

office of the premier

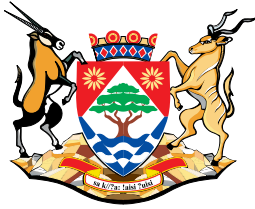
Department:
Office of the Premier
Northern Cape Province
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE PREMIER ANNUAL REPORT

2023 / 2024



*A Modern, Growing &
Successful Province*



office of the premier

Department:
Office of the Premier
Northern Cape Province
REPUBLIC OF SOUTH AFRICA

ANNUAL REPORT

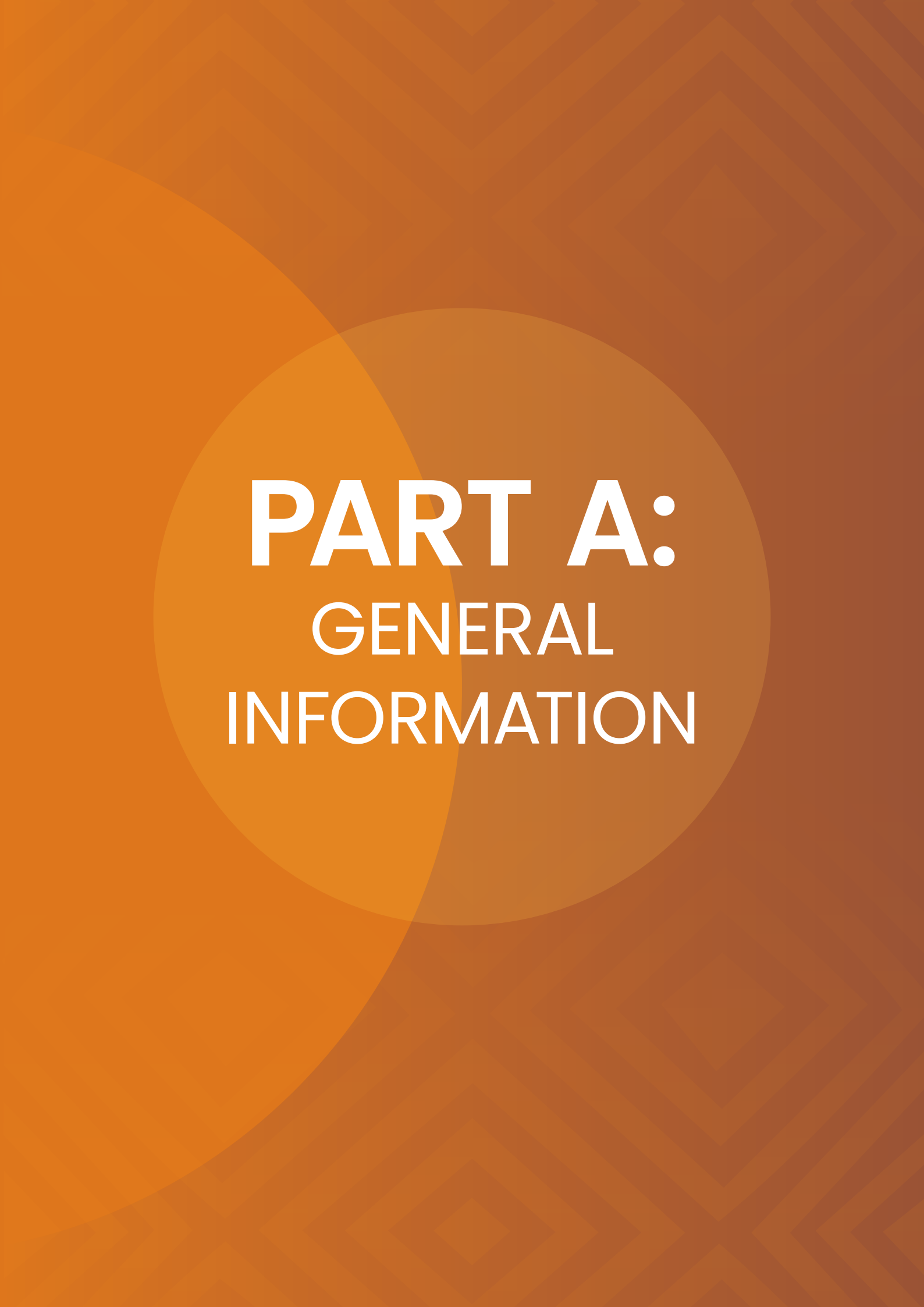
2023/2024

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PART A:
GENERAL
INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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LIST OF ABBREVIATION /ACRONYMS

AFS	Annual Financial Statements	MISS	Minimum Information Security Standards
AGSA	Auditor General of South Africa	MMS	Middle Management Service
AIDs	Acquired Immune Deficiency Syndrome	MPSA	Minister of Public Service and Administration
AO	Accounting Officer	MTEF	Medium Term Expenditure Framework
APP	Annual Performance Plan	MTSF	Medium Term Strategic Framework
BACS	Biometric Access Control System	NC	Northern Cape
BBBEE	Broad Based Black Economic Empowerment	NCEDA	Northern Cape Economic Development, Trade and Investment Promotion Agency
CFO	Chief Financial Officer	NCFMTE	Northern Cape Fleet Management Trading Entity
COVID	Coronavirus	NCPA	Northern Cape Provincial Administration
DORA	Division of Revenue Act	NSG	National School of Governance
DG	Director General	OHSA	Occupational Health and Safety Act
DPME	Department of Planning, Monitoring and Evaluation	OMF	Operations Management Framework
DPSA	Department of Public Service and Administration	OTP	Office of the Premier
EHW	Employee Health and Wellness	OAG	Office of the Accountant General
EXCO	Executive Council	OSD	Occupation Specific Dispensation
GRBPMEA	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing	OPCA	Operation Clean Audit

HIV	Human Immunodeficiency Virus	PFMA	Public Finance Management Act
HOD	Head of Department	PGDP	Provincial Growth and Development Plan
HR	Human Resources	PMDS	Performance Management Development System
HRD	Human Resource Development	PPP	Public-Private Partnerships
HRM	Human Resource Management	PSA	Public Service Act
ICT	Information Communication Technology	PSDF	Provincial Strategic Development Framework
IESBA	Ethics Standards Board for Accountants	PSRMF	Public Sector Risk Management Framework
IGCSD	Integrated Governance, Coordination and Service Delivery	PT	Provincial Treasury
IT	Information Technology	SCM	Supply Chain Management
ISA	International Standards on Auditing	SDIP	Service Delivery Improvement Plan
ITSSC	Information Technology Shared Services Centre	SEIA	Socio-Economic Impact Assessment
LEAD	Legal Education and Development	SIU	Special Investigating Unit
KRA	Key Responsibility Area	SMS	Senior Management Service
KKC	Kalahari Kid Corporation	SMT	Senior Management Team
MCS	Modified Cash Standard	SOPA	State of the Province Address
MEC	Member of Executive Council	STI	Sexually Transmitted Infection
M&E	Monitoring and Evaluation	TB	Tuberculosis
PAA	Public Audit Act	WIL	Work Integrated Learning

2. FOREWORD BY THE PREMIER



In my capacity as the Premier and Executive Authority of the Northern Cape Provincial Government, it gives me immense pleasure to present this Annual Report for the work we have undertaken for the 2023/2024 financial year.

We trust that in presenting this comprehensive overview of our endeavour in promoting and fostering socio-economic growth underpinned by the tenets of our well-documented vision of a Modern Growing and Successful Northern Cape Province, the public at large will gain useful insights on both our developmental trajectory and the status of the infrastructure projects we have committed ourselves to tangible and demonstrable support of the said vision.

Being mindful of the foregoing, we have engaged in certain key catalytic projects to address the scourge of unemployment and the following can bear testimony to our efforts: San Kraal Wind Energy Farm; Phesukomoya; Brand Valley; Scatec Kenhardt; Hull Street Housing Project (Kimberley); Kathu Industrial Park; Boegoeberg se Baai and Namakwa Special Economic Zone

In our ongoing quest at promoting accountability, good governance and ethical leadership we once again attained another consecutive clean audit outcome, clearly demonstrating that the Auditor General gave the Office of the Premier an unqualified audit opinion with no findings.

Over and above the achievement marvellous accolade by the AGSA, we however are aware of the fiscal constraints and challenges we are operating in. In an endeavour to address capacity limitations, our strategic focus for the period ahead continues to centre on improving service delivery integration and synergy among and between departments through enhanced oversight and coordination within the Provincial Administration at large.

To this end our strategic focus will be to maximise the outcomes we intend to attain through the following:

- » Integrated Service Delivery and Governance Model which aims to streamline processes and enhance purposeful collaboration across departments;
- » Provincial Growth and Development Plan, whose primary objective is to align our efforts with the provinces long term development goals; and
- » Provincial Development Framework to prioritize spatial development on a province-wide basis.

On the matter of youth empowerment and education, we have centralised the provincial bursary programme under the auspices of the Premiers' Transversal Bursary Fund and 530 young recipients have benefitted during the reporting period. In addition, we successfully established a comprehensive database for learnerships and internships with the initiation of 113 learnerships.

Significant progress has also been made in enhancing digital connectivity thereby facilitating swifter communication and data exchange. The percentage of households with internet access has grown significantly to an impressive 68,5% and a commendable 70% in terms of broadband coverage across the Province.

Note that due to the space lot more of our accomplishments can be found in different sections of this publication and we trust that they attest to our resolute commitment to render services of the best quality to the people of our Province.

I appreciatively acknowledge the unwavering support of Members of the Executive Council, the Director General, the Provincial Administration and staff in the Office of the Premier who often exceed the call of duty in delivering work of the highest standards.

Appreciation is also extended to all our partners including the business sector, civil society organisations and the public of the Northern Cape who collectively contributed to a stable democratic order in pursuit of leaving a legacy that we all can be proud of while also recognising that only through hard work, diligence and unflinching integrity that our dream of a thriving, peaceful and prosperous Northern Cape will certainly be realised in our lifetime.

I trust that our collective endeavours in modernising the developmental trajectory of our Home Province will find resonance in the hearts and minds of the people of the Northern Cape.



DR ZAMANI SAUL (MPL)
PREMIER OF THE NORTHERN CAPE
DATE: 31 AUGUST 2024

3. REPORT OF THE ACCOUNTING OFFICER

3.1 OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT



Adv Justice Bekebeke
Accounting Officer

As we reflect on the 2023/24 financial year, it is imperative to acknowledge the fiscal challenges that South Africa has faced, which had a profound impact on the Northern Cape Government. In the Northern Cape, these fiscal constraints have translated into significant budgetary pressures. Despite these constraints, the Office of the Premier remains committed to upholding the principles of good governance, transparency and accountability.

Throughout this financial year, we have prioritised critical areas to ensure that limited resources are utilized efficiently and effectively. Key amongst these has been the filling of only critical posts, allocating additional responsibilities to identified senior managers and the review and alignment of the organisational structure and strategic plans. The department has made significant progress with the review of the organisational structure and plan to finalise the

review process in the next financial year.

Despite challenges during the 2023/24 financial year, the Office of the Premier recorded 95% achievement of the planned annual targets, which is an improvement from the previous year's 91% achievement. This accounts for 55 annual targets achieved out of the 58 annual planned targets.

The integrated reporting and performance monitoring approach implemented, empowered the Office of the Premier to actively support the Provincial Executive Council and departments in constructively and comprehensively engaging on all provincial deliverables. Through integrated reporting and performance monitoring, Performance Monitoring and Evaluation (P M & E) has delivered consolidated performance analysis reports on a quarterly basis for each provincial department. These reports tracked the progress on service delivery as it pertains to the Medium-Term Strategic Framework (MTSF) priorities, SOPA commitments, FSDM (Frontline Service Delivery Monitoring), Citizen-based monitoring (CBM) and Conditional Grant implementation. Performance Monitoring and Evaluation has been able to:

- » Strengthening the oversight role of the OTP with interventions identified from the performance analyses and reviews,
- » Enhance accountability through engagements with departments,
- » Ensure that the relevant deliverables of government and the province are being measured and implemented,
- » Identifying blockages to service delivery and strengthen management accountability for the achievement of deliverables.

Looking ahead, the road to fiscal stability remains arduous, but our commitment to the people of the Northern Cape is unwavering. The Office of the Premier will continue to lead with integrity, innovation, and a steadfast dedication to the principles of good governance. We are confident that through collective effort and strategic planning, we can navigate these fiscal challenges and steer our province towards a modern, growing and successful province.

3.1.1 DEPARTMENTAL RECEIPTS

Departmental receipts	2023/2024			2022/2023		
	Estimate	Annual Amount Collected	(Over)Under Collection	Estimate	Annual Amount Collected	(Over)Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sales of goods and services other than capital assets	109	115	(6)	104	114	(10)
Sales of capital assets	64	-	64	61	-	61
Financial transactions in assets and liabilities	-	350	(350)	-	114	(114)
Total	173	465	(292)	165	228	(63)

3.1.2 PROGRAMME EXPENDITURE

Programme name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)Under Expenditure	Final Appropriation	Actual Expenditure	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	181 535	169 021	12 514	145,240	139,817	5,423
Institutional Development	233 811	215 487	18 324	105,046	94,149	10,897
Policy and Governance	50 383	49 644	739	49,510	49,509	1
Total	465 729	434 152	31 577	299,796	283 475	16,321

The department spent 93% of the budget in relation to the final appropriation of the 2023/2024 financial year. The variance was mainly attributable to accruals and commitments as at the reporting date. A rollover application was submitted to Provincial Treasury to that effect

Administration spent 93% of their final appropriation for 2023/2024 financial year, whilst Institutional Development spent 92% & Policy and Governance spent 99% of their appropriation.

