for preparations at least two weeks before the commencement of each project.	• All projects were budgeted for. • Project implementation plans were developed. • Assessment was conducted for all training projects.	• Training should be completed within the contract. • Expenditure should be within the budget. • Safe keeping of all tools, equipment and material. • Train Learners on all prescribed work. (Achieve all the outcomes).	• Training target for Vul'ematfuba Welding not reached because of Applicants not meeting minimum entry requirements. • CCOE project was stopped for the month because of delay in the payment of Learners' stipend. • Work place assessment for CCOE delayed because of lack of building material at various construction sites. • Some of the work places did not cater for all tasks to be done for work place training, which delayed the assessment process.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
QUALITY ASSURANCE DIVISION				
1. Organisational quality management.	• 100% compliance to organisational policies and SOP's by 31 March 2011.	• Not achieved	• Approved Company Policies. • Approved Standard Operating Procedures.	• No Quality Management System software which would be used to monitor compliance to the organisational policies and SOPs.
2. Obtain and Maintain primary and secondary accreditation (programmes approval) for apprenticeships and learnerships.	• Obtain Learnerships and Apprenticeships accreditation by 31 March 2011.	• Maintained primary accreditation with CETA for apprenticeship and Learnerships. • Maintained secondary accreditation with ESETA for apprenticeship and Learnerships. • Maintained secondary accreditation with THETA for learnerships and skills programmes. • Obtained secondary accreditation with merSETA for apprenticeships and learnerships.	• Accreditation certificates. • Programme approval letters.	• None
3. Evaluation of compliance to SETA's.	• Moderate 10% of each and every programme assessment. • Comply to SETA requirements.	• Moderated 25% of CCOE programmes. • Moderated 12% of Piet Retief project. • Moderated 10% of Vulematjuba project.	• Moderation reports and Evaluation reports.	• None
4. Support to Learners and Practitioners.	• 100% workplace industrial attachment for the hospitality programme per quarter.	Placed learners as follows: • 100% - HTA learners placed for industrial attachment (**28 learners**). **PROFESIONAL COOKERY** • **18** at Zithabiseni, **nine** at Gallagher Gourmet, **five** at Sinclair. **FOOD and BEVERAGE** • **eight** at Tlaka Caterers, **one** at Nomndeni. **ASSISTANT CHEF** • **25** at Kruger Nat Park. **RECEPTIONIST** • **Two** at Nomndeni, **one** at Limpopo Guest Manor, **one** at MRTT Hotel and **one** at Leaves Lodge.	• Placement statistics reports. • Mentoring / appraisals reports.	• None
	• 100% workplace placement for experiential learning for apprenticeships.	85% Placement of Vulematjuba Apprenticeship project as: **DIESEL MECHANIC** • **One** at Vanchem, **four** at Extrata, **seven** at Thembisile Municipality and **two** at Lydenburg Toyota. **BOILERMAKING (38)** • **Five** at Vanchem, **three** at Extrata, **five** at Columbus,and **25** at Tubatse Ferro Crome. • **One** at IAC. **WELDING (21)** • **17** at Afriweld. • **Two** at Vanchem. • **Two** at Thembisile Municipality. • **One** at IAC. **ELECTRICAL** • **Six** at Thembisile Municipality, **two** at Electro Enterprises, **five** at Vanchem, **four** at Exxaro and **one** at IAC.	• Apprenticeship contracts.	• Shortage of accredited host employers.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
QUALITY ASSURANCE DIVISION				
4. Support to Learners and Practitioners		SASSETA Plumbing learners for experiential learning with the Department of Correctional Services: BRICKLAYING • **Six** at Vincodict and **five** at Mthokozisi. PLUMBING • **24** at Correctional Services, **nine** at Vincodict and **three** at Mthokozisi Inves. PAINTING • **Five** at Vincodict, **six** at Zonatha, **three** at ZKZ Construction and **seven** at Tingabisa. PLASTERING • **17** at Vhusthila and **21** at African Demo.	• Learnership contracts.	• None
	• Registration of assessors on the CETA, THETA, ESETA and merSETA by 30 October 2010.	Registered **15 practitioners** as follows: • **Two** in Fabrication Engineering, **two** in Welding, **two** in Automotive repairs, **seven** in Building and Civil and **two** Moderators.	• Practitioner registration reports. • SETA data base.	• None
	• Registration and uploading of learners on the CETA, THETA, ESETA and merSETA.	• Registered **49 learners** for CCoE Learnerships. • Uploaded 100MRTT/VP consortium learners.	• Learner data base.	• None
	• Uploading of learner achievements on the CETA, THETA, ESETA and merSETA data base.	• **21 Learners** achievements uploaded at THETA. • **100** MRTT/VP consortium learners achievements uploaded at CETA. • **49 Learners** achievements uploaded at CETA for CCOE Learnerships.	• THETA data base. • CETA data base.	• None
	• Internal Registration of Learners on the company LMS.	• All learners registered on the LMS.	• Learner Management System (LMS) data base.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
		MARKETING DIVISION		
1. Canvassing of projects for income generation.	• To secure 20 training projects in the 12 month period to the value of R13 million for 2010/2011 financial year period.	• Secured Seven (7) projects to the value of R14,958,646.00.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured a training to the Value of R13,696,000.00 from the Office of the premier Vulematfuba project.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured project Department of Correctional Services Polokwane for training of inmates to the value of R86,976.00 in May.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured institutional training from Arnot Exxaro Mine for Emalahleni & Ekandustria in May for the value of R97,032.00.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured project from Polokwane municipality to the value of R347,760.00 in Road Construction. Payment received.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured project for institutional training from Polokwane Municipality to the value of R71,400.00.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured Construction Training project to the value of R162,150.00 from Baitseanape Investment to train community members to renovate Zithabiseni Game Lodge in June.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured a project from Dept of Education to the value of R497,328.00 for Plumbing training.	• Signed Service Level Agreement between Client and MRTT. • Proof of learner registration. • Letter of appointment of MRTT as training provider.	• None
		• Secured training project to the value of R1,155,600.00 from the National Youth Development Agency (NYDA).	• Signed Service Level Agreement between NYDA and MRTT.	• None
		• Secured a project from construction CETA to the value of R4 million for a learnership programme.	• Project Approval letter from CETA.	• None
		• Secured a project from construction CETA to the value of R4,627 million for a learnership & Apprenticeship programme.	• Project Approval letter from CETA.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
MARKETING DIVISION				
2. Learner Recruitment for Technical, Hospitality and Tourism programme.	• To recruit **1 100 learners** for Institutional Technical Training.	• A total of **426 learners** recruited for Institutional Technical.	• List of applicants. • Completed application forms.	• A total number of **314 learners** were recruited but not registered due to challenges of capacity issues and non-registration of skills programmes which resulted to non-registration of recruited learners as listed below:
		eMalahleni: **325 learners** • **18 learners** for Carpentry (private and Shanduka mine). • **37 learners** for Plumbing (Private, Arnot Coal and Polokwane Municipality). • **16 learners** for Masonry (Private, Polokwane Municipality and Arnot Mine). • **44 learners** for Electrical (**17** private and **27** Vulematfuba). • **97 learners** for Welding (**57** private and **30** Vulematfuba). • **77 learners** for Boiler Making (**47** private and **30** Vulematfuba). • **36 learners** for Automotive Repair.	• List of applicants. • Completed application forms.	The following learners were recruited for Ekandustria, Emalahleni and Kabokweni. These learners completed application forms, some even screened but they were not registered due to challenges related to the training section, including capacity: • Electrical = **54 learners** • Diesel Mechanic = **64 learners** • Boiler-making = **130 learners** • Welding = **40 learners** • Masonry = **One learner** • Plumbing = **11 learners** • Carpentry = **Ten learners** • Panel Beating = **Four learners** These learners will now form part of the 2011/2012 intake, however, due to capacity many of them will still be on the waiting list.
		Ekandustria: = **88 learners** • **41 private learners** for Electrical. • **33 private learners** for Boiler-making.	• List of applicants. • Completed application forms.	• Money needs to be made available to advertise and create publicity for our mid-year intake, as most people are familiar with the first term intake
		Kabokweni: = **13 learners** • **13 learners** recruited for Welding.	• List of applicant. • Completed application forms.	• More learners are interested in our programmes but do not have the money to pay for their own studies
	• To recruit **140 learners** for HTA	• A total of **44 learners** recruited for Hotel and Tourism Academy in the 4th quarter.	• List of applicants.	• To recruit **140 learners** for HTA
		Hospitality and Tourism Academy • **12 learners** for Assistant Chef. • **28 learners** for Professional Cookery. • **4 learners** for Food & Beverages.	• List of applicant. • Completed application forms.	• **Six learners** were recruited for HTA Professional Cookery from Piet Koornhof hospital but they were not registered as the hospital could only pay registration fees in their new financial year budget in April 2011. However, this happened to be in conflict with HTA's policy of upfront registration payment.
	• Recruit **1 200 learners** for mobile training	• A total of **736 learners** recruited for Mobile Training in the 4th quarter as follows:	• List of applicant. • Completed application forms.	• In the process of securing two projects from BHP Billiton & NYDA, however Service Level Agreements haven't been signed yet
		• **155 learners** for Construction CETA Learnership and Apprenticeship training project (**80** Building and Civil Engineering, **75** Community House Building).	• List of applicant. • Completed application forms.	• None.
		• **201 learners** for National Youth Development Agency (NYDA) project (**45** Carpentry, **32** Electrical, **32** Boiler Making, **30** Bricklaying, **30** Welding and **32** Plumbing).	• List of applicant. • Completed application forms.	• None.
		• **80 learners** for Vulematfuba project (**20** Diesel Mechanic, **30** Plater/Welder/Boiler, **30** Electrical).	• List of applicant. • Completed application forms.	• None.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
MARKETING DIVISION				
2. Learner Recruitment for Technical, Hospitality and Tourism programme.	• Recruit **1 200 learners** for mobile training.	• **61 learners** for Zithabiseni Game Logde project training Construction related trades.	• List of applicant. • Completed application forms.	• None
		• **52 Learners** for Department of Education Plumbing project.	• List of applicant. • Completed application forms.	• None
		• **10 learners** from Correctional services/SASSETA at Zonderwater Prison for Plumbing.	• List of applicant. • Completed application forms.	• None
		• **56 learners** from TKM / MRTT Consortium SASSETA construction related programme.	• List of applicant. • Completed application forms.	• None
		• **24 learners** on for the Department of Labour Middleburg (**12** Pipe Fitting and **12** Electrical).	• List of applicant. • Completed application forms.	• None
		• **41 learners** on Road Works 1 and 2 for Polokwane Municipality.	• List of applicant. • Completed application forms.	• None
		• **56 learners** on the Agri-village through the department of Agriculture Rural Development project.	• List of applicant. • Completed application forms.	• None
	• To recruit **250 learners** for Trade Testing. • To recruit **250 learners** for RPL.	A total of **670 learners** recruited for Trade Testing and RPL:	• List of applicants.	• Due to capacity issues cited at the training centre, only a few number of these candidates has been screened.
		• **91 learners** from Nkomazi Municipality.	• List of applicants.	• Same as above.
		• **32 Plumbing learners** from Elias Motsoaledi municipality.	• List of applicants.	• Same as above.
		• **18 Plumbing learners** Greater Marble Hall.	• List of applicants.	• Same as above.
		• **18 Bricklaying learners** from Makhado municipality.	• List of applicants.	• Same as above.
		• **26 Plumbing learners** from Emakhazeni municipality.	• List of applicants.	• Same as above.
		• **16 Plumbing learners** from Lepelle Nkumbi.	• List of applicants.	• Same as above.
		• **145 learners** for Trade Testing & RPL from SALGA Limpopo.	• List of applicants.	• Same as above.
		• **161 learners** for Trade Testing & RPL from Limpopo Department of Public Works.	• List of applicants.	• Same as above.
		• **18 learners** for RPL and Trade Testing at Greater Marble Hall Municipality, Polokwane in July.	• List of applicants.	• Same as above.
		• **145 learners** for Trade Testing & RPL from SALGA Limpopo.	• List of applicants.	• Same as above.
	• To organise two (2) open days, i.e. Hospitality & Tourism Academy and for InstitutionalTraining.	• Not Achieved.	• Learners attendance register.	• No availability of cash-flow to advertise and organise open day function
	• To visit 12 schools.	• Visited six schools in eHlanzeni region.	• Signed register from the visited schools.	• Not all schools were willing to provide the neccesary platform for presentations during school hours, hence more effort has put on attending Career Exhibitions for learner recruitment
	• To attend 10 Career Awareness exhibitions.	• 11 Career Guidance Awareness exhibitions attended.	• Career Guidance Exhibition Learners Register.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
MARKETING DIVISION				
3. Brand management and Corporate marketing.	• Printed 500 Annual reports.	• Developed, designed and circulated 500 copies of the 2009/2010 financial year Annual Report for submission by 31 August 2010.	• Printed copies 2009/2010 Annual Report.	• None
	• Printed 1000 MRTT promotional Corporate brochures.	• Developed, designed and circulated 1000 MRTT promotional Corporate brochures.	• Printed copies of the MRTT Corporate Training profile brochures.	• None
	• Printed 1000 MRTT Conference folders.	• Developed, designed and circulated 1000 MRTT Conference folders.	• Printed copies of the MRTT Conference folders.	• None
	• Printed 600 HTA specific promotional flyers.	• Developed, designed and circulated 600 HTA specific promotional flyers.	• Printed copies of the HTA promotional flyers.	• None
	• New designed and updated MRTT website.	• No achievement.	• Updated website with content information and pictures.	• Currently in the process of procuring a new Website developer service provider.