3.1.3 VIREMENTS / ROLL OVERS

The total virements for 2023/2024 financial year amounted to R8.098 million.

3.1.4 UNAUTHORISED, IRREGULAR AND FRUITLESS AND WASTEFUL EXPENDITURE

The Department did not incur any unauthorised, irregular and fruitless and wasteful expenditure for the year under review.

Information on legacy irregular expenditure is available under Part E: Financial Information.

3.2 STRATEGIC FOCUS OVER THE SHORT-TERM PERIOD

The Department's short- and medium-term plans are outlined in the 2020-2025 Strategic Plan and 2023/2024 Annual Performance Plan.

3.3 PUBLIC PRIVATE PARTNERSHIPS

The Department did not enter into any Public Private Partnership agreements during the reporting period.

3.4 DISCONTINUED KEY ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during this year under review.

3.5 NEW OR PROPOSED KEY ACTIVITIES

No new or proposed activities were implemented during the year under review.

3.6 SUPPLY CHAIN MANAGEMENT

The Department did not conclude any unsolicited bid proposals during the year under review. Supply chain management processes and systems are in place and reviewed annually to prevent irregular expenditure and to ensure good governance.

3.7 GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

No gifts and donations were received during the 2023/2024 financial year.

3.8 EXEMPTIONS AND DEVIATIONS RECEIVED FROM NATIONAL TREASURY

No exemptions and deviations were received from National Treasury for the financial year under review.

3.9 EVENTS AFTER THE REPORTING DATE

There were no events after the reporting date.

APPRECIATION AND CONCLUSION

I extend my gratitude to the Premier for his leadership and support. A word of appreciation to every single employee of the Office of the Premier who continuously strive towards achieving the vision of the Northern Cape Administration, that will ultimately lead towards quality service delivery to the people of the Northern Cape Province.

I acknowledge support from our external stakeholders, such as the Audit Committee, Internal Audit Team, the oversight bodies and our sector departments for their invaluable contributions to the work of the Office of the Premier.



ADV. JUSTICE BEKEBEKE
ACCOUNTING OFFICER
OFFICE OF THE PREMIER NORTHERN CAPE
DATE: 31 AUGUST 2024

4. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

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

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

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

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

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resource information and financial affairs of the department for the financial year ended 31 March 2024.

Yours faithfully



ADV. JUSTICE BEKEBEKE
ACCOUNTING OFFICER
OFFICE OF THE PREMIER NORTHERN CAPE
DATE: 31 AUGUST 2024

5. STRATEGIC OVERVIEW

5.1 VISION

Modern, Growing and Successful Province

5.2 MISSION

To govern the Northern Cape Provincial Administration towards alleviating the triple burdens of underdevelopment namely inequality, poverty and unemployment for the people of the Province through a people-centered Public Service.

5.3 VALUES

As the Office of the Premier, our work is guided by the following values:

- » Transparency
- » Integrity
- » Equity
- » Professionalism
- » Patriotism
- » Accountability
- » Responsiveness
- » Respect
- » Diversity
- » Collaboration – linked to social compacting
- » Ethical leadership of the provincial agenda
- » Transformation
- » Rule of Law – Adherence to the Constitution
- » Passionate /Impact Driven/Focus on Impact
- » Innovation

6. LEGISLATIVE AND OTHER MANDATES

The Office of the Premier is centrally positioned within the provincial government and derives its mandates from the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). The department acts in accordance with Section 125 and Section 127 of the Constitution of the Republic of South Africa, 1996 and acts in accordance with *Section 7(3)* of the Public Service Act.

6.1 CONSTITUTIONAL MANDATE

In accordance with Section 125 of the Constitution: The Premier exercises executive authority, together with the other members of the Executive Council, by:

- » implementing provincial legislation in the Province;
- » implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;
- » administering in the Province, national legislation outside the functional areas listed in Schedule 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament;
- » developing and implementing provincial policy;
- » co-ordinating the functions of the provincial administration and its departments;
- » preparing and initiating provincial legislation; and
- » performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament;

In accordance with Section 127 of the Constitution of the Republic of South Africa the following functions are assigned specifically to the Premier:

- » assenting to and signing Bills;
- » referring a Bill back to the provincial legislature for reconsideration of the Bill's constitutionality;
- » referring a Bill to the Constitutional Court for a decision on the Bill's constitutionality;
- » summoning the legislature to an extraordinary sitting to conduct special business;
- » appointing commissions of inquiry;
- » calling a referendum in the Province in accordance with national legislation;
- » appoint members of the Executive Council, assigns their powers and functions, and may dismiss them.

6.2 CORE LEGISLATIVE MANDATE (DIRECTOR-GENERAL)

Our core legislative mandate is derived from *Section 7(3) (c)* of the Public Service Act, 1993 (Proclamation No. 103 of 1994), which provides as follows:

- i) In addition to any power or duty entrusted or assigned by or under this Act or any other law to the head of the Office of a Premier (DG), the said head shall-
- ii) subject to section 125 (2) (e) of the Constitution, be responsible for *intergovernmental relations on an administrative level* between the relevant province and other provinces as well as national departments and national government components and for the *intra-governmental co-operation* between the relevant Office of the Premier and the various provincial departments and provincial government components, including the *co-ordination* of their actions and legislation; and
- iii) be responsible for the giving of *strategic direction* on any matter referred to in section 3 (1), but shall in respect of a provincial department of the relevant province exercise no power or perform no duty which is entrusted or assigned by or under this Act or any other law to the head of the provincial department.

Section 3(1) of the Public Service Act, which sets out the areas in regard to which the Director-General as Head of the Office of the Premier must give strategic direction, are the establishment of norms and standards, in the province, relating to-

- (a) the functions of the public service;
- (b) the organisational structures and establishments of departments and other organisational and governance arrangements in the public service;
- (c) the conditions of service and other employment practices for employees;
- (d) labour relations in the public service;
- (e) health and wellness of employees;
- (f) information management in the public service;
- (g) electronic government;
- (h) integrity, ethics, conduct and anti-corruption in the public service; and
- (i) Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public.

6.3 LEGISLATIVE AND POLICY MANDATES

The mandate of the Office of the Premier is to:

- » Act as a centre for strategic coordination in government by identifying and addressing major impediments to the effective implementation of government's programme of action, which is aimed at eliminating poverty, unemployment and inequality; and
- » Support the Premier in leading government's programme, aimed at advancing radical social and economic transformation to promote job creation and inclusive growth.

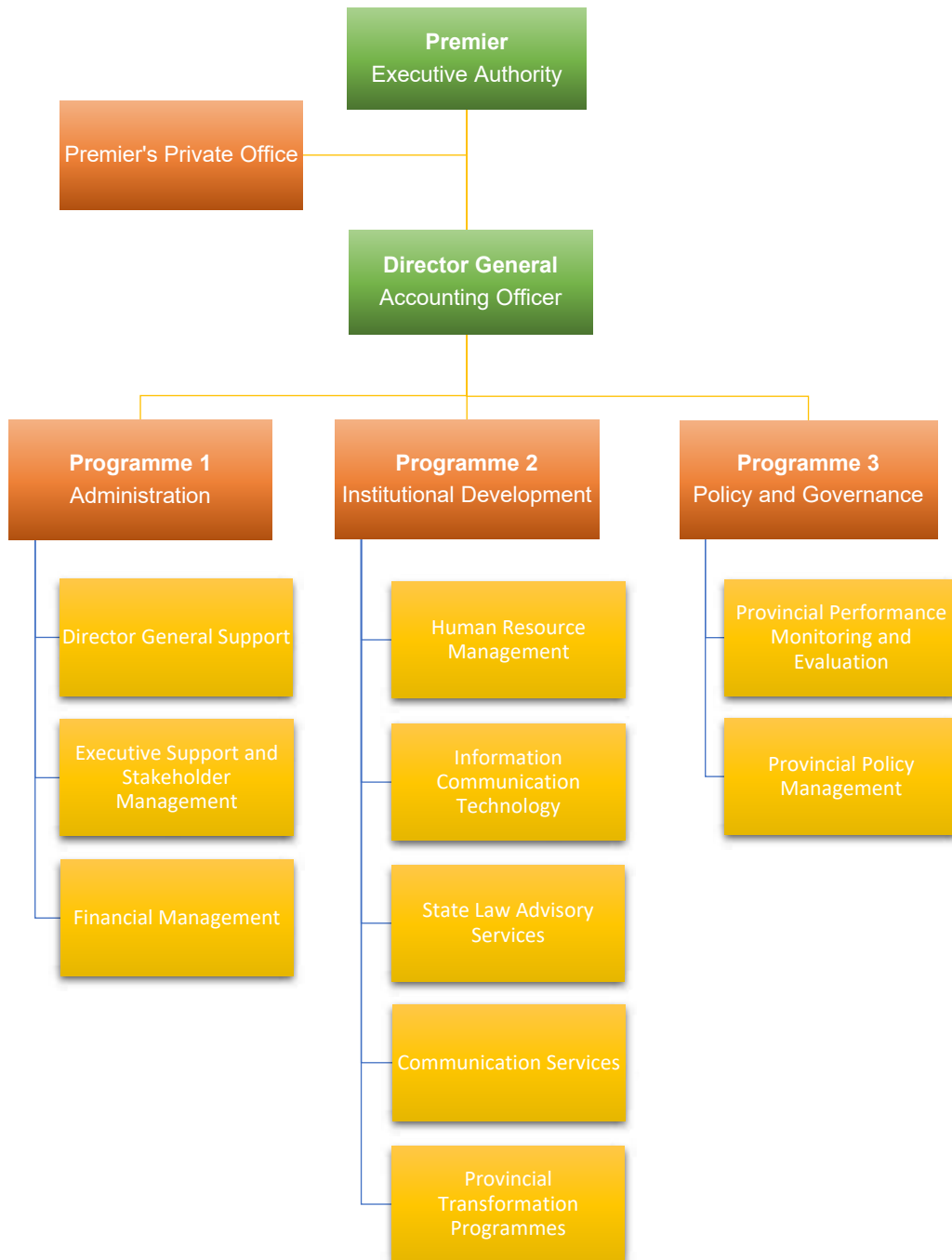
Below are the legislative and other mandates that the Office of the Premier is responsible for implementing, managing and overseeing. The Office of the Premier is thus centrally positioned within the Provincial Government of the Northern Cape Province and derives its mandates from the following legislative and regulatory frameworks:

- » African Charter on the Rights and Welfare of the Child (ACRWC);
- » African Union Agenda 2063;
- » African Union Heads of States Solemn Declaration on Gender Equality in Africa 2004;
- » Basic Conditions of Employment Act (BCEA);
- » Beijing Platform of Action (1995);
- » Child Friendly Communities (for Local Government);
- » Collective Bargaining Resolutions (Agreements) and Directives;
- » Convention on the elimination of all forms of discrimination Against Women and Children (CEDAW);
- » Corporate Governance of ICT Policy Framework;
- » Cybercrimes and Cybersecurity Bill of 2016;
- » Electronic Communication and Transaction, 2002 (Act No. 25 of 2002);
- » Employment Equity Act;
- » Framework for Managing Programme Performance Information, National Treasury May 2007;
- » Framework on gender responsive Planning, budgeting, Monitoring Evaluation and Auditing;
- » Guide for the Implementation of Provincial Quarterly Performance Reports 2009;
- » Government Wide Enterprise Architecture Framework;
- » Human Resource Development Strategy SA 2010-2030;
- » Intergovernmental Relations Framework Act 13 of 2005;
- » ICT Security Standards and Guidelines;
- » Job Access Strategic Framework;
- » Labour Relations Act;
- » Medium Term Strategic Framework 2019-2024;

- » Minimum Information Security Standards;
- » MTSF Integrated Monitoring Framework 2019-2024;
- » National Archives and Records Service Act of South Africa 43 of 96;
- » National Child Participation Framework;
- » National Development Plan 5 Year Implementation Plan 2019-2024;
- » National Development Plan – Vision 2030;
- » National Digital Skills Strategy;
- » National e-Strategy (ISAD Plan);
- » National Monitoring and Evaluation Framework White paper of October 2009
- » National Plan of Action for Children in South Africa
- » National Strategic Intelligence Act (NSIA);
- » National Strategic Planning Green Paper of September 2009
- » New Growth Path
- » Northern Cape Information Society Strategy;
- » Occupational Health and Safety Act;
- » PAIA: Promotion of Access to Information Act, 2000;
- » PAJA: Promotion of Administrative of Justice Act, 2000 (Act No. 3 of 2000);
- » PAMA: Public Administration Management Act, 2014 (Act No. 11 of 2014)
- » Policy Framework for Government –Wide Monitoring and Evaluation, Presidency November 2007
- » POPI: Protection of Personal Information Act 4 of 2013;
- » Provincial Information Security Policy;
- » Public Service Act;
- » Public Finance Management Act (PFMA);
- » Public Service Regulations;
- » Revised Framework for Strategic Plans and Annual Performance Plans, DPME 2019
- » Revised National Evaluation Policy Framework 2019;
- » Rights of Women in Africa (AU Women’s Protocol)2004;
- » S.A. Connect: South Africa’s Broadband Strategy;
- » SADC Declaration;
- » SITA: State Information and Technology Act 88 of 98;
- » Skills Development Act;
- » Skills Development Levies Act;

- » South Africa's National Policy Framework for Women's Empowerment of Gender Equality;
- » Statistics Act 6 of 1999;
- » Strategic Framework for Gender Equality within the Public Service (2006-2015);
- » Sustainable Development Goals (SDG's);
- » The promotion of Equality and Prevention of Unfair Discrimination Act, No 4 of 2000;
- » United Convention on the Rights of the Child (UNCRC);
- » United Nations Convention on the Rights of Persons with Disabilities;
- » White Paper on the Post School Education and Training System (PSET);
- » White Paper on the Rights of Persons with Disabilities
- » Women Empowerment and Gender Equality Bill

6.4 ORGANISATIONAL STRUCTURE

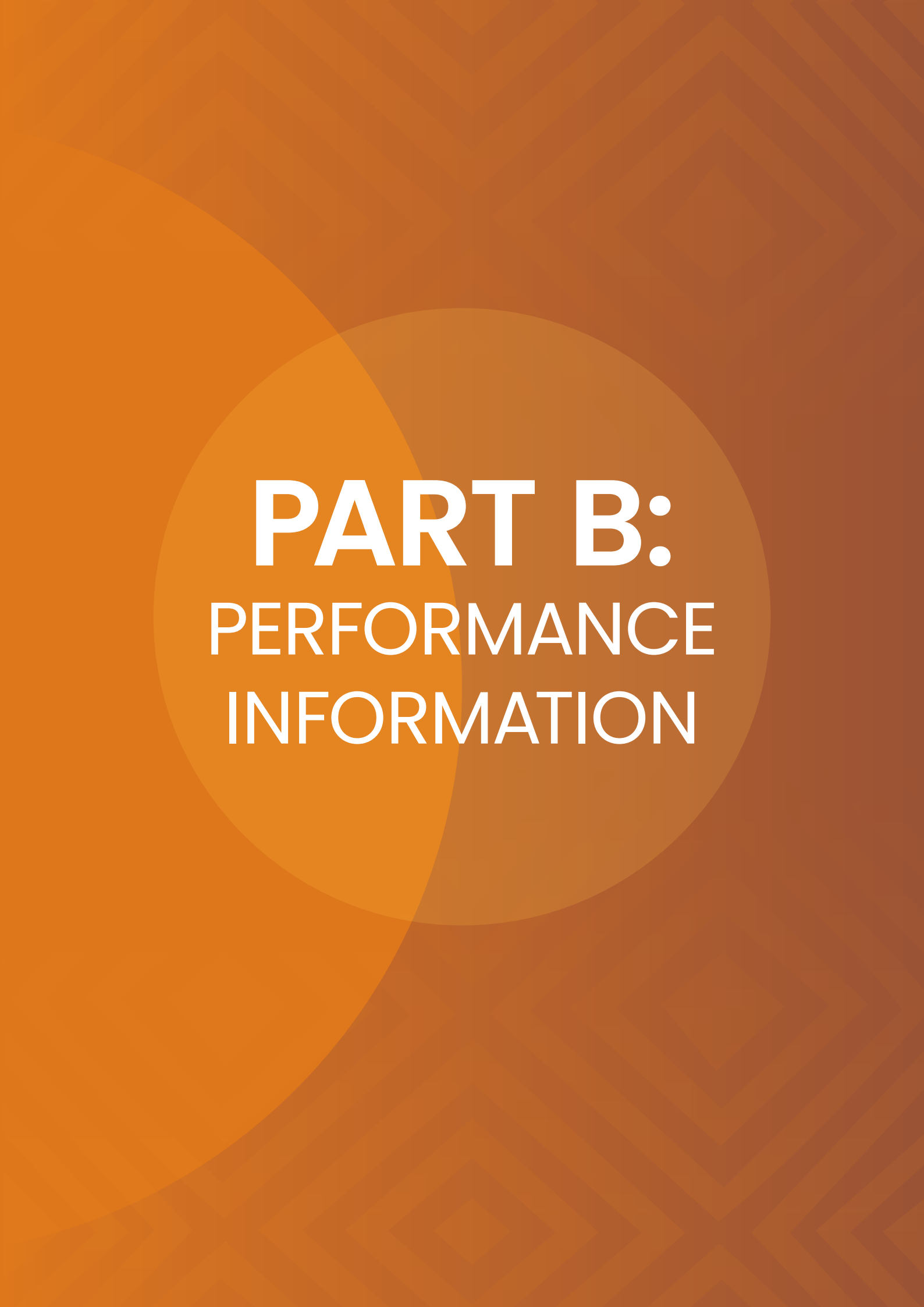


7. ENTITIES REPORTING TO THE PREMIER

The table below indicates the entities that report to the Premier during the financial year under review. Related party transactions are included in the disclosure notes to the Financial Statements (Part F).

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operations
Mme Re Ka Thusa Trust Fund	Trust Deed	Premier is the patron of the fund. OTP makes annual transfers to the trust fund.	Financial assistance for previously disadvantaged women to empower them to become economically active.



The background features a dark orange color with a repeating geometric pattern of interlocking shapes. Two large, semi-transparent orange circles are overlaid on the background, one on the left and one on the right, partially overlapping each other. The text is centered within the intersection of these circles.

PART B:
PERFORMANCE
INFORMATION

1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 114 of the Report of the Auditor General, published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENT PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The Northern Cape Office of the Premier, as the apex authority in the province, is dedicated to promoting accountability, good governance, and ethical leadership. In the 2022/2023 financial year, the Office of the Premier attained an unqualified audit opinion with no findings, marking another consecutive clean audit outcome.

Notwithstanding this success, we acknowledge existing challenges related to fiscal constraints and capacity limitations. To address these, our strategic focus for 2020-2025 continues to focus on improving service delivery integration and synergy among Provincial Departments through improved coordination within the provincial administration.

These Strategies include the:

- » Integrated Service Delivery and Governance Model which aim to streamline processes and enhance collaboration across departments. The adoption of this model is progressing satisfactorily.
- » Provincial Growth and Development Plan to ensure that our efforts are aligned with the province's long-term development goals.
- » Provincial Spatial Development Framework to prioritize spatial planning and sustainable development.

The Provincial Growth and Investment Council is the advisory council, aiming to place the Northern Cape at a frontier of new ideas and innovative actions for strengthening the province's socio-economic performance, based on the social compact to build a Modern, Growing and Successful Province. This Council was launched to drive the facilitation of our social compacting between government, business, labour, academia and civil society to commit, prioritise and implement the measures required to support the crucial structural socio-economic transformation to set the NC on a new people-centered development path. The said council was established, but not fully functional during the year under review, due to the lack of external stakeholder cooperation. The council will be revived during the new administration.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

The Office of the Premier has not reviewed the Service Delivery Improvement Plan due to the DPSA Circulars of 2022 that indicated that national and provincial departments were not required to develop or implement and approve SDIP during the 2022/23 financial year. As reported in the previous financial year the department engaged DPSA for assistance and after the DPSA Circular of 2024 ongoing consultation with DPSA has delayed the finalisation of the SDIP. DPSA has committed to assist the Northern Cape Provincial Departments with development and assessment of draft SDIPs.

2.3 ORGANISATIONAL ENVIRONMENT

During the year under review the department relocated to a new premises in an effort to provide a conducive working environment. The safety and wellbeing of our staff is a key priority. Therefore, we continued to provide comprehensive employee health and wellness support, with system in place to monitor and evaluate the impact of health promotion programmes.

Separating the Corporate Management (internal departmental functions) from the core functions of the department has not been implemented since the approval of the 2017 Organizational Structure and the review of the Organizational Structure stated in the precious cycle. Over the past 3 financial years, in terms of this particular broad functional area, the focus has mainly been on the review of the organisational structure for the OTP. The structural review process formed part of the broader project, designed to ensure strategic alignment between the Strategic Plan, Service Delivery Model, Organisational Structure, HR Plan and budget structure. This project is, however, at a stage where a draft Service Delivery Model (SDM) has been developed for management consideration, and a 'blueprint' proposal has been developed, which has also been costed. Provincial Treasury now needs to be consulted on the affordability of this proposal, over the current MTEF, which will inform the finalisation of the proposed organisational structure, for consultation with the Minister of the Public Service and Administration (MPSA).

The Compensation of Employee Committee closely monitored the filling of vacancies within the department to ensure that critical positions are filled within the cost containment directives. Given critical functions versus the budget pressures some critical positions could not be filled but management implemented internal management process to ensure that services were delivered.

The Office of the Premier is steadfast in its commitment to human capital development and transformation. Over the 3-year implementation cycle of the indicated MTEF HR Plan for the Office of the Premier, sustained efforts were made to ensure the prioritisation of management and leadership development, as well as critical and scarce skills.

Over 40% of the training beneficiaries for 2023/24 occupy salary levels 9-11. Amongst the prioritized areas within the WSP 2023/24, scarce and critical skills such as Change Management (20 beneficiaries) and M&E (20 beneficiaries) were accommodated. Through vigorous skills development initiatives and a persistent commitment to employment equity, we empower our staff. Our Employment Equity Action Plan represents

core values such as Empowerment, Transformation, Transparency, Equality, Diversity, and Representivity. This drives our mission to eradicate unfair discrimination, promote equity, and foster an organisational culture where every employee can prosper and achieve their full potential.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Minister for the Public Service and Administration approved the Public Service Amendment Regulations, 2013 with effect from 1 November 2023.

- » Regulation 21(2)(d) requires reporting on conflict of interest
- » Regulation 29 requires reporting on assessing the efficiency and effectiveness of departments.
- » Regulation 35 requires reporting on Organisational Functionality Assessment.
- » Regulation 13 - 14, 18 - 19, 20 - 23, 25, 34A, 44, 49,56A, 57, 62A, 65 - 67,87A, 93, 97A.

Cabinet approved publication of the Directive on Human Resources Management and Development for the Public Service towards the professionalisation of the Public Service. This is in line with the commitment made by the sixth administration to create a capable, ethical and developmental Public Service. The framework consists of five critical professionalisation pillars, which will be led by the National School of Government (NSG), in partnership with various institutions of learning. The five pillars include pre-entry recruitment and selection within the public service; induction and onboarding; planning and performance management; continuous learning and professional development, and career progression and career incidents”.

2.5 DETERMINATION ON THE PUBLIC SERVICE OCCUPATIONAL CLASSIFICATION SYSTEM: OCCUPATIONAL DICTIONARY 2024

The Department of Public Service and Administration (DPSA) has developed the new Public Service Occupational Classification System: Occupational Dictionary 2024. The dictionary replaces the current Occupational Classification System (OCS) which was first issued in 1999 in terms of the provisions of the then Public Service Regulations. The OCS was prescribed by the Minister for the Public Service and Administration (MPSA) to assist departments in designing jobs, categorizing them into occupations and developing career paths linked to the salary scale.

3. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The strategic focus for the duration of 2020-2025 remains the strengthening of service delivery integration and synergy between Provincial Departments through improved co-ordination in the provincial administration. The following, amongst others, were achieved:

3.1 BURSARIES

The bursaries provided by OTP, Technical and Vocational Education and Training (TVET) colleges in the province disbursed 9436 NSFAS bursaries, significantly benefiting students who might otherwise struggle to afford their education.

Recognizing a need for dedicated funding, we initiated a programme enrolling 15 learners in a one-year Access for Success (A4S) programme. These learners will receive tuition aimed at enhancing their scores in Mathematics and Physics in the National Senior Certificate (Grade 12) to a level enabling admission into university. This preparation is crucial for pursuing careers in STEM professions. Throughout this university preparation year, learners will also develop foundational skills, participate in leadership and life skills modules, and engage in excursions to bolster their self-confidence for the next phase of their lives. Additionally, the programme will provide support in career guidance and assist students in the application process for universities and bursaries.

The province received from MERSETA R 210 135 000 -00; this funding agreement is a multi-year interdepartmental award spanning 3 years in total and addressing the developmental needs of provincial departments. The SERVICE SETA also made a skills development investment of R45 210350 for the development of 755 beneficiaries aimed at empowering young people in the Province across various sectors.

3.2 PROVINCIAL GROWTH AND DEVELOPMENT PLAN 2030

The District Development Model (DDM) Plans for each district have been incorporated into the Provincial Spatial Development Framework (PSDF) Review. These plans are currently being reviewed alongside the local district municipal Spatial Development Frameworks (SDFs). There are significant capacity constraints encountered in supporting the DDM. Our aim is to provide clear guidance regarding integration and alignment within the broader context of the Provincial Growth and Development Plan (PGDP) and the PSDF. In addition, we are closely aligning the DDMs with the SDFs that are currently under review.

Furthermore, our research efforts have resulted in three position papers, such as: Infrastructure and Sustainability; Institutionalizing the Governance Model, and Embedded Autonomy, together with an Advisory Memorandum on the R1 billion Housing Project.

In our continuing efforts to address the persistent societal challenges of Gender-Based Violence and Femicide (GBVF), we have taken decisive action. Subsequent to the Honorable President Ramaphosa's classification of GBVF as a second pandemic, we established an Interdepartmental Task Team. The latter is dedicated to combating not only GBVF but also other critical issues such as Teenage Pregnancy and Substance Abuse in our province.

Our approach, meticulously developed and officially approved, is now in active operation. One of the key components of this strategy encompasses monitoring GBVF hotspots. Targeted intervention programmes were also introduced to support victims of gender-based violence. In partnership with the National Prosecuting Authority (NPA), we have expanded our services by establishing two additional Thuthuzela Care Centres, one in Springbok within the Namakwa District and another in Upington, situated in the ZF Mgcawu region.

Our commitment is evident in the safeguarding of well-being of our community members and creating a safer environment for all. By working coherently and collaboratively across departments and agencies, we intend to make a positive impact in the lives of those affected by GBVF, endeavoring for a future free from violence and distress.