4. Client Services Management.	• Increase existing client database with 12 new clients by 31 December 2010.	• Welcome letters sent to new learners registered for April 2010 intakes.
		• Status update letters were sent to Vulematfuba learners at the Emalahleni Training Centre.
		• Updated MRTT client list database by establishing new relations with the following new Seven(7) potential clients:
		  • Anglo Coal Kriel.
		  • Arnot Exxaro Mine.
		  • Baitseanape Investments.
		  • SALGA Limpopo.
		  • Koornfontein Mine.
		  • BHP Billiton – Phola Project.
		  • National Youth Development Agency (NYDA).
		  • Shanduka Coal Mine.
		  • Kimberly FET College.
			• Training Proposals submitted to clients.
			• Quotations submitted to clients.
			• Thank you letters sent to client.
			• Welcome learners sent to learners.
				• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
ADMINISTRATION DIVISION				
1. To provide an effective and efficient information and communication technology.	• Making backups twice a week (Tuesdays and Thursdays).	• Backups were done twice per week as planned.	• Backup reports.	• None
	• Ensure access of pastel by Stores by 28 February 2011.	• Telkom installed VPN data line.	• Report for VPN data line installation.	• Pastel official has not configured the system yet.
	• Ensure that interfacing of Apex and pastel by 28 February 2011.	• Communication has already ensued with Apex personnel and pastel evolution.	• Interfacing of the two systems.	• Awaiting the service provider to complete the process of interfacing of apex and pastel evolution.
	• Installation of PABX and budget management system at Emalahleni Centre by 30 November 2010.	• PABX and the budget management system have been installed.	• The telephone bills reports per person who has access to the telephone are produced.	
	• Installation of PABX and budget management system at HTA.	• PABX and the budget management system have been installed.	• The telephone bills reports per person who has access to the telephone are produced.	• The service provider is currently waiting for materials from overseas in order to install the PABX and the budget management system.
	• Ensure that the telephone costs per month for Kimberley and Polokwane offices are kept at the minimum of R700 and R2,300 respectively.	• Instructed Telkom to change the telephone system to airtime.	• Telephone bill reports.	• The telephone system has not been changed yet to enable the targeted amount of airtime per month as Telkom has not taken action on the request.
2. To provide effective Supply Chain Management.	• Ensure that goods and services below R500,000 are procured through the three quotations procurement process. 100% compliance by 30 November 2011.	• Goods and services below the threshold are procured through the three quotations method.	• Recommendation reports are generated.	• None
	• Ensure that goods and services above R500,000 are procured through competitive bidding process. 100% compliance by 30 November 2011.	• Goods and services above the mentioned threshold are advertised for a period of 21 days.	• Advertisement from the newspaper, minutes of Bid Specification Committee, Bid Evaluation Committee, Bid Adjudication Committee reports and bids documents.	• None
	• Ensure a saving of R500,000 per annum.	• Saving of R505,000 was made.	• Expenditure report of repairs and maintenance.	• None
3. Safeguarding and maintenance of assets.	• Ensure renovations of one centre per quarter.	• Renovation of Ekandustria Training Centre.	• Renovated Training Centre.	• All the centres could not be renovated due to financial constraints.
	• Reporting and claiming of lost, stolen and damaged assets within five days to the insurance company.	• Two laptops and C63 AMG Mercedes Benz were reported stolen to M.I.B Glenrand.	• Claim documents to M.I.B Glenrand Insurance.	• None
4. To provide records management services.	• 100% establishment of credible records and archive management by 31 December 2012.	• Files are archived in a chronological sequence.	• Records and archiving system.	• Unavailability of allocated budget to employ the required staff, renovation of identified office for record and purchase equipments.
	• Organise records management system training for Records Practitioners and MRTT staff before 31 March 2011.	• Arranged training for 18 February 2011.	• Attendance register and presentation documents.	• Training could only be done by 15 April 2011.
	• 100% Identification and renovation of records by 31 November 2011.	• The records room has been identified.	• Credible records and archive room.	• Unavailability of the allocated budget.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
HUMAN RESOURCES DIVISION				
1. Development of an effective and reliable Human Resources Administration System.	• 100% accurate and reliable employee records. • 100% functional and effective Human Resource Information Management System.	• Updated employee details on the Payroll. • Updated employee records in their respective personal files.	• Updated employee records. • Accurate and reliable VIP payroll reports.	• None
		• Paid to ninety one (91) permanent employees with two terminations. • Processed salary increase of 8% for P-Grading 1 to 9 and 10% for P-Grading 10 to 16.	• Copies of payslips.	• None
		Four employee terminations were processed during the period under review: • Mr B Bekker- Corporate Secretary. • Ms B Shongwe – PRO. • Mr R Mphahlele- Practitioner Diesel Mechanic. • Ms S Mbiza – Restaurant Supervisor.	• VIP payroll termination report.	• None
		• IRP5s have been issued to all employees.	• IRP Certificates.	• None
		• VIP has done the 2.9a upgrade (which provides up-to-date payroll information on changes in the employment legislation such as the new tax tables, BCEA, etc.	• VIP payroll report.	• None
		• The Death claim for the late Jan Maredi has been finalised. The beneficiaries were paid in accordance with nomination form. • Spouse death benefits have been paid to Ms ME Zitha.	• Multikor Payment Statement.	• None
2. Facilitate development and monitoring implementation of key performance framework.	• Facilitate the implementation of the Performance Management and Development System as per the PMDS policy.	• Draft Performance Management and Development Policy and Instrument has been developed and submitted to EXCO for approval.	• Approved PMDS policy. • PMD reports.	• Draft PMDS policy not approved by EXCO. It was recommended that a Specialist Consultant be procured to develop the PMDS policy.
3. Administer the filing of vacant positions in line with organisational structure.	• Finalise the recruitment of potential employees within 35 days from the date of request.	• There were no new employees appointed for the period.	• Employee requisition form. • Advertisement. • Recruitment minutes and report. • Offer of employment letters.	• None
4. Coordinate and administer Labour Relations.	• Establishment of structures in compliance to statutory requirements. • Facilitate and finalise the grievance meetings within the stipulated timeframes as required by the company grievance procedure. • Facilitate and finalise the grievance meetings within the stipulated timeframes as required by the company grievance procedure.	• Two recorded grievances were resolved successfully. • Disciplinary meeting in the matter between DS Radebe and MRTT has been finalised. • Misconduct charges against Ms Maphisa have been provisionally withdrawn. • CEO met with the NEHAWU delegations to resolve Workplace Forum challenges. • Workplace forum meeting was held in November.	• Meeting minutes of the Employment Equity Committee. • Meeting minutes of the Workplace forum. • Grievance meeting reports. • Disciplinary meeting reports.	• Workplace Forum Meetings could not be held, because the HR manager was committed on external audit because of her role of managing performance information. • There is a labour dispute with HTA employees in the production units regarding the employment contracts. – work in progress to resolve the matter.

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
HUMAN RESOURCES DIVISION				
5. To promote and maintain safe and healthy working practices and environment.	• Ensure 100% compliance to the Occupational Health and Safety Act. • Zero % accidents in the workplace.	• Five OHS Committee meetings were held to monitor the employers' compliance to the OHS Act.	• Meeting minutes of the OHS Committee. • Zero reports of accidents and incidents related to OHS.	• An accident involving learners was recorded at eMalahleni Training Centre.
6. Facilitate and conduct training and development through well structured interventions for staff empowerment.	To train and develop MRTT employees as follows: • Assessor course for 22 employees. • Moderator course for 6 employees. • Leadership Course for managers. • Project management course for managers. • First Aid course for 11 employees including all centres. • Pastel Evolution training for finance and Admin staff.	• 11 employees attended the First Aid and Fire Fighting Course. • The Payroll Officer attended the Tax Workshop.	• Signed attendance registers for trained employees. • Copies of certificates for employees who were trained and were competent.	• Not enough training programmes have been implemented due to cash flow problems.
	• Monitoring the delivery of training and development programme and devising training strategy in consultation with the line manager.	• None	• Training reports.	• Skills Development Facilitator is yet to be trained on his roles and functions which is inclusive of monitoring of delivery of training.
	• Establish the Training Committee for consultation.	• Training Committee have been established.	• List of training committee members.	• None
	• Assist the organisation in the compilation of the workplace skills plan.	• Workplace Sector Skills Plan was compiled and submitted to ETDP SETA by the 30 June 2010. • The ETDP has paid a rebate of R18,538.	• An approved WSSP for 2010/2011.	• None

STRATEGIC OBJECTIVE	TARGETS	ACHIEVEMENTS	KEY PERFORMANCE INDICATOR	REASONS FOR DEVIATIONS
FINANCE DIVISION				
1. Provide effective, efficient and transparent financial management system.	• Attain 100% success rate in the provision of transparent financial system every quarter.	• 80% success rate was achieved.	• Weekly and Monthly management reports.	• Non-compliance with the provisions of the Public Finance Management Act, e.g. overspending on budget votes.
2. Development and maintenance adequate accounting systems and effective internal controls.	• 100% Implementation of an integrated Accounting system – Pastel Evolution as from 1 April 2010 (Beginning of the Financial year) and continuously henceforth.	• Pastel Evolution is 90% implemented.	• Pastel Evolution Accounting package.	• Training of personnel in the Budgeting; Ordering and Inventory module(s) was conducted late due to cash flow challenges.
3. Implement and maintain effective budgetary controls and cashflow management.	• To reduce budget variances to below the 10% level on a monthly basis.	• None	• Weekly, Monthly and quarterly management reports.	• Under spending in some vote as a result of cashflow challenges and over spending in budget due to lack of a budget system in Pastel Accounting system.
4. Ensure compliance to relevant legislation.	• Achieve 100% compliance with all applicable legislation continuously during the financial year.	• 65% success rate has been achieved.	• Auditor-General's report and Management Letter points and quarterly Internal audit Report(s).	• Lack of information dissemination to other employees remains a challenge.
5. Identification of risks and implementation of mitigating factors.	• Approval of nominations for the Risk Committee and development & approval of the Risk Management Committee by 31 December 2010.	• The Risk policy; Risk Committee and Risk Committee charter has been approved by the Board of Directors at meeting held on 6 December 2010.	• Approved draft Risk policy; Risk Committee charter and approved Risk Management Framework.	• None

CORPORATE SECRETARY				
1. Advise the Board of Directors and the Executive Committee on policies and procedures.	• Reduction of audit findings related to corporate governance by 25 percent per annum.	• Attended to the Audit Findings as raised in the management letter of the 31 July 2010.	• Action list of the reported Audit Findings.	
2. Adherence to King III and Companies Act.	• Facilitate 12 Executive Committee meetings.	• 10 monthly EXCO meetings were held and minutes thereof were recorded.	• EXCO Minutes.	• No meetings were held in December and March due to operational pressures.
	• Facilitate five Audit Committee meetings.	• Five Audit Committee meetings were held.	• Audit Committee minutes. • Attendance Registers.	
	• Facilitate five Board Committee meetings.	• Six Board of Directors Committee meetings were held.		• There was an additional special Board Committee meeting held.
3. Manage the company's legal services.	• Attend to all legal matters with five days.	• Legal matters were referred to the external legal firms.	• Legal Opinion reports.	• No internal legal capacity from 01 April to 31 October 2010.

4. ANNUAL FINANCIAL STATEMENTS

FINANCIAL CONTENTS

STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

The accounting authority is responsible for monitoring the preparation and the integrity of the financial statements and related information included in this annual report. In order for the accounting authority to discharge these responsibilities, as well as those bestowed on it in terms of the Public Finance Management Act, the Companies Act (Act No. 61 of 1973) and other applicable legislation, it has developed and maintained a system of internal controls.

The accounting authority acknowledges that the accounting authority is ultimately responsible for the system of internal financial controls established by the company and place considerable importance on maintaining a strong control environment. To enable the accounting authority to meet these responsibilities, the Board of Directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. These standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that, in all reasonable circumstances, is above reproach. The focus of risk management is on identifying, assessing and monitoring all known forms of risk across the company.

While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behavior are applied and managed within predetermined procedures and constraints. Monitoring of these controls includes a regular review of their operations by the accounting authority and independent oversight by an audit committee.

As part of the system of internal control, the outsourced internal audit function conducts operational, financial and specific audits and coordinates audit coverage with the external auditors. The external auditors are responsible for reporting on the financial statements.

The financial statements are prepared in accordance with South African Statements of Generally Accepted Accounting Practice (GAAP), including any interpretations of such Statements issued by the Accounting Practices Board, and with the prescribed Standards of Generally Recognised Accounting Practices (GRAP). They are based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgment and estimates.

The accounting authority believes that the Mpumalanga Regional Training Trust will continue to be a going concern in the foreseeable future due to the availability of funding for its operations. For this reason the accounting authority continues to adopt the going concern basis in preparing the annual financial statements.

The accounting authority approved the annual financial statements for the year ended 31 March 2011 as set out on pages 55 to 79 on 30 May 2011 which were signed on its behalf by:

FD Mthembu
Chairperson

ND Moropane
Chief Executive Officer

REPORT OF THE AUDITOR-GENERAL TO THE MPUMALANGA PROVINCIAL LEGISLATURE ON THE MPUMALANGA REGIONAL TRAINING TRUST

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Mpumalanga Regional Training Trust, which comprise the statement of financial position as at 31 March 2011, and the statement of financial performance, statement of changes in equity and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, and the accounting authority's report, as set out on pages 55 to 79.

Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Companies Act of South Africa, 1973 (Act No. 61 of 1973), and for such internal control as management detenmines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 {Act No. 25 of 2004) (PAA) and sections 300 and 301 of the Companies Act of South Africa, my responsibility is to express an opinion on these financial statements based on my audit.

4. I conducted my audit in accordance with International Standards on Auditing and General Notice 1111 of 2010 issued in Government Gazette 33872 of 15 December 2010. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement

5. An audit involves perfonming procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Mpumalanga Regional Training Trust as at 31 March 2011, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the PFMA and the Companies Act of South Africa.

Emphasis of matters

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

Restatement of corresponding figures

9. As disclosed in notes 6.2 and 18 to the financial statements, the corresponding figures for 31 March 2010 have been restated as a result of errors discovered during the performance of the audit on the year ended 31 March 2011 in the financial statements of the Mpumalanga Regional Training Trust at, and for the year ended, 31 March 2010.

Fruitless and wasteful expenditure

10. As disclosed in note 20.1 to the financial statements, unauthorised expenditure of R657 874 was incurred, as a result of payments for goods not received as well as interest and penalties on late payments.

Irregular expenditure

11. As disclosed in note 20.2 to the financial statements, irregular expenditure of R1 095 000 was incurred, as a result of payments on a contract incorrectly advertised in the prior year.

Ownership of land and buildings

12. As disclosed in note 6.1 to the financial statements, fixed properties

with a combined value of R21 516 288 (2010: R22 860 000) were not registered in the name of the company. The transfer of ownership and registration of these properties are in process.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

13. In accordance with the PAA and in tenms of General Notice 1111 of 2010 issued in Government Gazette 33872 of 15 December 2010, I include below my findings on the annual performance report as set out on pages 12 to 46 and material non-compliance with Jaws and regulations applicable to the public entity.

Predetermined objectives

Usefulness of information

14 The reported perfonmance infonmation was deficient in respect of the following criteria:

- Consistency: The reported objectives, indicators and targets are not consistent with the approved strategic plan.
- Relevance: There is no clear and logical link between the objectives, outcomes, outputs, indicators and performance targets.
- Measurability: Indicators are not well defined and verifiable, and targets are not specific, measurable and time bound.

15. The following audit findings relate to the above criteria:

- Reported performance against predetermined objectives, indicators and targets was not consistent with the approved strategic plan.
- Additional and different objectives, indicators and targets were reported on from those included in the strategic plan. These additional objectives, indicators and targets were not included in the approved or adjusted budgets and were not approved subsequent to the strategic planning process.
- For the selected programmes, 55% of the planned and reported targets were not:
    - o specific in clearly identifying the nature and the required level of performance
    - o measurable in identifying the required performance
    - o time bound in specifying the time period or deadline for delivery.

Compliance with laws and regulations

Expenditure management

16. All payments due to creditors were not made within 30 days from receipt of an invoice, as per the requirements of section 38(1)(f) of the PFMA and Treasury Regulation 8.2.3.

17. The accounting authority did not take effective and appropriate steps to prevent fruitless and wasteful expenditure, as per the requirements of section 51(1)(b) of the PFMA.

Financial statements, performance report and annual report

1B. The accounting authority submitted financial statements for auditing that had not been prepared in all material aspects in accordance with generally accepted accounting practice and were supported by full and proper records, as required by section 55(1)(a) and (b) of the PFMA. Material misstatements were identified by the AGSA with regard to capital assets, current assets, liabilities and disclosure items.

Strategic planning and performance management

19. The accounting authority did not prepare the required quarterly reports on the progress made in achieving measurable objectives and targets, as required by Treasury Regulation 30.2.1.

20. The accounting authority did not ensure that the public entity had and maintained an effective, efficient and transparent system of internal control regarding performance management, which described and represented how the entity's processes of performance planning, monitoring, measurement, review and reporting were conducted, organised and managed, as required by section 51(1)(a)(i) of the PFMA.

Statutory compliance in terms of the Companies Act of South Africa

21. The entity did not amend its articles and memorandum of association, as required by sections 55 and 62 of the Companies Act of South Africa, and the entity is currently trading outside the provisions of its current articles of association.

22. The entity did not have a company register as required in terms of section 215 of the Companies Act of South Africa. Changes that should be recorded in the company register were also not submitted to the commissioner for registration.

INTERNAL CONTROL

23. In accordance with the PAA and in terms of General Notice 1111 of 2010 issued in Government Gazette 33872 of 15 December 2010, I considered internal control relevant to my audit,

but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

24. The accounting authority did not exercise oversight responsibility regarding financial and performance reporting, compliance and related internal controls.

25. The accounting authority did not in all instances implement effective human resource management to ensure that adequate and sufficiently skilled resources were in place and that performance was monitored.

26. The accounting authority did not monitor the implementation of action plans to address internal control deficiencies.

Financial and performance management

27. The financial statements and other information to be included in the annual report were not reviewed for completeness and accuracy prior to submission for auditing by the chief financial officer.

28. Proper record keeping was not implemented in a timely manner to ensure that complete, relevant and accurate information was accessible and available to support financial and performance reporting.

29. No controls were implemented over daily and monthly processing and reconciling of transactions.

30. Reviewing and monitoring were inadequate to ensure compliance with applicable laws and regulations.

Governance

31. Internal controls were not selected and developed to prevent or detect and correct material misstatements in financial reporting and reporting on predetermined objectives. The entity did not identify risks relating to the achievement of financial and performance reporting objectives.

Auditor-General

Nelspruit
31 July 2011

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Skills Development
Directors	Mrs. F.D. Mthembu - Non-executive Director (Chairperson of the Board) Mr. N.D. Moropane - Executive Director (Chief Executive Officer) Mrs. M.E. Letsoalo - Non-executive Director Mr. M.P. Shongwe - Non-executive Director Mrs. S.N. Motloung - Non-executive Director Mr. M.J. Sibiya - Non-executive Director
Registered office	Emalahleni Training Centre 5 Moses Kotane Drive Ferrobank Emalahleni 1035
Business address	Emalahleni Training Centre 5 Moses Kotane Drive Ferrobank Emalahleni 1035
Postal address	Private Bag X7288 Emalahleni 1035
Bankers	Standard Bank of South Africa
External Auditors	Auditor-General (South Africa)
Internal Auditors	Sithole Incorporated Registered Auditors
Secretary	Mr. E. Muller
Company registration number	1993/006132/08

The accounting authority has pleasure in presenting its report for the year ended 31 March 2011.

1. REVIEW OF ACTIVITIES

Main business and operations

The company is engaged in skills development and operates principally in South Africa - Mpumalanga Province.

The operating results and state of affairs of the company are fully set out in the attached financial statements and do not in our opinion require any further comment.

Deficit of the company is 2011: R 6 864,986, 2010: R 9 565 998

2. POST BALANCE SHEET EVENTS

There were no significant subsequent events to year end and the directors are not aware of any matter or circumstance arising since the end of the financial year.

3. DIRECTORS' INTEREST IN CONTRACTS

Directors do not currently have any interest in the contractual dealings of the company.

4. DIRECTORS

The directors of the company during the year and to the date of this report are as follows:

Mrs. F.D. Mthembu	Non-executive Director (Chairperson of the Board)
Mr. N.D. Moropane	Executive Director (Chief Executive Officer)
Mrs. M.E. Letsoalo	Non-executive Director
Mr. M.P. Shongwe	Non-executive Director
Mrs. S.N. Motloung	Non-executive Director
Mr. M.J. Sibiya	Non-executive Director

5. SECRETARY

The secretary of the company during the year was Mr. E. Muller, who was appointed on 1 November 2010.