3.3 YOUTH DEVELOPMENT

In terms of Learnership and Internship Database Creation, we successfully established a comprehensive database for learnerships and internships. Various stakeholders implemented 1849 learnerships, 708 internships, 908 work-integrated learning opportunities, and 316 Artisans.

Our focus was on accurate planning and the cultivation of strong partnerships. Export Training Initiatives entails 20 companies that received training on export awareness. Additionally, 13 companies participated in the Global Export Password Programme. We provided training to 20 companies through the Start Your Business programme in our efforts to ensure entrepreneurship support. These achievements reflect our commitment to fostering growth, collaboration, and skills development.

To provide access to free educational resources, Libraries play a vital role in society, in assisting to provide a safe environment for learning, and offering economic support. Provision is made for the facilitation of language learning amongst other. 215 out of 223 community libraries in our province are now connected to free internet, enhancing accessibility for all.

Our youth service centers now function as Wi-Fi hotspots, empowering and enabling our young people to access internet facilities conveniently. The objective of this initiative is to bridge the digital divide and empower our youth. To fight youth unemployment, the Government introduced the Presidential Employment Stimulus three years ago. As the Northern Cape Province, we've appointed 26,061 young people thus far, providing them with opportunities to grow and develop.

During previous the year, our province re-launched the Human Resource Development (HRD) Council. This multi-stakeholder advisory board comprises of representatives from government, labor, and civil society. Its mission is to enhance the skills base of our youth by providing strategic leadership and direction. The Council's efforts are designed to be inclusive, fostering a skilled workforce for our province's future.

Bursaries are currently administered within the Office of the Premier. 530 recipients have benefited from our centralised bursary system. Our collaborative efforts have led to a steady decrease in the number of youths Not in Employment, Education, and Training (NEET) within the province.

Furthermore, in addition to the bursaries provided by OTP, Technical and Vocational Education and Training (TVET) colleges in the province disbursed 9436 NSFAS bursaries, significantly benefiting students who might otherwise struggle to afford their education.

Recognizing a need for dedicated funding, we initiated a program enrolling 15 learners in a one-year Access for Success (A4S) program. These learners will receive tuition aimed at enhancing their scores in Mathematics and Physics in the National Senior Certificate (Grade 12) to a level enabling admission into university. This preparation is crucial for pursuing careers in STEM professions. Throughout this university preparation year, learners will also develop foundational skills, participate in leadership and life skills modules, and engage in excursions to bolster their self-confidence for the next phase of their lives. Additionally, the program will provide support in career guidance and assist students in the application process for universities and bursaries.

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As announced in the previous State of the Province Address (SOPA), the Youth Development Coordination Ministry has been established and is already making noteworthy strides. Subsequent to its inception, the Ministry has realised great progress.

During this reporting period, we engaged in a rigorous benchmarking process with the Department of Women, Youth, and Persons with Disabilities. This joint effort reorganised and reoriented our provincial processes. This resulted in the Northern Cape Integrated Youth Development Strategy being finalised. This strategic framework ensures a coherent and meaningful execution of the National Youth Policy 2020-2023.

Several programmes that directly benefit our designated groups have been implemented. These include the appointment of Media Attaches, the Vota Lutsha Brigade, the introduction of the Youth and Women Development Fund, and the Unboxing Basha programme.

The Northern Cape stands out as one of the first provinces to successfully establish a Victim Empowerment Shelter in all five districts. During 2023, we established two shelters, one in Nababeep and another in

Ritchie. These shelters aid as safe havens for the destitute, particularly our youth facing social challenges.

We remain committed to combating alcohol and drug abuse, through taking a multipronged approach, focusing on improving parenting practices, providing spiritual care, imparting knowledge, and fostering positive influence. We believe that a healthy mind is essential in this endeavor.

Our ongoing efforts orbit around developing our youth and keeping them constructively engaged. Through social cohesion initiatives and developmental programme, we aim to empower the next generation and build a sturdier Northern Cape.

Our youth continue to benefit from our various projects and programmes. Through the training opportunities we provide, they are better placed to access lucrative employment.

In terms of preferential procurement spending, we've made significant strides:

- » Woman-owned suppliers: R12.3 billion (25.8%)
- » Youth-owned suppliers: R1.1 billion (2.3%)
- » People living with disabilities-owned suppliers: R8.7 million (0.02%)
- » Black-owned suppliers: R28.8 billion (60%)

To realise our commitment, we've prioritised the development and empowerment of youth, women, children, and people living with disabilities. Moreover, we've modernised service delivery standards. The partnership between the provincial administration and the dedicated Ministry, led by an MEC, demonstrates our continued determination toward these priorities.

3.4 INNOVATION AND TECHNOLOGY DEVELOPMENT INTERVENTIONS

The Northern Cape has made significant progress in enhancing connectivity and digital service, witnessing a remarkable growth in internet access. From a modest 16.2% in 2010, the province now boasts a praiseworthy 68.5% internet penetration rate as of 2022. The province has made substantial investments in broadband infrastructure. Currently, broadband generation stands at an impressive 70%, facilitating faster communication and data exchange. The cellular network coverage is robust, reaching a remarkable 98%. This extensive coverage ensures seamless communication across the vastness of the Northern Cape. The first phase completion of the digital Thusong App is a substantial milestone. This innovative platform merges online services from various government departments, which will provide citizens with convenient facilities.

The Province has also made significant progress in the appointment of a Director for the IT Shared Services Centre and re-advertised 2 Director positions. Their primary focus is to drive the review of the Northern Cape Information Society Strategy and the Provincial Digital Strategy. Meetings have commenced to develop a comprehensive Project Plan for the ITSSC.

Site meetings with SITA and Telkom were conducted on 21 June 2023, as part of feasibility studies to address connectivity challenges. Quotations provided by SITA (dated 12 September 2023) for the connectivity challenges of our Thusong Service Centre environments are being considered. We have explored three options for connectivity as listed below:

- » **Option 1:** Engage the CFO to allocate budget for center connectivity.
- » **Option 2:** Engage in high-level discussions with SA Connect to address the situation.
- » **Option 3:** The NISSC Meeting held in Quarter 1, hosted in the Northern Cape Province, aimed to accelerate connectivity issues. We await responses from GCIS following a Thusong Connectivity and ICT Infrastructure meeting at the Umfolozi Thusong Center in KZN on 30 August 2023.

We will maintain weekly, monthly, and quarterly follow-ups to ensure progress. Face-to-face meetings are planned with representatives from DEDaT, SITA, and SA Connect to explore internet connectivity options. Additionally, a meeting with DCDT is scheduled to address connectivity issues. We remain resolute in enhancing connectivity and digital services to all the residents of the Province.

In close collaboration with our partners, we are making significant strides toward realising our vision of a Modern, Growing, and Successful province.

We have made substantial investments in broadband infrastructure, resulting in increased connectivity across the province, such as leveraging technology to improve healthcare delivery and accessibility for our residents, through E-Health; facilitating digital commerce and empowering local businesses via E-Commerce; enhancing educational opportunities through digital platforms via E-Education.

Recognising that a modernised province must have digitally connected residents, we have prioritised internet accessibility. Notable achievements include:

- » The percentage of households with internet access that has grown significantly, from 16.2% in 2010 to an impressive 68.5% in 2022.
- » A commendable achievement of 70% in terms of broadband coverage across the Northern Cape.

During the 2023/2024 financial year, we announced a substantial investment of close to R1 billion in broadband infrastructure and base stations. Our key partners namely, Vodacom, Telkom, and MTN have actively contributed to this initiative. As a result of our joint efforts, the cellular network coverage in the Northern Cape now stands at 98%.

We are delighted to announce the successful completion of our Provincial Broadband Strategy. This strategic roadmap outlines our vision for further enhancing connectivity, bridging digital gaps, and promoting economic growth. An implementation plan is currently underway, ensuring that our province remains at the forefront of technological advancement.

By presenting this annual report, we reaffirm our promise to ensure transparency, progress, and the prosperity of the Northern Cape Province.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 PROGRAMME 1: ADMINISTRATION

Purpose of the Programme: The purpose of the programme is to provide strategic leadership and oversee the implementation of provincial legislative frameworks and government programmes.

This programme accommodates the Private Office of the Premier and the Office of the Director General and comprised of the following sub-programmes and units.

1.1 Premier Support

Purpose: Provide advisory and administrative support to the Premier in executing the constitutional mandate.

1.2 Director-General Support

Purpose: Provide technical, administrative and secretariat support to the Director-General

The sub-programme comprised of the following units:

- 1.2.1. Office of the Director-General
- 1.2.2. Security and Records Management
- 1.2.3. Provincial Council on AIDS-Secretariat

1.3 Executive Support and Stakeholder Management

Purpose: Manage and oversee the provisioning of Executive support services and co-ordinate the implementation of stakeholder management programmes.

The sub-programme is comprised of the following units:

- 1.3.1. Executive Council Support
- 1.3.2. Stakeholder Management

1.4 Financial Management

Purpose: Provide internal financial accounting, management accounting, supply chain management (SCM) and asset management services to the Office of the Premier.

Outcomes, outputs, output indicators, targets and actual achievements

Programme 1 had 14 targets for the year under review. All 14 targets were achieved with 3 of those targets being over-achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 1.2.1. Office of the Director-General								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Strategic and Annual Performance Documents Developed	Number of approved Annual Performance Plans (APPs) signed and submitted on due date	1 Annual Performance Plan	1 Annual Performance Plan	1 Annual Performance Plan	1 Annual Performance Plan	None	None
	Revised departmental risk register	Number of approved Departmental Risk Register submitted	Approved Risk Register	Approved Risk Register	Approved Risk Register	Approved Risk Register	None	None
	System generated results of the financial disclosure completed by designated employees	Number of system generated results of financial disclosure for all designated categories	7 eDisclosure System generated results	6 eDisclosure System generated results	6 eDisclosure System generated results	6 eDisclosure System generated results	None	None

Sub-programme: 1.2.2. Security and Records Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Assessed information and security support systems	Number of quarterly security threat assessment reports	4 Reports	4 Reports	4 Reports	4 Reports	None	None
	Suitability for Employment	Percentage of new staff screened for employment suitability	100% of new staff	100% of new staff	100% of new staff	100% of new staff	None	None
	Compliance with the Anti-Corruption Framework	Number of quarterly Provincial Anti-Corruption programmes	New Indicator	4 Provincial Anti-Corruption Programmes	4 Provincial Anti-Corruption Programmes	4 Provincial Anti-Corruption Programmes	None	None

Sub-programme: 1.2.3. Provincial Council of AIDS-Secretariat								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Local and Ward AIDS Councils at District Level Supported	Number of districts supported in the establishment of Local and Ward AIDS Councils	5	5	5	5	None	None
	Stakeholder engagements on HIV, AIDS, TB and STI responses in the Province	Number of stakeholder engagements coordinated	16 stakeholder engagements	14 stakeholder engagements	12 stakeholder engagements	12 stakeholder engagements	None	None

Sub-programme: 1.3.1. Executive Council Support								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Executive Council and Cluster Engagements coordinated	Number of consolidated reports on the Executive Council and Cluster Engagements	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	None	None

Sub-programme: 1.3.2. Stakeholder Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Functional intergovernmental relations	Number of stakeholder engagements coordinated	New Indicator	New Indicator	8	17	+9	Overachievement is due to additional International engagements related to opportunities for the NC province.
	Provincial Protocol Services	Number of protocol services rendered in the province	New Indicator	New Indicator	9	30	+21	Overachievement is attributed to support rendered for national events within the province, which was outside of the provincial planning.

Sub-programme: 1.4. Financial Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Annual Financial Statement (AFS)	Number of Approved AFS submitted to the AGSA and PT	1 Set of Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	None	None
	Supplier payments	Percentage of uncontested invoices paid within 30 days of receipt date	100%	100%	100%	100%	None	None
	Targeted designated groups procurement	Percentage on preferential procurement spend on enterprises owned by targeted groups	New Indicator	New Indicator	60 % on preferential procurement spend on enterprises owned by targeted groups	71% preferential procurement spend on enterprises owned by targeted groups	+11% preferential procurement spend on enterprises owned by targeted groups	The over-achievement is attributed to improved internal controls.

Strategy to overcome areas of under performance

There were no deviations to the planned targets. Good management controls resulted in over-achievement of 3 targets.

Linking performance with budgets

The table below depicts actual expenditure against the final appropriation for the period under review and previous financial year for Programme 1 and its sub-programmes. The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of budget allocation of Stakeholder Management (previously known as Intergovernmental Relations and still reported as such in terms of the budget allocation) from Programme 3 to Programme 1. Hence the budget will be reported on under Programme 3. The budget was expended towards the achievement of the outputs related to contractual obligations, compensation of employees and goods and services. Contract obligation is centralised under Programme 1. The bulk of the budget was spent on compensation of employees given the fact that personnel implemented the APP outputs. The variance is mainly attributable to commitments at reporting date and; a rollover application was submitted to Provincial Treasury to that effect.

Sub-programme expenditure

Sub- Programme Name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Premier Support	61 258	61 233	25	42 136	42 112	24
Director-General Support	51 027	38 677	12 350	7 362	7 362	-
Executive Council Support	6 769	6 767	2	45 258	40 258	5 000
Financial Management Support	62 481	62 344	137	50 484	50 085	399
Total	181 535	169 021	12 514	145 240	139 817	5 423

4.2 PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

Purpose of the Programme: The purpose of the programme is to strategically lead the province towards long term planning for human capital, towards a developmental orientated public service and provision of advisory legal services

The programme comprised of the following sub-programmes and units:

2.1 Human Resource Management

Purpose: Provide strategic leadership through integrated coordination of human resource management systems, practices and policies towards a capable, ethical and developmental provincial administration.

The sub-programme is comprised of the following units:

- 2.1.1. Human Resource Administration
- 2.1.2. Human Resource Strategy and Transversal Co-ordination
- 2.1.3. Performance Management and Capacity Development
- 2.1.4. Provincial HR Planning, Organisational and Operations Design
- 2.1.5. Labour Relations
- 2.1.6. Employee Health and Wellness

2.2 Information Communication Technology

Purpose: To provide professional Information Technology services as an enabler to the Office of the Premier and other provincial departments to ultimately improve service delivery through e-Government initiatives.

2.3 State Law Advisory Services

Purpose: To render legal advisory support services to the Premier, Executive Council, Heads of Departments, and Municipalities to ensure that constitutional obligations are met.

2.4 Communication Services

Purpose: To provide an efficient and effective communication service to enable the Premier, Executive Council and Heads of Departments to communicate governments services through the media and other communications platforms.

2.5 Provincial Transformation Programmes

Purpose: To mainstream, coordinate, monitor and evaluate programmes in terms of women, children and people with disabilities to address inequalities and restore the moral fibre of society and to act as secretariat for the Provincial Transformation Programmes Forum

Outcomes, outputs, output indicators, targets and actual achievements

Programme 2 had 35 targets for the year. Only 35 targets were achieved with 3 of those targets being over-achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 2.1.1. Human Resource Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Management of vacancies in the Office of the Premier	Number of reports on the management of vacancies	New Indicator	New Indicator	4 Reports	4 Reports	None	None
	Compliance Monitoring on HRA related Norms and Standards	Number of monitoring reports on provincial compliance to HRA related norms and standards	New Indicator	New Indicator	2 Reports	2 Reports	None	None

Sub-programme: 2.1.2. Human Resource Strategy and Transversal Co-ordination								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provincial HRD Strategy Implemented	Number of Monitoring reports on the Provincial HRD Strategy Implementation Plan	New Indicator	New Indicator	1 Monitoring Report	1 Monitoring Report	None	None
	Provincial HRD Stakeholder co-ordination & engagement Sessions	Number of HRD Stakeholder co-ordination Reports	New Indicator	New Indicator	8 HRD Stakeholder co-ordination reports	8 HRD Stakeholder co-ordination reports	None	None
	Provincial compliance report on the submission of HRD Plans	Number of reports on compliance by provincial departments with the submission of HRD plans	1 Report	1 Report	1 Report	1 Report	None	None
	Provincial bursary awarding program	Annual report on bursaries awarded to unemployed youth	New Indicator	New Indicator	1 Report	1 Report	None	None

Sub-programme: 2.1.3. Performance Management and Capacity Building								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Improved compliance provincially with PMDS policy prescripts	Number of Provincial compliance reports on the implementation of PMDS provincially	New Indicator	New Indicator	3 Reports	3 Reports	None	None
	An OTP Workplace Skills Plan	Number of approved OTP Workplace Skills Plan submitted to PSETA	New Indicator	New Indicator	1 Approved OTP Workplace Skills Plan	1 Approved OTP Workplace Skills Plan	None	None
	Implementation of the directive on youth development	Number of OTP status reports submitted to DPSA	New Indicator	New Indicator	1 Report	1 Report	None	None

Sub-programme: 2.1.4. Provincial HR Planning, Organisational and Operations Design								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Implementation of approved Provincial Organisational Design Strategy monitored.	Number of reports on the implementation of the approved Provincial Organisational Design Strategy	New Indicator	New Indicator	4 Quarterly reports on the implementation of the approved Provincial Organisational Design Strategy submitted for approval.	4 Quarterly reports on the implementation of the approved Provincial Organisational Design Strategy submitted for approval.	None	None

Sub-programme: 2.1.4. Provincial HR Planning, Organisational and Operations Design								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
	Compliance of provincial departments with the 2021 HR Planning Directive monitored.	Number of reports on compliance of provincial departments with the 2021 HR Planning Directive.	New Indicator	New Indicator	2 bi-annual reports on compliance of provincial departments with the 2021 HR Planning Directive submitted for approval.	2 bi-annual reports on compliance of provincial departments with the 2021 HR Planning Directive submitted for approval.	None	None
	Compliance of provincial departments with the 2014 Directive on PSA and PSR delegations monitored.	Number of reports on compliance of provincial departments with the 2014 Directive on PSA and PSR delegations.	New Indicator	New Indicator	4 Quarterly Reports on compliance of provincial departments with the 2014 Directive on PSA and PSR delegations submitted for approval.	4 Quarterly Reports on compliance of provincial departments with the 2014 Directive on PSA and PSR delegations submitted for approval.	None	None

Sub-programme: 2.1.5. Labour Relations								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Promotion of Sound Employee Relations	Number of quarterly FOSAD reports submitted to DPSA	New Indicator	New Indicator	4 Reports	4 Reports	None	None
	Labour Relations Advocacy	Number of labour related advocacy conducted	New Indicator	New Indicator	4	4	None	None

Sub-programme: 2.1.6. Employee Health and Wellness								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Learning Network Sessions	Number of policy support learning network sessions	6	4	4	5	+1	Over-achievement is due to a collaboration with DPSA to assess, monitor and provide hands on technical assistance to departments in the Northern Cape
	Prevention Programmes	Number of health prevention programmes facilitated	6	12	8	12	+4	Over-achievement is attributed to additional Prevention programmes targeted at addressing complex societal challenges in order to improve health outcomes
	e-Health information messages	Number of e-Health prevention information	10	8	9	9	None	None

Sub-programme: 2.2. Information Communication Technology								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Corporate Governance of ICT documents for Office of the Premier.	Number of departmental ICT documents (Policies, Charters, Plans, Frameworks, Manuals and Strategies) reviewed in the Office of the Premier	8 departmental ICT documents	7 departmental ICT documents	7 departmental ICT documents	7 departmental ICT documents	None	None
	Digital solutions for improved service delivery.	Number of departmental services e-enabled, based on the Service Delivery Model	2 departmental services	2 departmental services	2 departmental services	4 departmental services	+2 departmental services	Additional requests on Digital solution for improved service delivery from the department
	Cyber and Information Security Awareness Workshops.	Number of provincial workshops hosted on information security and privacy protection responsibilities	2 Workshops	2 Workshops	2 Workshops	2 Workshops	None	None
	Provincial government websites.	Number of Northern Cape Provincial Government Departments websites reviewed	4 Departments	4 Departments	4 Departments	4 Departments	None	None
	ICT Projects	Number of reports on the Provincial ICT Projects coordinated	4 Reports	4 Reports	4 Reports	4 Reports	None	None

Sub-programme: 2.2. Information Communication Technology								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
	Awareness through Provincial Thusong Services Outreach Programmes	Number of Thusong Service Centre Outreach Programmes	6 Outreach Programmes	4 Outreach Programmes	4 Outreach Programmes	4 Outreach Programmes	None	None

Sub-programme: 2.3. State Law Advisory Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provision of legal assistance to municipalities in order to support and strengthen the capacity of municipalities to manage their own affairs	Number of reports submitted on legal assistance provided to Municipalities in the Province	New Indicator	New Indicator	4	4	None	None
	Coordination of provincial legal services	Number of analytical reports in coordination of provincial legal services matters	4	4	4	4	None	None
	Provision of Legal advice and support	Number of reports submitted on the provision of legal support to NCPA	4	4	4	4	None	None
	Provision of legal support to the provincial Executive	Number of reports on legal assistance provided to and on behalf of the Executive Council, Premier and members of the Executive	New Indicator	New Indicator	4	4	None	None

Sub-programme: 2.4. Communication Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Effective communication of government with a coherent message to the citizenry	Number of Media Communication reports on Executive Council initiatives	New Indicator	New Indicator	4 Reports	4 Reports	None	None

Sub-programme: 2.5. Provincial Transformation Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	An all-inclusive society	Number of Provincial consolidated reports on the implementation of the White Paper on the Rights of Person with Disabilities	New Indicator	New Indicator	1 Provincial report	1 Provincial report	None	None
	An ethical and developmental state	Number of engagements on the implementation of the Charter of Positive Values	4 Reports	4 Reports	4	4	None	None

Sub-programme: 2.5. Provincial Transformation Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
	Women Empowerment and Gender Equality	Number of consolidated reports on the implementation of the Provincial Plan on Gender Based Violence and Femicide	New indicator	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	None	None
		Number of Monitoring reports on the implementation of Sanitary Dignity Framework	New indicator	4 Monitoring reports	4 Monitoring reports	4 Monitoring reports	None	None
	Child rights considerations	Number of monitoring reports on Children's Rights Delivery Plans	New Indicator	New Indicator	4 Monitoring reports	4 Monitoring reports	None	None
	Establish the recognition, promotion, protection of the rights of Women, Children and Persons with disabilities, and change management including restoration of moral fibre	Number of Advocacy Programmes coordinated	10 Advocacy Programmes	8 Advocacy Programmes	9 Advocacy Programmes	9 Advocacy Programmes	None	None
		Number of consolidated reports on the implementation of the GRBPMEA	New Indicator	2 Reports	2 Reports	2 Reports	None	None

Strategy to overcome areas of under performance

There were no deviations to the planned targets. Good management controls resulted in over-achievements of 3 targets.

Linking performance with budgets

The table below depicts the actual expenditure against the final appropriation for the period under review and the previous financial year of Programme 2 and its sub-programmes. The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of budget allocation of Provincial Transformation Programme (previously known as Special Programmes and still reported as such in terms of the budget allocation) from Programme 3 to Programme 2. Hence the budget will be reported on under Programme 3. The budget was expended towards the achievement of the outputs related compensation of employees and good and services. The bulk of the budget was spent on the compensation of employees given the fact that personnel implemented the APP outputs. The variance is mainly attributable to commitments at reporting date; a rollover application was submitted to Provincial Treasury to that effect.

Sub-programme expenditure

Sub- Programme Name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Strategic Human Resources	68 045	63 026	5 019	56 113	54 359	1 754
Information Communication Technology	18 613	18 613	-	25 487	19 737	5 750
Legal Services (State Law Advisory Services)	10 096	10 057	39	11 141	10 448	693
Communications	132 883	119 878	13 005	8 565	5 935	2 630
Programmes Support	4 174	3 913	261	3 740	3 670	70
Total	233 811	215 487	324	105 046	94 149	10 897

4.3 PROGRAMME 3: POLICY AND GOVERNANCE

Purpose of the Programme: The purpose of the programme is to strategically manage policies and strategies throughout the province, through research, development and support the implementation of a sustainable provincial growth and development plan, and monitor and evaluate performance against provincial plans.

The programme comprised of the following sub-programmes and units:

3.1 Provincial Performance Monitoring and Evaluation

Purpose: To provide an integrated performance monitoring and evaluation function directed at improving implementation of provincial plans and programmes.

The sub-programme is comprised of the following units:

3.1.1. Provincial Service Delivery Programmes Monitoring and Evaluation

3.1.2. Provincial Performance Information Monitoring and Evaluation

3.2 Provincial Policy Management

Purpose: To facilitate and coordinate macro and transversal planning, policy and research across government.

The sub-programme is comprised of the following units:

3.2.1. Provincial Strategic and Spatial Planning

3.2.2. Provincial Policy Coordination

3.2.3. Provincial Research and Development Services

Outcomes, outputs, output indicators, targets and actual achievements

Programme 3 had 9 targets for the year, of which only 6 targets were fully achieved and 2 targets thereof over-achieved. The other 3 targets were not achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 3.1. Provincial Performance Monitoring and Evaluation								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Improved performance on planned provincial priorities	Number of integrated M&E analysis reports on provincial service delivery.	New Indicator	New Indicator	4 Reports	3 Reports	-1 Report	One integrated consolidated report was not concluded in the 1 st quarter given the capacity constraints in the PIMS Directorate.
		Number of Bi Annual reports on the co-ordination of Evaluations as per the National Evaluation Policy Framework (NEPF)	New Indicator	New Indicator	2 Reports	2 Reports	None	None
		Number of system reports on the utilisation of the Provincial Web Based Reporting System	New Indicator	New Indicator	1 Report	1 Report	None	None

3.3 Provincial Policy Management

Sub-programme: 3.2.1 Provincial Strategic and Spatial Planning								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Implementation of Provincial Growth and Development Plan Vision 2040	Number of Advisory Memorandums submitted to the Executive Authority on the implementation of the Provincial Growth and Development Plan and Provincial Spatial Development Framework	10 Memos	9 Memos	4 Memos	4 Memos	None	None

Sub-programme: 3.2.2 Provincial Policy Coordination								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Assessed Policies	Number of assessments of Provincial and Municipal Policies aligned to the PGDP	New Indicator	New Indicator	2 Assessments	2 Assessments	None	None
		Number of assessments of Provincial and Municipal Policy aligned to the National Policy Development Framework	New Indicator	New Indicator	1 Assessment	1 Assessment	None	None
	Municipal and departmental Change Management Engagement Programme	Number of Batho Pele Change Management Engagement Programme roll-out to municipalities and departments	New Indicator	New Indicator	1 Programme	0 Programme	-1 Programme	Lack of capacity to do internal and provincial oversight functions affected the implementation of the planned target, hence the focus changed to Batho Pele assessment site visits.
	Approved departmental service delivery charters	Number of departments with approved service delivery charters within the Provincial Administration	1 Department	0 Departments	4 Departments	0 Departments	-4 Departments	The implementation of the DPSA circular on SDIP has been a challenge, therefore consultation with DPSA has been ongoing and resulted in the delay of the development of the charters.