Business address	Emalahleni Training Centre
	5 Moses Kotane Drive
	Ferrobank
	Emalahleni
	1035

Postal address	**Private bag X7288**
	Emalahleni
	1035

6. AUDITORS

The Auditor-General audits the financial statements in accordance with Section 4(3) of the Public Audit Act, Act No. 25 of 2004.

7. REGISTERING AS A PARASTATAL

A possibility exists that the company will cease to operate as a section 21 company and will continue operating as a registered parastatal. This process is subject to the approval of the Mpumalanga Skills Development Agency Bill, 2005 by the Mpumalanga provincial Cabinet to establish the entity as a parastatal. No approval has been received from the Cabinet as yet.

8. PROPERTY, PLANT AND EQUIPMENT

The Ekandustria Training Centre (Erf 61; 62 and 63 Ekandustria), Siyabuswa Training Centre (Industrial area Factory 10/2), Kabokweni Training Centre (Registered as Erf 1458) and Mpumalanga Hospitality and Tourism Academy (Re of Farm Nyamassan 137 JU) with a total combined carrying value of R 21 516 288 included in land and buildings are not yet registered in the name of the company. The transfer of ownership and registration of the above stated properties is in process and MRTT have engaged a firm of attorneys to speedily facilitate this process. Furthermore a register of correspondence between us and relevant stakeholders and a file containing the information required by paragraph 22(3) of Schedule 4 of the Companies Act are available for inspection at the registered office of the company.

9. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

9.1 Irregular Expenditure

An irregular expenditure was incurred during the financial due to non-compliance with Treasury Regulation 16A6.3 c), that is, not advertising for at least 21 days in the Government Tender Bulletin. As at 31 March 2011, an amount of R1,095,000.00 was paid to JDR Construction CC who was awarded the tender to build 130 RDP houses in Mkhondo Local Municipality.

9.2 Fruitless and wasteful Expenditure

Two cases of fruitless and wasteful expenditure amounting to R409,784.40 were reported in the previous financial year. Disciplinary hearings were accordingly instituted against the two (2) officials involved in issuing cheques without ensuring the completeness of the goods delivered. Cheques amounting to R327,772.80 and R82,011.60 were issued to certain suppliers who did not fully deliver as per the order by the two officials.

The outcome of the case involving the amount of R327,772.80 resulted in the employee being demoted from the management position to an officer's position. The company is in the process of recovering the full amount from the employee. A provision has been made to recover the amount from the employee

With regards to the other case the employer has provisionally withdrawn the charges due to technicalities.

A case of financial misconduct which resulted in a financial loss of R6,763 involving a debtor's clerk was discovered during the year under review. Investigations have been completed and a disciplinary hearing is to be instituted against the employee.

Interest Paid R79,291 (2010 R0)
Penalties paid R166,035 (2010 R0)

The above were incurred as a result of late payments to the South African Revenue Services and Telkom.

10. COMPREHENSIVE RURAL DEVELOPMENT (CRDP)

MRTT entered into a service level agreement with Department of Agriculture Rural Development and Land Administration (DARDLA) in February 2010, to train learners at Mkhondo Local Municipality in construction, manufacturing and energy related trades. These learners will be given an opportunity to participate in various projects during the construction of RDP houses as part of their workplace experiential learning.

The project value of building RDP houses amount to R9,020,935. MRTT committed R8,610,480 (refer note 17) towards the building of 130 RDP houses in Mkhondo Local Municipality. No payment was received from the Department of Agriculture Rural Development and Land Administration made during the financial year under review.

Financial Results

The summarised results of the company's operations for the year ended 31 March 2011 are as follows:

DETAILS	2011 R	2010 R
Revenue	**55,479,614**	39,732,652
Deficit for the year	**6,864,986**	9,565,998
Total Assets	**41,038,621**	41,055,729
Total Liabilities	**6,210,087**	2,273,698

STATEMENT OF FINANCIAL PERFORMANCE

MRTT

for the year ended 31 March 2011

	Notes	2011 R	2010 R
Government grant	4	**29,594,000**	23,470,000
Own generated income	4	**25,740,789**	16,119,770
Interest received	4	**144,825**	142,882
Interest paid	5	**(79,291)**	-
Operating and administrative expenditure	5	**(62,265,309)**	(49,298,650)
Deficit for the year		**(6,864,986)**	(9,565,998)

STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2011

	Notes	2011 R	2010 R
ASSETS			
Non-current assets			
Property, plant and equipment	6	36,731,911	37,388,573
Intangible Assets	7	19,999	
Current assets			
Cash and cash equivalents	8	1,295,998	1,789,048
Trade and other receivables	9	2,464,723	1,462,284
Inventories	10	525,990	415,824
		4,286,711	3,667,156
TOTAL ASSETS		41,038,621	41,055,729
RESERVES AND LIABILITIES			
Capital and reserves			
Accumulated surplus		10,789,596	14,743,093
Non-distributable reserve		24,038,938	24,038,938
Current liabilities		34,828,534	38,782,031
Income received in advance		121,864	275,077
Trade and other payables	11	4,067,958	667,768
Provision for leave pay	12	2,020,265	1,330,853
		6,210,087	2,273,698
TOTAL RESERVES AND LIABILITIES		41,038,621	41,055,729

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2011

	Notes	2011 R	2010 R
ACCUMULATED SURPLUS			
Balance brought forward		**14,743,093**	24,309,091
Restatement of opening carrying value of PPE	6	**2,911,489**	
Deficit for the year		**(6,864,986)**	(9,565,998)
Balance at 31 March		**10,789,596**	14,743,093
NON-DISTRIBUTABLE RESERVES			
Balance brought forward		**24,038,938**	44,305,985
Devaluation of land and buildings	6	**-**	(20,267,047)
Balance at 31 March		**24,038,938**	24,038,938
ACCUMULATED SURPLUS AND RESERVES		**34,828,534**	38,782,031

CASH FLOW STATEMENT

for the year ended 31 March 2011

	Notes	2011 R	2010 R
Cash flows from operating activities			
Cash receipts from Provincial Grant	4	**29,594,000**	23,470,000
Cash receipts from recoveries and rentals		**24,505,196**	17,484,742
Interest received		**144,825**	142,882
Cash paid to suppliers and employees		**(53,838,298)**	(44,768,429)
Cash absorbed by operating activities	13	**405,723**	(3,670,805)
Cash flows from investing activities			
Acquisition of property, plant and equipment	6	**(898,773)**	(227,323)
Net cash outflow from investing activities		**(898,773)**	(227,323)
Net decrease in cash and cash equivalents		**(493,050)**	(3,898,128)
Cash and cash equivalents at beginning of the year	8	**1,789,048**	5,687,176
Cash and cash equivalents at end of the year	8	**1,295,998**	1,789,048

1. BASIS OF PREPARATION

The financial statements are prepared in accordance with the prescribed Standards of Generally Recognised Accounting Practices (GRAP). The following GRAP Statements replace the equivalent GAAP Statements as follows:

Standard of GRAP		Standard of GAAP	
GRAP 1:	Presentation of financial statements	IAS 1:	Presentation of financial statements
GRAP 2:	Cash flow statements	IAS 7:	Cash flow statements
GRAP 3:	Accounting policies, changes in accounting estimates and errors	IAS 8:	Accounting policies, changes in accounting estimates and errors
GRAP 4:	The Effects of Changes in Foreign Exchange Rates	IAS 121:	The Effects of Changes in Foreign Exchange Rates
GRAP 5:	Borrowing Costs	IAS 23:	Borrowing Costs
GRAP 6:	Consolidated and Separate Financial Statements	IAS 27:	Consolidated and Separate Financial Statements
GRAP 7:	Investments in Associate	IAS 28:	Investments in Associate
GRAP 8:	Interest in Joint Venture	IAS 31:	Interest in Joint Venture
GRAP 9:	Revenue from Exchange Transactions	IAS 18:	Revenue
GRAP 10:	Financial Reporting in Hyperinflationary Economies	IAS 29:	Financial Reporting in Hyperinflationary Economies
GRAP 11:	Construction Contracts	IAS 11:	Construction Contracts
GRAP 12:	Inventories	IAS 2:	Inventories
GRAP 13:	Leases	IAS 17:	Leases
GRAP 14:	Events after Reporting Date	IAS 10:	Events after the Balance Sheet Date
GRAP 16:	Investment Property	IAS 40:	Investment Property
GRAP 17:	Property, Plant and Equipment	IAS 16:	Property, Plant and Equipment
GRAP 19:	Provisions, Contingent Liabilities and Contingent Liabilities	IAS 37:	Provisions, Contingent Liabilities and Contingent Liabilities
GRAP 24:	Presentation of Budget information in financial statements	No IAS Standard is equivalent to the stated GRAP Standard	
GRAP 100:	Non-current Assets Held for Sale and Discontinued Operations	IFRS 5:	Non-current Assets Held for Sale and Discontinued Operations
GRAP 101:	Agriculture	IAS 41:	Agriculture
GRAP 102:	Intangible Assets	IAS 38:	Intangible Assets

The recognition and measurement principles in the above GRAP and GAAP Statements do not differ or result in material differences in items presented and disclosed in the financial statements. The implementation of the above GRAP Standards has resulted in the following significant changes in the presentation of the financial statements:

1.1 **Terminology differences:**

Standard of GRAP	Replaced Statement of GAAP
Statement of financial performance	Statement of financial performance
Statement of financial position	Statement of financial position
Statement of changes in net assets	Statement of changes in equity
Net assets	Equity
Surplus/deficit for the year	Profit/loss for the year
Accumulated surplus/deficit	Retained earnings
Contributions from owners	Share capital
Distributions to owners	Dividends
Reporting date	Balance sheet date

1.2 The cash flow statement can only be prepared in accordance with the direct method.

1.3 Specific information such as:

(a) Receivables from non-exchange transactions, including taxes and transfers;
(b) Taxes and transfers payable; and
(c) Trade and other payables from non-exchange transactions must be presented separately on the statement of financial position.

1.4 The amount and nature of any restrictions on cash balances is required to be disclosed.

Paragraph 11 – 15 of GRAP 1 has not been implemented as the budget reporting standard GRAP 24 has been approved but not yet effective. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect fair presentation.

1.5 The financial statements are prepared on the historical cost basis, except for buildings carried at revalued amount less accumulated depreciation.

The financial statements are prepared on a going concern basis.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Mpumalanga Regional Training Trust's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The following GRAP Standards have been approved but are not yet effective:

Standard of Grap	Effective Date
GRAP 18 – Segment Reporting	Not yet determined
GRAP 21 – Impairment of Non-cash Generating Assets	1 April 2012
GRAP 23 – Revenue from Non-exchange Transactions (Taxes and Transfers)	1 April 2012
GRAP 25 – Employee Benefits	Not yet determined
GRAP 26 – Impairment of Cash Generating Assets	1 April 2012
GRAP 103 – Heritage Assets	1 April 2012
GRAP 104 – Financial Instruments Improvements to the Standards of GRAP Amendments to IFRS 7 – Financial Instruments: Disclosures	Not yet determined

2. ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

2.1 Standards and interpretations adopted with no effect on the financial statements

Standard	Details of amendment	Annual periods beginning on or after
IFRS 7 : Financial Instruments: Disclosures Amendments	• Amendments dealing with improving disclosures about Financial Instruments • Amendments enhancing disclosures about fair value and liquidity risk	1 January 2011
IFRS 9 : Financial Instruments	• New standard	1 January 2011
IAS 10 : Events after the Reporting Period	• Amendments resulting from the issue of IFRIC 17	1 January 2009 1 July 2009
IAS 24 : Related Party Disclosures (Amendments)	• Simplification of the disclosure requirements for government related entities • Clarification of the definition of a related party	1 January 2011
IAS 32 : Financial Instruments : Presentation (Amendments)	• Certain financial instruments will be classified as equity whereas prior to these amendments they would have been classified as financial liabilities	1 February 2010
IAS 34 : Interim Financial Reporting	• Earnings per share disclosures in interim financial reports	1 February 2010
IAS 36 : Impairment of Assets	• Disclosure of estimates used to determine recoverable amount	1 January 2010
IAS 38 : Intangible Assets	• Advertising and promotional activities • Unit of production method of amortisation	1 January 2009

The directors anticipate that the adoption of these Standards and Interpretations in future periods will have no material impact on the financial statements of the company.