Sub-programme: 3.2.3 Provincial Research and Development Services								
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Audited Actual Performance 2022/2023	Planned Annual Target 2023/2024	Actual Achievement 2023/2024	Deviation from planned target to Actual Achievement 2023/2024	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Research towards the implementation of the Provincial Growth and Development Plan and the institutionalisation of the Integrated Governance, Coordination and Service Delivery (IGCSD) Model	Number of Research position papers	4	19	4	8	+4	Over-achievement is attributed to additional research which was required to inform policy planning decision making. The following Research position papers were developed: <ul style="list-style-type: none"> - The 30-year review - The Approach to poverty measurement - Infrastructure and sustainability - Institutionalising the Governance Model and DDM (District Development Model)

Strategy to overcome areas of under performance

Three targets were not achieved in Programme 3. These relates to evaluations and service delivery improvement plan, Batho Pele Change Management Engagement Programme and approved service delivery charters (refer to tables above for details). The biggest contributing factor to this under performance is lack of human capacity.

Linking performance with budgets

The table below depicts the actual expenditure against the final appropriation for the period under review and previous financial year Programme 3 and it's sub-programmes. The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of budget allocation, therefore the budget allocation for Intergovernmental Relations (now Stakeholder Management under Programme 1) and Special Programmes (now Provincial Transformation Programme under Programme 2) are still reported on under Programme 3. The budget was expended towards the achievement of the outputs related to compensation of employees and good and services. The bulk of the budget was spent on the compensation of employees given the fact that personnel implement the APP outputs.

Sub-programme expenditure

Sub- Programme Name	2023/2024			2022/2023		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
*Special programmes (Provincial Transformation Management)	22 040	22 040	-	22 574	22 574	-
*Intergovernmental Relations (Stakeholder Management)	5 184	5 184	-	4 689	4 689	-
Provincial Policy Management	20 297	19 770	527	19 865	19 865	-
Programme Support	2 862	2 650	212	2 382	2 382	-
Total	50 383	49 644	739	49 510	49 510	-

5. TRANSFER PAYMENTS

5.1 TRANSFER PAYMENTS TO PUBLIC ENTITIES

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity	Amount spent by the public entity	Achievements of the public entity
South African Broadcasting Corporation	Television License	R2 650	R2,650	Viewing Services

5.2 TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects the transfer payments made for the period 1 April 2023 to 31 March 2024

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantaged women to empower them to become economically active	Yes	8,435	8,435	-

The table below reflects the transfer payments which were budgeted for in the period 1 April 2022 to 31 March 2024, but no transfer payments were made.

Name of transferee	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
None	N/A	N/A	N/A	N/A

6. CONDITIONAL GRANTS

The Office of the Premier neither paid nor received any conditional grants for the 2023/2024 financial year.

7. DONOR FUNDS

The Office of the Premier did not receive donor funds for the 2023/2024 financial year.

8. CAPITAL INVESTMENT

8.1 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Infrastructure projects	2023/2024			2022/2023		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
- Upgrades and additions	-	-	-	-	-	-
- Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
- Maintenance and repairs	293	293	-	246	246	-
Infrastructure transfer	-	-	-	-	-	-
- Current	-	-	-	-	-	-
- Capital	-	-	-	-	-	-
Total	293	293	-	246	246	-



CONTINUOUS IMPROVEMENT



PART C:
GOVERNANCE

1. INTRODUCTION

The level of ethical leadership that the Office of the Premier ascribes to has been consistent over the past few years and places the department in a good position to practice good governance. This includes the management of public finances and resources, as it would give the necessary assurance that the Office of the Premier has governance structures in place to effectively, efficiently and economically utilize state resources, which is funded by the taxpayer.

2. RISK MANAGEMENT

The Office of the Premier is committed to maintain an effective and efficient risk management system in accordance with the Public Finance Management Act (PFMA) section (38)(1)(a)(i), Treasury Regulation 3.2.1 and Public Sector Risk Management Framework (PSRMF). The governance documents such as the risk management strategy and risk management policy are current and approved.

During the year under review, the Chief Risk Officer facilitated the process of proactive identification, assessment and management of risk. Risk reports were presented to management and the findings formed part of decision-making to prioritise activities and to identify the most effective and efficient course of action in relation to the department's operations.

The Departmental Risk and Ethics Management Committee convened quarterly and reviewed the risk management progress and maturity of the department and the responses to address key risks. The department utilises the Shared Service Audit Committee based at Northern Cape Provincial Treasury, as an independent assurance provider who reports to the Audit Committee being an independent committee. Quarterly risk management reports formed part of quarterly governance reports tabled at the governance structures of the Office of the Premier, inclusive of the Shared Service Audit Committee.

Furthermore, the department collaborated with the SIU to conduct the ethics and anti-corruption risk assessment, with specific focus on the lifestyle audit investigations for the Northern Cape Provincial Government.

3. FRAUD AND CORRUPTION

The Office of the Premier remains committed to a Public Service which is free from fraud and corruption and to this end remains vigilant in its fight against these risks to the Northern Cape Provincial Government. Where matters are referred to the OTP or detected by means of other sources, these instances are referred to the relevant law enforcement agencies for investigation and prosecution.

The Office of the Premier has an approved Anti-Corruption and Ethics Strategy; Whistle-Blowing Policy and Anti-corruption & Fraud Management Plan. The Anti-Corruption Unit is tasked with giving effect to these governance instruments and in so doing has developed professional relationships with other law enforcement and ethics centered agencies.

We have created and improved on our relationships with law enforcement agencies which has seen an increased footprint in the province. Our relationship with the SIU resulted in improved relations and co-ordination of all fraud and corruption related practices in our province. Our participation in the Local Government Anti-Corruption Forum has seen a closer partnership with local government and law enforcement agencies with the aim of addressing key vulnerabilities that have been identified in this sector. Most importantly, the forum looks at ways to best address consequence management through criminal prosecution and civil litigation.

The formation of the Local Government Anti-Corruption Forum is aimed at fostering collaboration amongst the stakeholders at the local government level in order to effectively prevent corruption and coordinate efforts amongst all law enforcement agencies. This will ensure that investigative capacity is in place and outcomes such as criminal prosecutions, civil recoveries and any administrative actions are well synthesised.

Awareness sessions are being used to encourage public servants and the public to report fraud and corruption matters anonymously to the relevant authorities. The Office of the Premier protects the identity and personal information of any person who reports fraud and corruption. For the 2023/24 reporting cycle, zero incidents of fraud or corruption were reported.

4. MINIMISING CONFLICT OF INTEREST

The Office of the Premier continues to implement the process where members of all departmental bid committees including the secretariat, which are officials from the Supply Chain Management, are required to declare their interest for each bid committee meeting by signing a declaration of interest register before each meeting. If there is a conflict of interest, the affected member is released from the evaluation process. Provincial Treasury forms part of each departmental bid committee meeting to execute their oversight role.

Annually all SMS, MMS and OSD members, as well as all Supply Chain Management officials disclose their financial interest via the electronic (eDisclosure) system, which is administered by DPSA and a 100 per cent disclosure was recorded by the required deadline. Control measures have been implemented that prohibit officials from conducting business with organs of state. If any discrepancies are found, investigations are conducted. The findings determine the appropriate steps to be taken in terms of the disciplinary code and procedure of the Public Service.

5. CODE OF CONDUCT

The Office of the Premier adheres to the Code of Conduct as outlined in Chapter 2 of the Public Service Regulation, 2016. The Code of Conduct compels the department to promote and maintain the highest level of professionalism and ethical behaviour in the workplace. It further contributes to the department's objective to eradicate corruption and advocate good governance.

To reinforce ethical conduct amongst employees, the department performs ongoing awareness on the Code of Conduct. Where there is a breach of the Code of Conduct the department actions the necessary internal disciplinary processes to address such unethical behaviour.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The relocation of the office from JW Sauer Building to the new building (T&I Building) during the year under review, was preceded by an assessment by professionals from multiple disciplines of expertise to conduct a risk assessment prior to occupation of the new building. The professionals transcended borders of the departments which included Department of Public Works, Office of the Premier and the South African Intelligence Service.

During the reporting period, The Office of the Premier agreed to have an Occupational Health and Safety Advisory Committee comprising leadership from recognised unions in the workplace. This Committee had as part of its responsibility to advise Senior Management Team lead by the Director General on health risks and mitigation measures post covid-19. Other interventions included advising on assessments by the Department of Labour, placing OHS as a standing item on the Departmental Risk Committee.

Among the interventions identified for assessment was environmental risks; the department of Environment and Nature conservation was approached to conduct air quality assessment. This process is work in progress.

Insofar as the General Administrative risks are concerned, the term of Office of the Health and Safety representatives underwent a renewal process. Training of the Health and safety Officers took place during the second quarter of 2023 financial year. Twelve (12) functionaries were trained in fire-fighting; first aid levels 1, 2, and 3 and SHE Rep training.

The Office of the Premier has started with mitigating the Health and Safety and Environmental risks in order to ensure a safe and healthy workplace.

7. PORTFOLIO COMMITTEE

During the year under review the Office of the Premier appeared before the Standing Committee on Premier and Legislature Affairs and submitted reports on the performance of the Office of the Premier.

Date of meeting	Matters raised by parliamentary committee	How the department has addressed the matters
23 May 2023	Annual Performance Plan and Budget 2023/2024	Department responded to all recommendations made by the Committee and submitted all required reports.
22 September 2023	First Quarter Report 2023/2024 Financial Year on non-financial and financial performance	Department responded to matters raised by the Committee, all required reports, and additional information were provided to the Committee.

Date of meeting	Matters raised by parliamentary committee	How the department has addressed the matters
8 December 2024	Annual Report 2022/2023	Department responded to all recommendations made by the Committee and submitted progress reports pertaining to the recommendations. The Department provided progress on the project for the investigation of legacy irregular expenditure
27 March 2024	First Quarter Report 2023/2024 Financial Year on non-financial and financial performance	Department responded to all recommendations made by the Committee and submitted progress reports pertaining to the recommendations.

8. SCOPA RESOLUTIONS

Resolution No	Subject	Details	Response by the department	Resolved (yes/no)
None	Resolution of the Annual Report 2022/2023 financial year	The Committee recommends that the Department should submit the following reports: 1) A report on targeted interventions that will be implemented by the Office of the Premier as part of Operations Clean Audit to assist sector departments that continue to incur high levels of unauthorised, irregular, fruitless and wasteful expenditure.	The report that outlined the interventions undertaken to assist sector Departments that continued continue to incur high levels of unauthorised, irregular, fruitless and wasteful expenditure was submitted to the Committee. These interventions aimed at supporting sector departments, and does not remove the responsibility from accounting officers, who, in terms of the PFMA, have a specific responsibility in ensuring that such unwanted expenditure is not incurred, the necessary corrective action is taken.	Yes
		2) A progress report on the lifestyle audits of senior management teams in the Northern Cape.	The NCPG Lifestyle Audit Report was submitted to the Committee.	Yes

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

None

10. INTERNAL CONTROL UNIT

The Office of the Premier does not have an Internal Audit Control Unit within the department. However, preventative, detective and management controls are embedded in the department's organisation-wide business processes for execution by line function officials.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit service has been performed by the Northern Cape Provincial Treasury's "Provincial Internal Audit Service". The function was setup under section 38(1)(a)(ii) of the PFMA and section 76(4)(e) of the PFMA as a shared function for the Northern Cape Provincial Administration, and in terms of paragraph 3.2.3. of the Treasury Regulations. The unit fulfills an independent assurance function.

The internal audit unit follows a risk-based audit approach in providing management and the Audit Committee with assurance on the adequacy and effectiveness of governance, risk management, and internal control processes. The internal audit is guided by an internal audit charter, approved by the Audit Committee and performs its functions as provided in the PFMA and the internal audit charter.

The internal audit unit compiles a rolling three-year risk-based plan and prepares an annual plan after taking consideration of the risks facing the department, strategic objectives, the department's mandate, audit issues and inputs by management. The Audit Committee approves the Internal Audit Plan for implementation.

The internal audit reviews performed for the financial year under review, were all in line with the approved annual audit plan and are detailed in the Audit Committee annual report.

Internal audit findings were communicated timely and management implemented measures to mitigate the risks. Significant matters identified during the year were reported to the Audit Committee.

INTERNAL AUDIT QUALITY REVIEW OUTCOME

Internal Audit underwent the mandatory 5-year quality review assessment during the 2022-23 financial year and maintained the general conformance outcome.

CLEAN AUDIT DRIVE

Internal Audit aligned its processes to meet the vision of the Office of the Premier's Operation Clean Audit drive. Internal audit reviewed the completeness and adequacy of the AGSA audit action plan and furthermore conducted follow up audits to monitor the implementation thereof.

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

Throughout the year under review, the Audit Committee operated in terms of an approved Audit Committee Charter, which was the committee's approved terms of reference.

The Audit Committee has, as part of its oversight responsibility on a quarterly basis, followed up on audit findings to ensure that issues raised were addressed timely.

Further information relating to the Audit Committee, as required by the PFMA and Treasury Regulations is included in the Audit Committee's Report, which is incorporated in the annual report of the Department.