3. ACCOUNTING POLICIES

3.1. Trade receivables and other receivables

Trade and other receivables are initially recorded at fair value and are carried at amortised cost less provision for impairment. The provision for impairment is established where there is objective evidence that the Mpumalanga Regional Training Trust will not be able to collect all amounts due according to the original terms of the receivables

Impairment of receivables
Impairment is recognised for estimated losses on individually significant trade receivables and on a group of trade receivables with similar credit risk that are assessed to be impaired based on objective evidence that the company will not be able to collect all amounts due according to the original terms of receivables as a result of one or more events that occurred during the reporting year. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payment are considered indicators that the debtor is impaired.

For customers who have defaulted, management makes judgements based on an assessment of their ability to make payments based on credit worthiness and historical write-off experience. Should the financial condition of the customers change, actual write-offs could differ significantly from the impairment.

3.2. Revenue

Revenue comprises the fair value of consideration received or receivable from rendering of services.

Revenue from the rendering of services is recognised upon performance of services and when services are consumed by the customer.

Interest income is recognised on a time proportion basis taking account of the principal outstanding and the nominal rate over the period to maturity when it is determined that such income will accrue to the Mpumalanga Regional Training Trust.

Rental income is recognised on as straight line basis over the term of the lease.

3.3. Government grants

Government grant is recognised as income only when there is reasonable assurance that the grant will be received from government during the relevant financial year.

3.4. Property, plant and equipment

Immovable assets
Items of land and buildings are stated at revalued amounts, less accumulated depreciation on buildings and accumulated impairment losses. Additions to items of land and buildings are recorded at cost.

Cost comprises all expenditure directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Revaluation of all land and buildings is carried regularly. This revaluation is carried out throughout the particular revaluation year so as to determine the value as at the end of that financial year. Increases or decreases in carrying value arising on revaluation are transferred to non-distributable reserves.

Any accumulated depreciation and any accumulated impairment loss is eliminated against the gross carrying amount of the asset upon revaluation. On disposal of previously revalued property, plant and equipment, any amount relating to that asset remaining in the revaluation reserve is transferred to accumulated earnings.

Land is not depreciated. Depreciation on the buildings is calculated on a straight line basis over the expected useful lives of each major component of buildings assets. Depreciation on buildings is charged to the Statement of Financial Performance.

Interest cost of borrowing to finance the construction of property, plant and equipment is capitalised during the period of time that is required to complete and prepare the assets for its intended use. All other borrowing costs are expensed.

The estimated useful lives of land and buildings assets are as follows:

Buildings	20 years

Movable assets
Items of movable property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost comprises all expenditure directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is calculated on a straight line basis over the expected useful lives of the assets, for all assets whose cost is above R5,000. Assets acquired at amounts below R5,000 are depreciated to R1 in the year of acquisition. These limits do not apply to items of furniture. All items of furniture are depreciated over their estimated useful lives. Depreciation on movable assets is charged to the Statement of financial performance.

The estimated useful lives of movable assets are as follows:

Motor vehicles	5 years
Computer equipment	3 years
Office equipment and furniture	10 years
Domestic equipment	10 years
Plant and equipment	10 years

Costs incurred subsequent to acquisition are included in the assets carrying amount or recognised as a separate asset only when it meets the definition of an assets, is probable that the future economic benefits associated with the item will flow to the Mpumalanga Regional Training Trust and the cost of that item of cost can be reliably measured.

All items of movable plant and equipment are tested for impairment on an annual basis. An asset's carrying amount is written down to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Useful lives and residual values

The useful lives and residual values of property, plant and equipment are reviewed at the end of each financial year. These useful lives and residual values are estimated by management based on historic analysis and other available information.

Revaluation

Land and buildings are carried at revalued amounts. Revaluations are performed regulary using the depreciated replacement method.

3.5. Intangible assets

Acquired computer software licences are carried at cost less any accumulated amortsation and any impairment losses. Amortisation on these costs is provided to write down the intangible assets, on a straight line basis, and charged to the Statement of financial performance.

The estimated useful life of the intangible assets is as follows:

Computer software	3 years

3.6 Cash and cash equivalents

Cash and cash equivalents are carried at cost in the Statement of Financial Position. For the purposes of the Cash Flow Statement, cash and cash equivalents comprise cash on hand, short-term deposits held at call with banks, other short-term highly liquid investments with maturities of three months or less, and bank overdrafts.

3.7 Trade and other payables

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost.

3.8. Financial instruments and risk management

Financial assets

Financial assets are recognised in the financial statements on the contractual commitment date. Financial assets are initially measured at their cost; which is the fair value of the consideration given, plus the transaction costs, except in the case of financial assets carried at fair value through profit or loss where transaction costs are immediately expensed. Subsequent to initial recognition, these instruments are measured as follows:

- Any gain or loss arising from a change in a financial asset is recognised as follows:
- A gain or loss on a financial asset classified as at fair value through profit or loss is recognised in profit or loss,
- Financial assets carried at amortised cost, a gain or loss is recognised in profit or loss when the financial asset is derecognised or impaired, and through the amortsation process.

Financial liabilities

Financial liabilities are recognised in the financial statements on the contractual commitment date. Financial liabilities are initially measured at their cost; which is the fair value of the consideration given, less the transaction costs. Subsequent to initial recognition, these instruments are measured as follows:

- Financial liabilities at fair value through profit or loss, including derivatives that are liabilities, are measured at fair value.
- Other financial liabilities are measured at amortised cost using the effective interest method.
- Any gain or loss arising from a change in a financial liability is recognised as follows:
- A gain or loss on a financial liability classified at fair value through profit or loss is recognised in profit or loss,
- A gain or loss on an available-for-sale financial liability is recognised directly in equity, through the statement of changes in equity, until the financial liability is derecognised, at which time the cumulative gain or loss previously recognised in equity is recognised in profit or loss,
- Financial liabilities carried at amortised cost, a gain or loss is recognised in profit or loss when the financial liability is derecognised or impaired, and through the amortsation process.

Exposure to continuously changing market conditions has highlighted the importance of financial risk management as an element of control for the Mpumalanga Regional Training Trust. The Mpumalanga Regional Training Trust finances its operations primarily from cash receipts from customers and grant income received from the government.

Interest rate risk management

Interest rate risk is the risk that changes in the interest rate will affect the company's income or value of its financial instruments, namely cash resources and interest-bearing borrowings

The Mpumalanga Regional Training Trust's exposure to the risk of changes in market interest is deemed insignificant as the company has no long-term debt and as such has very limited exposure to fluctuations in interest rates.

Credit risk management

Credit risk is the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations, arises principally from the company's trade receivables and cash resources held at banking institutions. Trade receivables consist mainly of student fees.

The Mpumalanga Regional Training Trust monitors the ageing of trade receivables on an ongoing basis with the result that the company's exposure to bad debts is not significant and engages its customers where there is an indication of possible problems with regard to recovery from customers. Provision is made for both specific and general bad debts and at the end of the financial year management did not consider there to be any material credit risk exposure that was not already covered by the impairment provision and the maximum exposure is the carrying amount as disclosed in note 8.

With respect to credit risk arising from the other financial assets of the company, the company's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

To limit this exposure, cash investments are investments made by the Mpumalanga Regional Training Trust with the reputable South African bank of high credit standing, and credit risk is considered to be acceptably low by the directors of the Mpumalanga Regional Training Trust.

Market risk management

The Mpumalanga Regional Training Trust is not exposed to market risks since it is not involved in foreign exchange transactions, and the Mpumalanga Regional Training Trust is also not trading in bonds and/or shares.

Liquidity risk management

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due.

The company ensures, as far as possible, that it has sufficient cash and cash equivalents available to meet its liabilities as and when they fall due. Daily, weekly and monthly cash flow requirements are monitored to ensure sufficient cash is available on demand. Any surplus cash is appropriately invested in call deposits; 7 days; 14 days and 30 days is guided by the projected future cash requirements. The company maintains a balance between continuity of funding and flexibility though the use of bank facilities.

3.9. Inventory

Inventory is carried in the financial statements at the lower of cost and net realisable value. Cost is determined using the weighted average cost method. Net realisable value is the estimated selling price in the ordinary course of business less the costs of completion and selling expenses. Any write down of inventory to net realisable value is recognised immediately in the Statement of Financial Performance as an expense.

3.10. Impairment

The carrying amounts of the assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, or when annual impairment testing for an asset is required, the recoverable amount is estimated as the higher of the net selling price and value in use.

In assessing value in use, the expected future cash flows are discontinued to their present value using a discount rate that reflects current market assessments of the time value of money and the risk specific to the asset. An impairment loss is recognised whenever the carrying amount exceeds the recoverable amount. Impairment losses and reversals of impairment losses are separately disclosed in the income statement.

For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash generating unit to which the asset belongs. An impairment loss is recognised whenever the carrying amount of the cash generating unit exceeds its recoverable amount.

A previously recognised impairment loss is reversed if there has been a change in the estimate used to determine the recoverable amount, however not to an amount higher than the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised in prior years.

3.11. Provisions

Provisions are recognised when the Mpumalanga Regional Training Trust has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made. Where the effect of discounting is material, provisions are discounted.

3.12. Leased assets

Leases of assets under which the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Statement of financial performance on a straight-line basis over the period of the lease.

When an operating lease is terminated before the end of the term of the lease, any payments required to be made by the Mpumalanga Regional Training Trust by way of penalties are recognised as an expense in the period in which the termination occurred.

3.13. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the financial statements but are disclosed as such in the notes to the financial statements. Contingent liabilities represent a possible obligation that arises from past events and whose existence will be confirmed only by an occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Mpumalanga Regional Training Trust. A contingent liability can also arise as a result of a present obligation that arises from past events but which is not recognised as a liability either because:

- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The amount of contingent liabilities represents all outstanding litigation against the Mpumalanga Regional Training Trust at the end of the financial year.

Contingent assets represent possible assets that arise from past events and whose existence will be confirmed only by an occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Mpumalanga Regional Training Trust.

3.14. Employee benefits

Leave benefits

Annual leave is provided over the period the leave accrues. In the case of accumulating compensated leave benefit, the Mpumalanga Regional Training Trust recognises the cost when the employee renders the service that increases their entitlement to the future compensated absences. In the case of non-accumulating compensated absences, the Mpumalanga Regional Training Trust recognises the leave cost when the absence occurs.

Performance bonus plans

The Mpumalanga Regional Training Trust recognises the expected cost of performance bonus payments where there is a present legal or constructive obligation to make these payments as a result of past events and a reliable estimate of the obligation can be made by the Mpumalanga Regional Training Trust. The Mpumalanga Regional Training Trust considers the present obligation to exist when the Mpumalanga Regional Training Trust has no realistic alternative but to make the payments related to performance bonuses.

Retirement benefits

The Mpumalanga Regional Training Trust contributes to the employees' retirement benefits through a contribution to the funded defined contribution plan. Once the Mpumalanga Regional Training Trust has paid the contributions, the Mpumalanga Regional Training Trust has no further payment obligations. The contribution paid is charged to employee expenses in the same year as the related service is provided.

Medical benefits

The Mpumalanga Regional Training Trust contributes to the employees' medical benefits through a contribution to the employees' medical aid scheme. Once the Mpumalanga Regional Training Trust has paid the contributions, the Mpumalanga Regional Training Trust has no further payment obligations. The contribution paid is charged to employee expenses in the same year as the related service is provided.

The Mpumalanga Regional Training Trust has no payment obligations for retired employees as no such provision is made for post-retirement medical benefits.

3.15 Unauthorised, Irregular, fruitless and wasteful expenditure

Irregular expenditure means expenditure incurred in contravention of, or not in accordance with a requirement of any applicable legislation, including:

- The Public Finance Management Act 1999 (Act No. 1 of 1999) as amended, or
- Any legislation providing procurement procedures in government

Unauthorised expenditure is expenditure that has not been budgeted, expenditure that is not in terms of the conditions of an allocation received from another sphere of Government or organ of state and expenditure in the form of a grant that is not permitted in terms of the Public Finance Management Act 1999 (Act No. 1 of 1999).

Fruitless and wasteful expenditure means expenditure that was made in vain and could have been avoided had reasonable care been exercised.

All irregular, unauthorised, fruitless and wasteful expenditure is accounted for as expenditure in the statement of financial performance in the period incurred and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

4. REVENUE

	2011 R	2010 R
Government grant	29,594,000	23,470,000
Own generated income	25,740,789	16,119,770
Interest received	144,825	142,882
	55,479,614	39,732,652

5. OPERATING AND ADMINISTRATIVE EXPENDITURE

	2011 R	2010 R
Operating and administrative expenditure	62,265,309	49,298,650
Operating and administrative expenditure include:		
Penalties	166,035	-
Rentals paid	833,124	840,150
Trade receivables impairment	324,641	1,188,577
Depreciation on property, plant and equipment	4,434,735	4,237,587
Employee costs	34,199,257	26,920,863

6. PROPERTY, PLANT AND EQUIPMENT

		31 March 2011	
Summary	Cost/ Valuation R	Accumulated depreciation R	Carrying value R
OWNED ASSETS			
Land and buildings	43,982,800	(12,504,809)	31,477,992
Machinery and equipment	3,026,161	(1,784,534)	1,241,627
Motor vehicles	2,467,777	(1,750,174)	717,603
Office equipment	1,096,758	(577,370)	519,388
Office furniture	4,940,024	(2,785,306)	2,154,718
Domestic equipment	1,050,033	(584,283)	465,751
Computer equipment	803,537	(648,704)	154,833
TOTAL	57,367,091	(20,635,180)	36,731,911

It is the policy of the organisation to perform value assessment of its land and buildings regularly. The land and buildings were revalued on 19 July 2010 by an independent appraiser registered as a Professional Associated Valuer with the South African Council for the Property Valuers Profession on a depreciated net replacement value with reference to recent market transactions on arm's length basis.

6. PROPERTY, PLANT AND EQUIPMENT (continued)

6.1 MOVEMENT MARCH 2011 FINANCIAL YEAR

Assets	31 March 2010 Carrying Value R	Additions R	Transfers R	Disposals R	Depreciation R	31 March 2011 Carrying Value R
Land and buildings	34,635,593	53,335			(3,210,937)	**31,477,991**
Machinery and equipment	795,521	632,087			(185,980)	**1,241,628**
Motor vehicles	1,041,994				(324,390)	**717,604**
Office equipment	614,068	12,769		(3,002)	(107,450)	**519,387**
Office furniture	2,582,258	42,214		(41)	(466,753)	**2,154,718**
Domestic equipment	462,327	98,650		(9,146)	(95,185)	**465,750**
Computer equipment	168,301	34,804			(39,127)	**154,833**
TOTAL	40,300,062	873,859		(12,189)	(4,429,821)	**36,731,911**

6.2 PRIOR YEAR RESTATEMENT OF PROPERTY PLANT AND EQUIPMENT

The opening balances of property plant and equipment have been restated due to a prior year error in the calculation of depreciation. This error resulted in the overstatement of prior year depreciation and understatement of opening accumulated surplus by R 2,911,489.

6.3 DETAILS OF PROPERTIES

Details of properties	
Re of Farm Nyamassan 137 JU. The property includes a hotel building, a double storey building, a single storey building, a manager's dwelling, a lapa, a guard room, two small garden store rooms and a swimming pool. The site area is 29,423 square meters.	13,263,611
Erf 1603, Kabokweni (Registered as Erf 1458). The property includes an office block, two workshops and ablution block. The site area is 5,328 square metres.	2,819,069
Erf 5 Ferrobank. The property includes an industrial building, workshops, ablutions and internal offices. The site area is 29,282 square metres.	6,857,013
Erf 61; 62 and 63 Ekandustria. The property includes industrial buildings comprising of workshops, ablutions and internal offices. The site area is 5,328 square metres.	3,711,118
Siyabuswa, Industrial Area Factory 10/2. The property includes industrial buildings comprising workshops, ablutions and internal offices. The site area is 2,200 square metres.	1,001,222
Erf 21 Corridor Hill Township, remainder of Zeekoeiwater Number 31, JS Stand 19, and the site area measures 1, 995 square metres and situated in a proposed township to be known as Corridor Hill.	2,394,792
Erf 312 Witbank Township, Registration Division J.S. in the Province of Mpumalanga (58 French Street).	1,431,166
TOTAL	31,477,991

6. PROPERTY, PLANT AND EQUIPMENT (continued)

The Ekandustria Training Centre (Erf 61; 62 and 63 Ekandustria), Siyabuswa Training Centre (Industrial area Factory 10/2), Kabokweni Training Centre (Registered as Erf 1458) and Mpumalanga Hospitality and Tourism Academy (Re of Farm Nyamassan 137 JU) with a total combined carrying value of R21,516,288 included in land and buildings are not yet registered in the name of the company. The transfer of ownership and registration of the above stated properties is in process and MRTT have engaged a firm of attorneys to speedily facilitate this process. Furthermore a register of correspondence between Mpumalanga Regional Training Trust and relevant stakeholders and a file containing the information required by paragraph 22(3) of Schedule 4 of the Companies Act are available for inspection at the registered office of the company.

6.4 MOVEMENT MARCH 2010 FINANCIAL YEAR

Assets	31 March 2009 Carrying Value R	Additions R	Transfers R	Disposals R	Depreciation R	31 March 2010 Carrying Value R
Land and buildings	57,994,675		(20,267,047)	-	(3,207,628)	34,520,000
Machinery and equipment	246,264			-	(31,794)	214,470
Motor vehicles	1,318,714			-	(324,168)	994,546
Office equipment	170,255	17,000		-	(26,519)	160,736
Office furniture	1,415,873	167,076		-	(457,971)	1,124,978
Domestic equipment	277,488	6,437		-	(85,657)	198,268
Computer equipment	242,615	36,810		-	(103,859)	175,566
TOTAL	61,665,884	227,323	(20,267,047)	-	(4,237,596)	37,388,564

Details of properties

Re of Farm Nyamassan 137 JU. The property includes a hotel building, a double storey building, a single storey building, a manager's dwelling, a lapa, a guard room, two small garden store rooms and a swimming pool. The site area is 29,423 square meters.	14,500,000
Erf 1603, Kabokweni (Registered as Erf 1458). The property includes an office block, two workshops and ablution block. The site area is 5,328 square metres.	3,160,000
Erf 5 Ferrobank. The property includes an industrial building, workshops, ablutions and internal offices. The site area is 29,282 square metres.	7,650,000
Erf 61; 62 and 63 Ekandustria. The property includes industrial buildings comprising of workshops, ablutions and internal offices. The site area is 5,328 square metres.	4,100,000
Siyabuswa, Industrial Area Factory 10/2. The property includes industrial buildings comprising workshops, ablutions and internal offices. The site area is 2,200 square metres.	1,100,000
Erf 21 Corridor Hill Township, remainder of Zeekoeiwater Number 31, JS Stand 19, and the site area measures 1, 995 square metres and situated in a proposed township to be known as Corridor Hill.	2,510,000
Erf 312 Witbank Township, Registration Division J.S. in the Province of Mpumalanga (58 French Street).	1,500,000
TOTAL	34,520,000

	2011	2010
6. PROPERTY, PLANT AND EQUIPMENT (continued)	**R**	**R**

The Ekandustria Training Centre (Erf 61, 62 and 63 Ekandustria), Siyabuswa Training Centre (Industrial area Factory 10/2), Kabokweni Training Centre (Registered as Erf 1458) and Mpumalanga Hospitality and Tourism Academy (Re of Farm Nyamassan 137 JU) with a total combined value of R22,860,000 included in Land and buildings are not yet registered in the name of the company. The transfer of ownership and registration of the above stated properties is in process and MRTT have engaged a firm of attorneys to speedily facilitate this process. Furthermore a register of correspondence between Mpumalanga Regional Training Trust and relevant stakeholders and a file containing the information required by paragraph 22(3) of Schedule 4 of the Companies Act are available for inspection at the registered office of the company.

7. INTANGIBLE ASSETS	Cost	Accumulated depreciation	Net book value
Computer Software	24,914	(4,945)	19,969

8. CASH AND CASH EQUIVALENTS

MRTT has a restrictive pledge of R50,000 on its current account in respect of the business credit card. Cash and cash equivalents consist of cash on hand and balance with the bank. Cash and cash equivalents included in the Cash Flow Statement comprise the following:

	2011	2010
Cash on hand	8,807	7,903
Bank balances	1,287,191	1,781,145
	1,295,998	1,789,048

9. TRADE AND OTHER RECEIVABLES

	2011	2010
Gross trade receivables	3,904,894	2,577,377
Allowance for impairment	(1,513,217)	(1,188,577)
	2,391,677	1,388,800
Prepayment	69,546	69,984
Deposits	3,500	3,500
	2,464,723	1,462,284

The carrying value of trade and other receivables at their fair value due to the short-term nature of these instruments.

	2011	2010
9. TRADE AND OTHER RECEIVABLES (CONTINUED)	**R**	**R**

The following table illustrates the relationships between aged gross trade receivables and the impairment allowance:

	2011 Gross trade receivables R	2011 Impairment allowances R	2010 Gross trade receivables R	2010 Impairment allowances R
Not passed due	-	-	**533,618**	-
Past due 0 to 30 days	1,514,088	-	**352,774**	-
Past due 30 to 60 days	114,380	-	**140,102**	-
Past due 60 days	2,276,427	1,513,218	**1,550,883**	1,188,577
	3,904,895	1,513,218	**2,577,377**	1,188,577

The following factors were considered in determining the amount of the impairment of trade receivables:

- Financial difficulties
- Abscondences

Exposure to credit risk
Gross trade receivables represent the maximum credit exposure.

The gross trade receivables at the reporting date by type of customer was spread across the following categories:

- Government
- Parastatals
- Municipalities
- Students

The company's trade receivables balance with government, parastatals, municipalities and students reduces the company's exposure to credit risk.

The credit risk in respect of other receivables is considered by the directors to be minimal.

Listings of overdue customer balances are reviewed monthly.