The Audit Committee consisted of the members listed hereunder and met four times as per its approved meeting schedule:

Audit Committee membership – expired 31 November 2023

Name	Qualifications	Internal or External member	If internal, position in the department	Date appointed	No. of meetings attended
R Mnisi	<ul style="list-style-type: none"> - LLB - Post Graduate Certificate in Compliance management 	External	N/A	01/12/2017 – 31/11/2023	4 out of 4
S Calitz	<ul style="list-style-type: none"> - Registered Government Auditor (RGA) - Certified Government Audit Professional (CGAP) - Certified Fraud Examiner (CFE) - Advanced Certificate Forensic Examination - National Diploma Government Auditing 	External	N/A	01/12/2020 – 31/11/2023	4 out of 4

Name	Qualifications	Internal or External member	If internal, position in the department	Date appointed	No. of meetings attended
D Padayachy	<ul style="list-style-type: none"> - Bsc Degree, Executive Development Programme, - Post Graduate HDE, - Information Technology Management, - Leadership in the Connection Economy Certificate, - Capability Maturity Model - People and Capability Maturity Model Integration for Development and Information Technology - Management for Government and Software and Project Management Certificate 	External	N/A	01/12/2020 – 31/11/2023	4 out of 4
Mr. W. Molelekwa	<ul style="list-style-type: none"> - Bachelor of Laws, Bachelor of Law: Financial Planning - Btech: Internal Auditing - Btech: Cost & Management Accounting - National Diploma: Cost & Management Accounting 	Internal	Director – NCPT	01/12/2020 – 31/11/2023	4 out of 4
O Gaoraelwe	<ul style="list-style-type: none"> - Bachelor of law, - Conflict Management - Project Management - Certificate in environmental law 	Internal	Acting Chief Director – DENC	01/12/2020 – 31/11/2023	0 out of 4

A new audit committee was appointed with effect from 1 December 2023. Therefore, the below mentioned members were appointed of which two members were re-elected.

New Audit Committee members – effective 1 December 2023 to 30 November 2026

Name	Qualifications	Internal or External member	If internal, position in the department	Date appointed	No. of meetings attended
Mr. K. Maja	<ul style="list-style-type: none"> - MBL - B. Compt (Hons) - B.Com (Accounting) - CIA - IIA 	External	N/A	01/12/2023 – 31/11/2026	0 out of 1
Mr. D. Padayachy	<ul style="list-style-type: none"> - Bsc Degree, - Executive Development Programme, - Post Graduate HDE, - Information Technology Management, Leadership in the Connection Economy Certificate - Capability Maturity Model - People and Capability Maturity Model Integration for Development and Information - Technology Management for Government and Software and Project Management Certificate 	External	N/A	01/12/2023 – 31/11/2026	0 out of 1
Adv. S. Kholong	<ul style="list-style-type: none"> - BA (Law) - LLB - BA (Hons) - Master's in Business Leadership 	External	N/A	01/12/2023 – 31/11/2026	1 out of 1
Mr. W. Molelekwa	<ul style="list-style-type: none"> - Bachelor of Laws, - Bachelor of Law: Financial Planning, - Btech: Internal Auditing, Btech: Cost & Management Accounting - National Diploma: Cost & Management Accounting 	Internal	Director – NCPT	01/12/2023 – 31/11/2026	1 out of 1

In terms of the PFMA, section 77(b), an Audit Committee must meet at least twice a year. In addition, Treasury Regulations, section 3.1.16 provides that an Audit Committee must meet at least annually with the Auditor General. The Audit Committee met five times during the year in compliance with the PFMA and also met with the Auditor General.

12. AUDIT COMMITTEE REPORT

1. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee has adopted formal terms of reference, as its Audit Committee Charter. The Audit Committee has discharged its responsibilities in terms of its charter as contained therein, in line with the requirements of section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13.

2. THE EFFECTIVENESS OF INTERNAL CONTROL

The Audit Committee is satisfied as to the effectiveness of the internal audit function during the year and that the internal audit activity has to a large extent addressed the risks pertinent to the Department. Our review of the findings of the internal audit work, which was based on the risk assessments conducted in the Department revealed certain weaknesses, which were then raised with the Department.

The audit committee is satisfied that the internal audit function maintains an effective internal quality assurance and programme that covers all aspects of the internal audit activity. The internal assessment indicates that the term “Conforms with the International Standards for the Professional Practice of Internal Auditing” may be used by the function. The Audit Committee notes with satisfaction the independence and objectivity of internal audit function.

The audit committee acknowledges management’s efforts to maintain internal controls in the department. There is a need for improvement for the system of internal control in the area of risk Management. The audit committee is satisfied that the matters reported by the external auditors and the internal audit function in prior years have been fully and satisfactorily addressed. Management has provided assurance that effective corrective action will be implemented in respect of all internal control weaknesses, and the audit committee will monitor these going forward.

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

- » Annual financial statements
- » AGSA audit action plan follow up - November 2023
- » Information & communication technology
- » Performance information
- » Risk, fraud and ethics management
- » AGSA audit action plan follow up - February 2024
- » Annual performance report
- » AGSA audit action plan – adequacy and completeness
- » Provincial transformation programme.

The following were areas of concern:

- » Due to the strategic importance of, and investment in, the modernisation of information and communication technology (ICT) in the department, the audit committee has monitored the risk register and progress reports on the respective action plans during the year under review. The audit committee remains concerned that not all ICT risks are being addressed or mitigated, in implementing the new systems.

3. IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORT

The department has reported monthly and quarterly to the Treasury as is required by the PFMA.

The audit committee is satisfied with the content and quality of management and quarterly reports prepared and issued during the year under review in compliance with the statutory framework.

The audit committee has recommended that the department prepare interim financial statements that comply with the financial reporting framework Modified Cash Standard, which could assist in performing reconciliations timeously as well as in eliminating year-end adjustments. The audit committee has reviewed the department annual financial statements and report on performance information and their timely submission to the external auditors.

4. EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has:

- » Reviewed and discussed the audited annual financial statements prepared by the department with the AGSA and the Accounting Officer for inclusion in the Annual Report;
- » Reviewed the AGSA Audit Report;
- » Reviewed the AGSA's Management Report and management's responses thereto;
- » Reviewed the Department's compliance with legal and regulatory provisions;
- » Reviewed significant adjustments resulting from the audit and
- » Reviewed the outcome of the evaluation of the annual financial statements.

5. AUDITOR-GENERAL'S REPORT

The Audit Committee concurs and accepts the conclusion of the Auditor General Report on the annual financial statements, and is of the opinion that the audited financial statements be accepted and read together with the report of the Auditor-General.

6. REPORT TO THE ACCOUNTING OFFICER AND EXECUTIVE AUTHORITY

On a quarterly basis the Audit Committee writes a report to the Executive Authority and Head of Department which highlights the issues that needs attention or improvement within the Department's performance.

The Audit Committee met with the Accounting Officer in the Audit Committee meetings.

7. CONCLUSION

The Audit Committee wishes to express its appreciation to the management of the department, AGSA and internal audit for the co-operation and information they have provided to fulfil our mandate and enable us to compile this report.



Mr. K. Maja
Chairperson of the Audit Committee
Office of the Premier
31 July 2024

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

Has the department applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1-8) with regards to the following		
Criteria	Response Yes/No	Discussion (Include a discussion on your response and indicate what measures have been taken to comply)
Determine qualification criteria for issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law?	No	Not applicable to department
Developing and implementing a preferential procurement policy?	Yes	Procurement by the department is governed by the Preferential procurement legislation and regulations issued by National Treasury. Furthermore, issues pertaining to preferential procurement are included in the departmental supply chain management policy. This policy is reviewed annually with updates from National and Provincial Treasury.
Determine qualification criteria for sale of state-owned enterprises?	No	Not applicable to department
Developing criteria for entering into partnerships with the private sector?	No	Not applicable to department
Determine criteria for the awarding of incentives, grants and investment schemes in support of Board Based Black Economic Empowerment?	Yes	As part of its output indicators, the department channels a minimum of 60% of procurement under goods and services to target designated groups to support Broad Based Black Economic Empowerment. Actual achievement on this output indicator is reported on quarterly to various stakeholders.





PART D:
HUMAN RESOURCE
MANAGEMENT

1. INTRODUCTION

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

2. OVERVIEW OF HUMAN RESOURCES

THE STATUS OF HUMAN RESOURCES IN THE DEPARTMENT

HR remained a key component in the Office of the Premier, which focuses on key strategic issues linked to achievement of the strategic goals of the organisation. This is realised through the development and implementation of the Human Resource Plan and its implementation plan linked to the MTEF.

The MTEF HR Plan 2021-22 to 2023-24, for the Office of the Premier is aligned to the Organisational Functionality Assessment (OFA) findings and Action Plan, of which the process was concluded during 2021.

The OFA process also informs the next HRP review process, for possible amendment/ incorporation of critical HR matters, during the development of the MTEF HR Plan for 2023/24 to 2026/27.

The following are the key HR Planning objectives as outlined in the departmental MTEF HR Plan:

- Improvement of organisational performance, through the functional area of HR Utilisation and Development, with prioritised HRP strategic interventions mainly focussed on, amongst others, management and leadership development, as well as the development of identified critical and scarce skills, via the departmental Work Place Skills Plan (WSP).
- Improvement of organisational performance, through the functional area of Ethics, Values, Employee and Labour Relations, with prioritised interventions focussed on the institutionalisation of the PS Code of Conduct.
- Improvement of organisational efficiency and effectiveness through organisational development, through the functional area of Organisational Development and Change Management, focussed on the prioritised HRP strategic intervention of the review of the current, approved organisational structure of the Department, in order to address the critical areas identified during the OFA project.
- Creating an enabling healthy workforce for increased productivity and enhanced service delivery in the public service, through Employee Health and Wellness, focussed on capacity building initiatives.

The Office of the Premier had 267 filled posts with a vacancy rate of 5.3% at the end of 2023/2024. The SMS band having the highest percentage posts vacant of 8.33%. The Office of the Premier currently employs fifteen women at SMS level, which constitutes 42% of the total number of posts at SMS level. The Department's Employment Equity target has improved but is still facing a challenge of non-compliance with the target set by government. For the period under review, the Department employed 2.6% of people living with disabilities, an increase from 2% in 2023/2024. The employee turnover rate of the Office of the Premier for the current year is 2.6%, a decrease from the previous year's 4.7%.

HUMAN RESOURCES PRIORITIES FOR THE YEAR UNDER REVIEW

The following priorities dominated the human resource environment of the department during the 2023/2024 cycle:

- Draft PMDS strategy translation to a SOP, to be approved and appended to the PMDS Policy;
- Approval of the Succession Plan;
- Prioritisation of leadership and management development;
- Re-prioritisation of change management as scarce and critical skill, and prioritization of business process mapping and development of SOP's, as well as mentoring and coaching, as part of the 2023/24 WSP;
- Approval of the E-Learning policy/guideline;
- Broad introduction of generic management KRA;
- Development of a competency framework;
- Communication of report on 18 days mandatory training for SMS, via a memo;
- Improvement of internal controls for leave management - presentation of Attendance Register as control measure, for consideration;
- A phased-in approach to filling of ITSSC structure, based on available funding (within the MTEF);
- Analysis of sick leave to identify trends and preparation of Bi-annual report to lift 'red flag' areas in terms of sick leave utilisation;
- Preparatory assessment on reasonable accommodation for people with disability;
- Development of draft strategy on improving implementation of EE targets, taking into consideration any existing barriers;
- Employee satisfaction/ organisational climate assessment, analysis thereof, preparation of report, feedback and driving of implementation plan;
- Circular on Code of Conduct, quarterly circulars on identified labour relations-related areas and providing a platform for quarterly feedback;
- Roll out of project on the review of departmental organisational structure;
- Review of departmental Service Delivery Model (SDM);
- Development of guideline for mapping of business processes and development of Standard Operating Procedures (SOP's), initiation of BPM project and establishment of central repository in this regard;
- Job Evaluation of ITSSC positions;
- Development of guideline on management and maintenance of Job Descriptions (JD's) and establishment of central Job Description repository;
- Training for OHS representatives, and strengthening of EHW capacity through in-service interventions.

WORKFORCE PLANNING AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

The Department is in the process of developing a new MTEF HR Plan for 2024/25 to 2026/27, which will be finalised and approved by the end of August 2024, and which will introduce key strategies to address the human capacity challenges. The successful execution thereof will require strengthened integration of the relevant functions. The new MTEF HR Plan will focus strongly on alignment with the reviewed organisational structure, once approved, as well as the implementation of the reviewed organisational structure, including the review of job roles and descriptions, as well as the grading of positions through the Job Evaluation system.

As a continuation of the 2021/22 and 2022/23 efforts to prioritise leadership and management development interventions, the following was implemented during 2023/24: gender mainstreaming (2 SMS members), Monitoring and Evaluation (2 SMS members), CIP (1 SMS member), Leadership and Change Management (2 SMS members), Advanced Legislative Drafting (1 SMS member), Women Empowerment and Gender Equity Policy Framework (1 SMS member), and Public Service Women in Leadership (2 SMS members). Over 40% of the training beneficiaries for 2023/24 occupy salary levels 9-11. Amongst the prioritized areas within the WSP 2023/24, scarce and critical skills such as Change Management (20 beneficiaries) and M&E (20 beneficiaries) were accommodated.

A database was also created and continuously updated, for the tracking of the 18 days requirement mandatory training for SMS members. Feedback on mandatory training for the planned three-year cycle was communicated to all SMT members. The report on the 18 days mandatory training is submitted annually to the DPSA for the cycle.

The E-learning guideline was approved by the Director-General during March 2024, as an appendage to the Training and Development policy.

The departmental Succession Plan guideline was also successfully developed, consulted upon and approved.