10. INVENTORIES

	2011	2010
Consumables	**525,990**	415,824

11. TRADE AND OTHER PAYABLES

	2011 R	2010 R
Trade payables	**954,057**	203,631
Students deposits	**15,808**	-
Accruals	**3,039,232**	418,342
Effects of lease smoothing	**41,699**	39,064
Credit card	**17,163**	6,731
	4,067,958	667,768

12. PROVISION FOR LEAVE PAY

	2011 R	2010 R
Balance at the beginning of the year	**1,330,853**	1,205,477
Provision utilised	**(177,372)**	(233,985)
Provision reversed in prior year		-
Provision raised in current year	**866,784**	359,361
Balance at the end of the year	**2,020,265**	1,330,853

This provision is created based on staff leave days outstanding at year end which might have to be paid out to them if they are to leave the business. The leave pay provision was calculated based on cost to company for each individual in respect of the leave days not taken at year end for each individual employee.

13. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES

	2011 R	2010 R
Deficit for the year	**(6,864,986)**	(9,565,998)
Adjustments for the year		
Proceeds from insurance claim	**30,225**	-
Depreciation of property, plant and equipment	**4,434,735**	4,237,587
Movements in provisions	**689,412**	125,376
Other non-cash movements	**(18,035)**	-
Changes in working capital		
Decrease / (Increase) in trade and other recevables	**(1,002,439)**	1,282,998
Increase in inventories	**(110,166)**	(64,816)
Increase / (decrease) in income received in advance	**(153,213)**	81,974
Increase in trade and other payables	**3,400,190**	232,074
Cash (absorbed) / generated by operations	**405,723**	(3,670,805)

14. AUDITORS' REMUNERATION

	2011 R	2010 R
Audit fees		
External audit fees	760,933	427,334
Internal audit fees	476,614	370,616
	1,237,547	797,950

15. DIRECTORS AND MANAGEMENTS EMOLUMENTS

Directors' remuneration: non-executive members

Fees for services as Board members	2011 R	2010 R
Mrs. F.D. Mthembu	220,521	121,450
Mrs. M.E. Letsoalo	158,194	72,467
Mrs. S.N. Motloung	103,222	43,478
Mr. P.M. Shongwe	-	1,208
Mr. M.J. Sibiya	60,789	4,268
	542,726	242,871

Executive Management

ND Moropane - Chief Executive Officer	2011 R	2010 R
Salary	1,563,194	888,634
Employment Contract Translation Agreement	2,808,701	-
Bonus	70,574	207,348
Other	315,000	423,022
	4,757,469	1,519,004

Included in the Employment Contract Translation Agreement is an accrual of R1,808,701

Management emoluments

Executive management - Aggregate	2011 R	2010 R
M.S. Makgoba - General Manager Training Operations	689,624	671,826
M.G. Jafta - Chief Financial Officer	675,270	629,208
F.H. Sumbana - General Manager - Hotel and Tourism Academy	-	361,730
L.Y. Matlakale - General Manager - Hotel and Tourism Academy	511,795	454,706

16. RETIREMENT BENEFITS

	2011 R	2010 R

Defined contribution plan

The employer contributes a percentage of an employee's salary to the Sanlam pension fund which is subject to the Pension Fund Act. The employer has no obligation other than to make the monthly payments and no further risk. The risk of market movements lies with the employee. The treatment is to expense the contributions in the month to which they relate.

	2011 R	2010 R
Total company contribution	**3,992,865**	3,758,585

17. LEASE COMMITMENTS

Operating lease payments represent rentals payable by the organisation for some of its office equipment and office properties.

Future minimum lease payments as at 31 March 2011:

	0 to 1 year R	2 to 5 years R
Future lease payments	1,000,613	624,202

18. COMMITMENTS

Commitments represent future contractual commitment the organisation have engaged itself with other parties whereby cash outflows will be legally expected from the organisation.

Commitments as at 31 March 2011:

	2011 R	2010 R
Approved and contracted		
Current expenditure	**13,980,442**	410,455
Approved and contracted		
Capital expenditure on behalf of :		
Department of Agriculture and Land Affairs	**779,800**	7,830,680
Department of Corporate Governance and Traditional Affairs	**5,027,330**	5,427,330
SASSETA	**399,070**	570,100
Vulematfuba	**3,424,050**	13,696,200
Department of Education	**1,637,100**	-
TOTAL COMMITMENTS	**25,247,792**	27,934,765

The disclosure of the following commitments were unwittingly ommitted in the previous financial year, however the ommission does not affect the accounting entry in the financial statements, but merely a disclosure note in respect of the following contracts: Department of Corporate Governance and Traditional Affairs; SASSETA; and Vulematfuba.

19. TAXATION

The company is exempt from both Income Tax and Value Added Tax in terms of the provisions of section 10(1)(cN) of the Income Tax Act and section 24(1) of the VAT Act respectively.

20. UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

All irregular, unauthorised, fruitless and wasteful expenditure is accounted for as expenditure in the statement of financial performance in the period incurred and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

20.1 FRUITLESS AND WASTEFUL EXPENDITURE

Two cases of fruitless and wasteful expenditure amounting to R409,784.40 were reported in the previous financial year. Disciplinary hearings were accordingly instituted against the two (2) officials involved in issuing cheques without ensuring the completeness of the goods delivered. Cheques amounting to R327,772.80 and R82,011.60 were issued to certain suppliers who did not fully deliver as per the order by the two officials.

The outcome of the case involving the amount of R327,772.80 resulted in the employee being demoted from the management position to an officer's position. The company is in the process of recovering the full amount from the employee. A provision has been made to recover the amount from the employee

With regards to the other case, the employer has provisionally withdrawn the charges due to technicalities.

A case of financial misconduct which resulted in a financial loss of R6,763 involving a debtor's clerk was discovered during the year under review. Investigations have been completed and a disciplinary hearing is to be instituted against the employee.

Interest Paid: R75,291 (2010: R0)
Penalties paid: R166,036 (2010: R0)

The above were incurred as a result of late payments to the South African Revenue Services and Telkom.

20.2 IRREGULAR EXPENDITURE

The following is a item of irregular expenditure incurred by the entity:

	Opening balance R	Condoned R	Closing balance R
Services acquired without advertising for the 21 day period – JDR Construction CC	1,095,000	-	1,095,000
Total	1,095,000	-	1,095,000

21. RELATED PARTIES DISCLOSURES

The Mpumalanga Regional Training Trust constitutes part of the provincial government in terms of the Public Finance Management Act (Act No. 1 of 1999).

In terms of IAS 24 A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to as the 'reporting entity') [IAS 24.9].

(a) A person or a close member of that person's family is related to a reporting entity if that person:
(i) has control or joint control over the reporting entity;
(ii) has significant influence over the reporting entity; or
(iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:
(i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
(iii) Both entities are joint ventures of the same third party.
(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
(v) The entity is a post-employment defined benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
(vi) The entity is controlled or jointly controlled by a person identified in (a).
(vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The following are deemed not to be related: [IAS 24.11]

- two entities simply because they have a director or key manager in common.
- two venturers who share joint control over a joint venture.
- providers of finance, trade unions, public utilities, and departments and agencies of a government that does not control, jointly control or significantly influence the reporting entity, simply by virtue of their normal dealings with an entity (even though they may affect the freedom of action of an entity or participate in its decision-making process).
- a single customer, supplier, franchiser, distributor, or general agent with whom an entity transacts a significant volume of business merely by virtue of the resulting economic dependence.
- In considering IAS 24 as detailed above, The Department of Education-Mpumalanga will be the only entity deemed a related party to Mpumalanga Regional Training Trust.

21. RELATED PARTIES DISCLOSURES (continued)

Nature of business	Relationship to company	Interest paid to related party R	Purchases from related party R	Receipts from related party R
Department of Economic Development	Controlling Department			203,220
Premier's Office	Controlling Department			21,150
Department of Rural Development and Land Reform	Controlling Department			885,712
South African Police Services	Controlling Department			124,258
Department of Health	Controlling Department			5,184
Department of Finance	Controlling Department			66,138
Mpumalanga Provincial Legislature	Controlling Department			8,360
Department of Social Development	Controlling Department			12,032
Mega	Controlling Department			5,433
Department of Roads and Transport	Controlling Department			5,625
Department of Public Works	Controlling Department			31,700
Department of Corporate Governance And Traditional Affairs	Controlling Department			6,562,513

Key management personnel

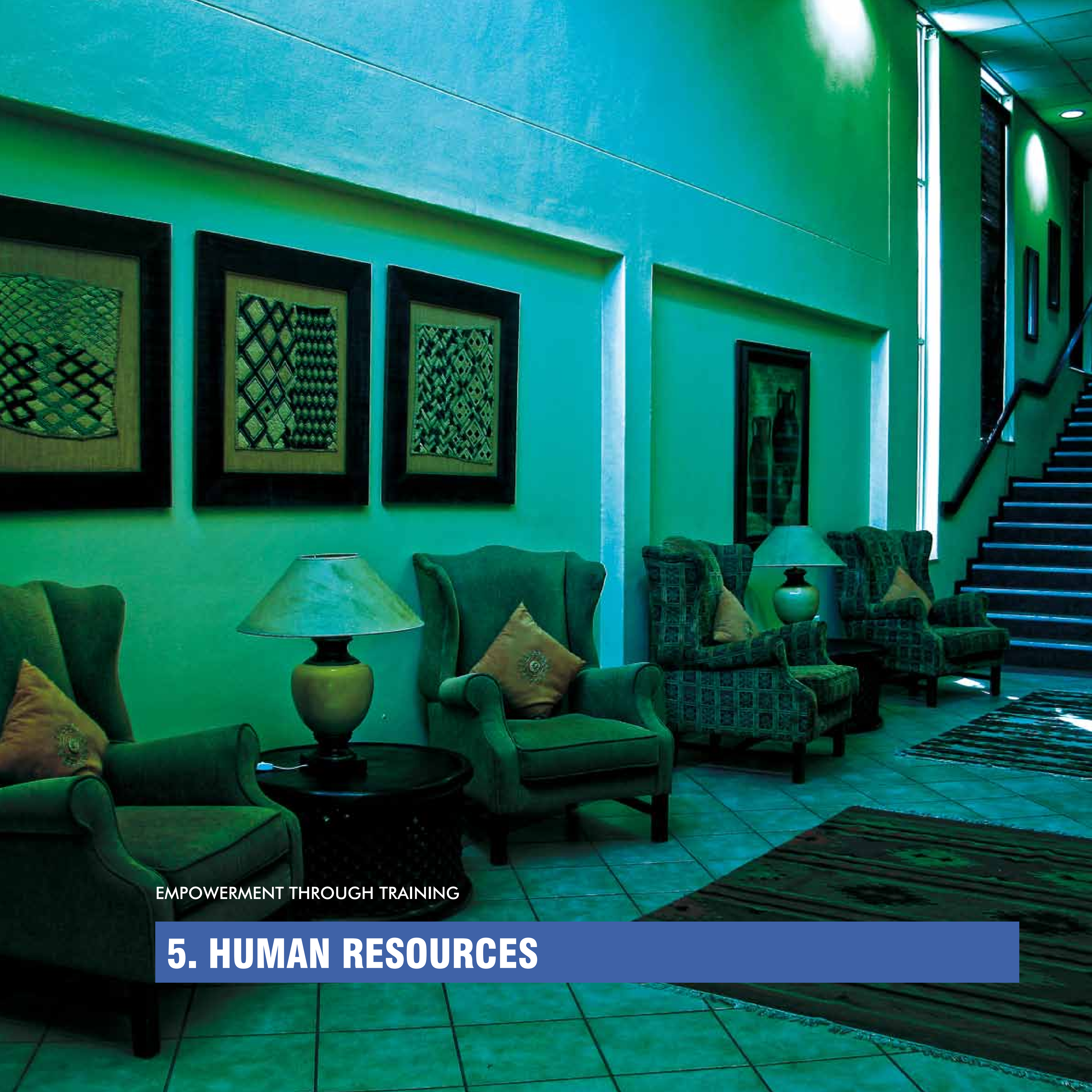
Key management personnel are those persons having authority and responsibility for planning directing and controlling the activities of the company directly and indirectly. Information regarding the earnings of the directors, executive and non-executive has been disclosed separately in note 15.

22. CONTINGENT LIABILITIES

MRTT has a litigation in progress which may result in legal costs amounting to between R10,000 and R15,000.

23. RECONCILIATION BETWEEN BUDGET AND THE STATEMENT OF FINANCIAL PERFORMANCE

Net deficit per Income statement	(6,864,986)
Adjusted for:	
Depreciation	4,434,735
Increase in provisions	689,412
Accruals	3,039,232
Other non-cash items	(18,035)
Under expenditure on approved budget	1,280,358



EMPOWERMENT THROUGH TRAINING

5. HUMAN RESOURCES

EXPENDITURE

TABLE 5.1 – Personnel costs by programme, 2010/11

Programme	Total Expenditure R'000	Personnel Expenditure R'000	Training Expenditure R'000	Professional and Special Services R'000
Programme 1	7,826,595.84	7,808,197.56		17,526.27
Programme 2	5,688,968.19	5,610,675.66	42,948.02	-
Programme 3	10,874,777.80	10,739,685.51		-
Total	**24,390,341.83**	**24,158,558.73**	**42,948.02**	**17,526.27**

TABLE 5.2 – Personnel costs by salary bands, 2010/11

Salary bands	Personnel Expenditure R'000	% of total personnel cost	Average personnel cost per employee R'000
Lower skilled (Levels 1-2)	1,619,532.43	9.58%	77,120.59
Skilled (Levels 3-5)	3,515,751.59	6.44%	167,416.74
Highly skilled production (Levels 6-8)	10,778,648.89	18.73%	307,961.40
Highly skilled supervision (Levels 9-12)	4,568,624.44	44.19%	507,624.94
Senior management (Levels 13-16)	3,907,784.48	14.41%	1,302,594.83
Total	**24,390,341.83**	**100%**	

TABLE 5.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2010/11

	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
Programme	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Programme 1	7,826,595.84	32.09%	N/A	N/A	N/A	N/A	N/A	N/A
Programme 2	5,688,968.19	23.32%	N/A	N/A	N/A	N/A	N/A	N/A
Programme 3	10,874,777.80	44.59%	39,980.08		N/A	N/A	N/A	N/A
Total	**24,390,341.83**	**100%**	**39,980.08**		**N/A**	**N/A**	**N/A**	**N/A**

TABLE 5.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2010/11

	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
Salary Bands	Amount (R'000)	Salaries as a % of person-nel cost	Amount (R'000)	Overtime as a % of person-nel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical As-sistance as a % of person-nel cost
Lower skilled (Levels 1-2)	1,619,532.43	9.58%	39,980.08	2.5%	N/A	N/A	N/A	N/A
Skilled (Levels 3-5)	3,515,751.59	6.44%	N/A	N/A	N/A	N/A	N/A	N/A
Highly skilled production (Levels 6-8)	10,778,648.89	18.73%	N/A	N/A	N/A	N/A	N/A	N/A
Highly skilled supervision (Levels 9-12)	4,568,624.44	44.19%	N/A	N/A	N/A	N/A	N/A	N/A
Senior management (Levels 13-16)	3,907,784.48	14.41%	N/A	N/A	N/A	N/A	N/A	N/A
Total	**24,390,341.83**	**100%**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

EMPLOYMENT AND VACANCIES

TABLE 5.5 – Employment and vacancies by programme, 31 March 2011

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Programme 1	46 (13)	33	28%	0
Programme 2	25(7)	18	28%	0
Programme 3	43(5)	38	12%	0
Total	**114**	**89**	**22%**	**0**

TABLE 5.6 – Employment and vacancies by salary bands, 31 March 2011

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	25	21	16%	0
Skilled (Levels 3-5)	17	12	29%	0
Highly skilled production(Levels 6-8)	47	32	31.9%	0
Highly skilled supervision (Levels 9-12)	10	7	30%	0
Senior management (Levels 13-16)	4	3	25%	0

TABLE 5.7 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	0	0
Resignation	3	3%
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
Transfers to other Public Service Departments		
Other		
Total	**3**	**3%**
Total number of employees who left as a % of the total employment		

EMPLOYMENT EQUITY

5.8. Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2011

	Male				Female				
Occupational Levels	A	C	I	W	A	C	I	W	Total
Top management	1	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	3	0	0	1	5	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8	0	0	1	3	0	0	0	12
Semi-skilled and discretionary decision making	29	0	0	0	24	0	0	0	53
Unskilled and defined decision making	4	0	0	0	10	0	0	0	14
TOTAL PERMANENT	**47**	**0**	**0**	**2**	**42**	**0**	**0**	**0**	**91**
Employees with disabilities	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**47**	**0**	**0**	**2**	**42**	**0**	**0**	**0**	**91**

5.9 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2011

	Male				Female				
Occupational Levels	A	C	I	W	A	C	I	W	Total
Top management	1	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	3	0	0	1	5	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8	0	0	1	3	0	0	0	12
Semi-skilled and discretionary decision making	29	0	0	0	24	0	0	0	53
Unskilled and defined decision making	4	0	0	0	10	0	0	0	14
TOTAL PERMANENT	**47**	**0**	**0**	**2**	**42**	**0**	**0**	**0**	**91**

5.10 Recruitment for the period 1 April 2010 to 31 March 2011

	Male				Female				
Occupational Levels	A	C	I	W	A	C	I	W	Total
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, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**1**

5.11 – Promotions for the period 1 April 2010 to 31 March 2011

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
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, foremen, and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	**3**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3**
Employees with disabilities	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**3**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3**

5.12 Terminations for the period 1 April 2010 to 31 March 2011

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
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	1	0	0	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	1	0	0	0	1
TOTAL PERMANENT	**2**	**0**	**0**	**1**	**2**	**0**	**0**	**0**	**5**
Employees with disabilities	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**2**	**0**	**0**	**1**	**2**	**0**	**0**	**0**	**5**

5.13 Disciplinary action for the period 1 April 2010 to 31 March 2011

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	0	0	0	0	0	0	0	1

5.14 Skills development for the period 1 April 2010 to 31 March 2011

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	4	0	0	2	2	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	0	0	0	0	0	5
Semi-skilled and discretionary decision making	4	0	0	0	3	0	0	0	7
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	**15**	**0**	**0**	**2**	**5**	**0**	**0**	**0**	**22**
Employees with disabilities	0	0	0	0	0	0	0	0	0
GRAND TOTAL	**15**	**0**	**0**	**2**	**5**	**0**	**0**	**0**	**22**

LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2010 TO 31 DECEMBER 2010

TABLE 5.15 Sick leave, 1 January 2010 to 31 December 2010

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	96	10.42%	10	3.3%	22	
Skilled (Levels 3-5)	123	16.26%	20		22	
Highly skilled production (Levels 6-8)	72	23.61%	17	2%	25	
Highly skilled supervision (Levels9-12)	78	10.26%	8	8.67%	25	
Senior management (Levels 13-16)	7	1.1%	1	2.33%	30	
Total	**376**	**61.65%**	**56**	**16.30%**	**124**	

TABLE 5.16 Annual Leave, 1 January 2010 to 31 December 2010

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	457	21.77
Skilled Levels 3-5)	598	28.48
Highly skilled production (Levels 6-8)	745	21.28
Highly skilled supervision(Levels 9-12)	157	17.44
Senior management (Levels 13-16)	21	3.00
Total	**1978**	**91.97**

TABLE 5.17 Capped leave, 1 January 2010 to 31 December 2010

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2010
Lower skilled (Levels 1-2)	N/A	N/A	N/A
Skilled Levels 3-5)	N/A	N/A	N/A
Highly skilled production (Levels 6-8)	N/A	N/A	N/A
Highly skilled supervision(Levels 9-12)	N/A	N/A	N/A
Senior management (Levels 13-16)	N/A	N/A	N/A
Total	**N/A**	**N/A**	**N/A**

TABLE 5.18 Leave payouts for the period 1 April 2010 to 31 March 2011

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2010/11 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payouts on termination of service for 2010/11	0	0	0
Current leave payout on termination of service for 2010/11	12 084.75	2	6 042.33
Total	**12 084.75**	**2**	**6 042.33**

LABOUR RELATIONS

TABLE 5.19 Collective agreements, 1 April 2010 to 31 March 2011

Outcomes of disciplinary hearings	Number of Employees	Average payment per employee
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	0	0
Fine	0	0
Demotion	1	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	2	0
Total	**3**	**0**

TABLE 5.20 Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Fruitless and wasteful expenditure	1	
Total		

TABLE 5.21 Grievances lodged for the period 1 April 2010 to 31 March 2011

	Number	% of total
Number of grievances resolved	0	0
Number of grievances not resolved	1	0
Total number of grievances lodged	**0**	**0**

INJURY ON DUTY

TABLE 5.22 Injury on duty, 1 April 2010 to 31 March 2011

Nature of injury on duty	Number	% of total
Required basic medical attention only	2	
Temporary Total Disablement	0	
Permanent Disablement	0	
Fatal	0	
Total	2	
Total number of grievances lodged	**0**	

SKILLS DEVELOPMENT

5.23 Training needs identified 1 April 2010 to 31 March 2011

Occupational Categories	Gender	Number of employees as at 1 April 2010	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	4	-	-	4	4
	Male	8	-	-	8	8
Professionals	Female	3	-	-	3	3
	Male	11	-	-	7	7
Technicians and associate professionals	Female	-	-	-	-	-
	Male	-	-	-	-	-
Clerks	Female	16	-	-	9	9
	Male	6	-	-	3	3
Service and sales workers	Female	4	-	-	4	4
	Male	5	-	-	5	5
Skilled agriculture and fishery workers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Craft and related trades workers	Female	4	-	-	3	3
	Male	14	-	-	9	9
Plant and machine operators and assemblers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Elementary occupations	Female	13	-	-	13	13
	Male	4	-	-	4	4
Sub Total	Female	44	-	-	36	36
	Male	48	-	-	36	36
Total		**92**	**-**	**-**	**72**	**72**

5.24 Training provided 1 April 2010 to 31 March 2011

Occupational Categories	Gender	Number of employees as at 1 April 2010	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	4	-	-	-	-
	Male	8	-	-	-	-
Professionals	Female	3	-	-	1	1
	Male	11	-	-	6	6
Technicians and associate professionals	Female	-	-	-	-	-
	Male	-	-	-	-	-
Clerks	Female	16	-	-	4	4
	Male	6	-	-	-	-
Service and sales workers	Female	4	-	-	-	-
	Male	5	-	-	1	1
Skilled agriculture and fishery workers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Craft and related trades workers	Female	4	-	-	-	-
	Male	15	-	-	5	5
Plant and machine operators and assemblers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Elementary occupations	Female	13	-	-	-	-
	Male	4	-	-	1	1
Sub Total	Female	45	-	-	6	6
	Male	47	-	-	12	12
Total		**92**	**-**	**-**	**18**	**18**

EMPOWERMENT THROUGH TRAINING

MPUMALANGA REGIONAL TRAINING TRUST

MRTT

— TECHNICAL TRAINING

— MOBILE TRAINING

— CENTRE OF EXCELLENCE

— MRTT HOTEL ACADEMY

— FOOD AND BEVERAGES

— HOTEL ACCOMMODATION

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