The prioritization of mandatory training was also implemented in terms of the WSP for 2023/24. A report on mandatory training for 2023/24 was shared with SMS members and submitted to the DPSA in July 2023, which is an annual requirement.

HR PRACTICES AND ADMINISTRATION SERVICES

In an effort to strengthen the internal controls in terms of leave management, the Department initiated the development and implementation of an E-leave management system, which will be rolled out within the Department during 2024/25.

Reflecting on the filling of critical vacancies, appointments were made in accordance with the MTEF HR Plan 2021/22 to 2023/24. The Department commenced with a phased-in approach to the filling of identified positions within the envisaged provincial Information Technology Shared Services Centre (ITSSC) structure,

with one (1) of the three (3) advertised posts of Director filled in June 2023, while the remaining two (2) were re-advertised.

Targeted advertising was introduced to address the challenge of getting adequate applications from people with disabilities and meeting EE targets. The Department is compliant in terms of the required target for the employment of people with disabilities. The current level of representation stands at 2,6%. Females at SMS levels representation stands at 48.50%.

A study on the utilisation of sick leave was conducted to identify any emerging trends and a bi-annual management reports was developed and shared with management for decision-making purposes.

ETHICS, VALUES, EMPLOYEE AND LABOUR RELATIONS

Ongoing efforts were made during 2023/24 to promote ethical, professional behaviour and address non-compliance with the provisions of the Public Service Code of Conduct, including the distribution of Circulars on absenteeism and abuse of sick leave, as well as compliance to time frames for grievances and disputes referrals, in September and December 2023 respectively, to all staff within the Department.

Roadshows were also held, to workshop the regions in February and March 2024, respectively.

The Code of Conduct was also presented at an Induction Programme for the newly appointed employees and Interns within the OTP in November 2023, and declaration forms were handed out to the employees for signature.

Circulars on promoting professionalization in the Public Service were also disseminated to staff within the OTP, i.e., Circular on leave utilization for the period 2023/24.

ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

A draft Service Delivery Model (SDM) was developed for management consideration, and a 'blueprint' proposal was developed, which was also costed.

The MTEF HR Plan, as indicated, prioritised digital transformation in the form of IT positions and categorization of specialized IT skills as scarce. The matter was therefore incorporated as far as available funding allowed.

EMPLOYEE PERFORMANCE MANAGEMENT

The PMDS Strategy was successfully converted into a Provincial Standard Operating Procedure, then approved by the Director-General on 31 March 2023. A circular signed by the DG was distributed to OTP SMS members, as well as Departments for the for incorporation of the management KRA, inclusive of Change Management and Gender mainstreaming, into the Performance Agreements of SMS members. This was

partially implemented 2023/24. A Circular was issued in March 2024, to institutionalise the inclusion of the management KRA, while the Department is also in the process of setting up a quality assurance committee, to verify inclusion of KRA in 2024/25 PA's, to ensure compliance by all SMS members. Gender mainstreaming training was held in November 2023, where two (2) Female Senior Managers were in attendance.

The Office of the Premier recorded a 99% signing and submission of performance agreements for both SMS and level 1-12 employees for the year under review. The bi-annual and annual performance assessments were also conducted and completed within the prescribed timeframes.

EMPLOYEE WELLNESS PROGRAMME

The Employee Health and Wellness programme is operational in the Office of the Premier, with all required policies in place. The necessary measures are in place to monitor and evaluate the impact of health promotion programmes. During the year under review there were a total of four policy support networks; three health prevention programmes and a number of e-health prevention promotions. HIV counselling and testing services were offered and First Aid Training for OHS representative during the period under review.

ACHIEVEMENT AND CHALLENGES FACED BY THE DEPARTMENT

Achievements:

- Concluded performance management processes within the prescribed timeframe.
- Enhanced capacity building programmes, trainings and provided bursaries.
- Appointed and placed seventeen unemployed youth to gain work experience, through internships and work integrated learning
- Five employees were registered for membership to professional bodies.
- A 'blueprint' organisational structure was developed as the outcome of the review process, and this proposal was costed.
- The SDM of the Department was reviewed.
- Two (2) core business processes of the Department, i.e. the Allocation of Transversal Bursaries, and the Provincial Monitoring of Recruitment processes, were mapped and analysed.

Challenges:

- Due to challenges in finding suitable service providers to present training on BPM, specifically within the Public Service context, as well as the high prices charged by many service providers, with related SCM and affordability challenges, training in this area could, even though prioritised, not be implemented. Similar challenges are often encountered in terms of technical training.
- Delays experienced in terms of the finalisation of the review of the organisational structure, in particular related to the broad range of stakeholders and affordability challenges, has led to other

targets not being met, e.g. the review of Job Descriptions and Job Profiles, the grading of positions, the development of the competency framework, PERSAL clean-up (removal of unfunded vacancies), etc.

- The standardization and incorporation of a generic KRA on cross-cutting management responsibilities for SMS members was rolled out to SMS members revealed the need for management buy-in, as part of a change management effort, inclusive of intensive advocacy through, e.g. workshops/ information sessions, in order to fully institutionalise the use of the generic management KRA.
- The delay in the establishment of the provincial Information Technology Shared Services Centre (ITSSC), emphasized the need for, and importance of, following prescribed processes related to organisational design. In terms of providing for related positions, the difficulty in recruiting adequate skills, while also prioritizing equity targets, have proved challenging.
- Drastic budget cuts increasing capacity challenges and ultimately affect the performance of the department.
- Inability to finalise recruitment due to the moratorium on filling of all posts implemented by Provincial Treasury in 2020.
- Non-achievement of employment equity targets.
- Low staff morale due to an increase in pressure being placed on the scarce human resources.

The Office of the Premier will prioritise the finalisation of the review of the Organisational Structure in the 2024/2025 financial year, guided by the allocated funding and exploring the redistribution of functions and responsibilities (job re-design), as well as process improvement, while continuing to mitigate capacity challenges in the absence of adequate funding through assigning critical functions to employees at management level and the appointment of acting personnel.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

The department provides the following key information on its human resources. All the financial amounts are similar to with the amounts disclosed in the annual financial statements.

3.1. PERSONNEL RELATED EXPENDITURE

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

- » Amount spent on personnel
- » Amount spend on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2023 and 31 March 2024

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	169 021	74 281	0	0	44%	619
Institutional Development	215 487	74 796	0	0	35%	787
Policy and Governance	49 644	37 849	0	0	76%	728
Total	434 152	186 926	0	0	43%	700

Table 3.1.2 Personnel costs by salary band for the period 1 April 2023 and 31 March 2024

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (level 3-5)	18 693	4%	76	246
Highly skilled production (levels 6-8)	28 226	7%	55	513
Highly skilled supervision (levels 9-12)	78 509	18%	85	924
Senior and Top management (levels 13-16)	42 806	10%	31	1 381
Contract (Levels 3-5)	1 869	0%	7	267
Contract (Levels 6-8)	1 869	0%	2	935
Contract (Levels 9-12)	5 608	1%	8	701
Contract (Levels >= 13)	9 346	2%	3	3 115
Total	186 926	-	267	-

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2023 and 31 March 2024

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	51 012	69%	707	1%	1 460	2%	3 022	4%
Institutional Development	53 150	71%	1 060	1%	1 643	2%	2 946	4%
Policy and Governance	26 040	69%	0	0%	591	2%	1 587	4%
Total	130 202	70%	1 767	1%	3 694	2%	7 555	4%

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2023 and 31 March 2024

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 3-5)	12 556	67%	443	2%	1 024	5%	2 185	12%
Highly skilled production (levels 6-8)	21 045	75%	568	2%	1 094	4%	2 472	9%
Highly skilled supervision (levels 9-12)	50 772	65%	718	1%	1 222	2%	2 497	3%
Senior management (level 13-16)	33 001	77%	0	0%	355	1%	354	1%
Contract (Levels 3-5)	912	49%	0	0%	0	0%	0	0%
Contract (Levels 6-8)	1 869	54%	38	0%	0	0%	0	0%
Contract (Levels 9-12)	3 045	75%	0	0%	0	0%	0	0%
Contract (Levels >= 13)	7 002	70%	0	0%	0	0%	0	0%
Total	130 202	70%	1 767	1%	3 694	2%	7 555	4%

3.2. EMPLOYMENT AND VACANCIES

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

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

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations

The vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2024

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	130	120	8%	0
Institutional Development	106	95	10%	0
Policy and Governance	54	52	4%	0
Total	290	267	8%	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2024

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Unskilled	18	16	11%	0
Skilled (3-5)	61	69	-13%	0
Highly skilled production (6-8)	71	54	24%	0
Highly skilled supervision (9-12)	104	95	9%	0
Senior management (13-16)	36	33	8%	0
Total	290	267	8%	0

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2024

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative related	107	97	9%	0
Client and information clerks/switchboard/Reception	1	1	0%	0
Communication and information related	3	3	0%	0
Engineers and related professionals	2	1	50%	0
Executive Authority	1	1	0%	0
Financial and Economics related	11	11	0%	0
Financial clerks and credit controllers	13	13	0%	0
Food services aids and waiters	11	8	27%	0
General Assistants and related	19	19	0%	0
Hr & org development & relate professionals	32	31	3%	0
HR Clerks and related	4	3	25%	0
Information technology related	7	5	29%	0
Legal admin and related professionals related	4	4	0%	0
Library mail and related clerks	14	12	14%	0
Messengers porters and deliverers	4	4	0%	0
Risk management and Security	3	3	0%	0
Secretaries & other keyboard operating clerks	18	18	0%	0
Security and related	2	3	-50%	0
Senior managers	30	26	13%	0
Top managers	4	4	0%	0
TOTAL	290	267	8%	0

3.3. FILLING OF SMS POSTS

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

Table 3.3.1 SMS post information as on 31 March 2024

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% Of SMS posts filled	Total number of SMS posts vacant	% Of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	2	2	100%	0	0%
Salary Level 14	7	7	100%	0	0%
Salary Level 13	26	23	88%	3	12%
Total	36	33	92%	3	8%

Table 3.3.2 SMS post information as on 30 September 2023

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% Of SMS posts filled	Total number of SMS posts vacant	% Of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	2	2	100%	0	0%
Salary Level 14	7	7	100%	0	0%
Salary Level 13	26	23	88%	3	12%
Total	36	33	92%	3	8%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2023 and 31 March 2024

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/ Head of Department	0	0	0
Salary Level 16	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	2	2	0
Total	2	2	0

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

Reason for vacancies not advertised within six months
All vacant funded SMS post were filed within 6 months after becoming vacant

Reason for vacancies not advertised within twelve months
N/A

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2023 and 31 March 2024

Reason for vacancies not advertised within six months
N/A

Reason for vacancies not filled within six months
Applications for SMS posts could not be filled because women applicants did not meet the minimum requirements (Employment equity targets) of the post which required the Department to explore alternative recruitment methods.

3.4. JOB EVALUATION

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

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2023 and 31 March 2024

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% Of posts evaluated	Number	% Of posts evaluated
Unskilled	18	0					
Skilled (Levels 3-5)	73	0	0%	0	0%	0	0%
Highly skilled production (Levels 6-8)	59	0	0%	0	0%	0	0%
Highly skilled supervision (Levels 9-12)	104	2	2%	0	0%	0	0%

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% Of posts evaluated	Number	% Of posts evaluated
Senior Management Service Band A	25	1	4%	0	0%	0	0%
Senior Management Service Band B	7	0	0%	0	0%	0	0%
Senior Management Service Band C	3	0	0%	0	0%	0	0%
Senior Management Service Band D	1	0	0%	0	0%	0	0%
Total	290	3	1%	0	0%	0	0%

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

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2023 and 31 March 2024

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	1	0	0	0	0
Total	1	0	0	0	0
Employees with a disability					1

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2023 and 31 March 2024

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
N/A	-	N/A	N/A	N/A
Total	-	N/A	N/A	N/A
Total number of employees whose salaries exceeded the level determined by job evaluation				
Percentage of total employed				0%

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2023 and 31 March 2024

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Total number of Employees whose salaries exceeded the grades determine by job evaluation					None

Employees with a disability					None
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3.5. EMPLOYMENT CHANGES

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

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2023 and 31 March 2024

Salary band	Number of employees at beginning of period- 1 April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Unskilled	0	16	0	0%
Skilled (Levels 3-5)	63	8	1	2%
Highly skilled production (Levels 6-8)	59	0	2	3%
Highly skilled supervision (Levels 9-12)	90	1	4	4%
Senior Management Service Band A	20	0	0	0%
Senior Management Service Band B	6	0	0	0%
Senior Management Service Band C	6	0	0	0%
Senior Management Service Band D	3	0	0	0%
TOTAL	247	25	7	3%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2023 and 31 March 2024

Critical occupation	Number of employees at beginning of period- April 2023	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	97	5	4	4%
Client and information clerks/switchboard/ Reception	1	0	0	0%
Communication and information related	3	0	0	0%
Engineers and related professionals	1	0	1	0%
Executive Authority	1	0	0	0%
Financial and Economics related	9	0	0	0%
Financial clerks and credit controllers	10	1	0	0%
Food services aids and waiters	9	0	0	0%
General Assistants and related	3	17	0	0%
Hr & org development & relate professionals	28	1	2	7%
HR Clerks and related	4	0	0	0%
Information technology related	7	0	1	14%
Legal admin and related professionals related	4	0	0	0%
Library mail and related clerks	19	0	0	5%
Risk management and Security	1	0	0	0%
Secretaries & other keyboard operating clerks	14	1	0	0%
Security and related	4	0	0	0%
Senior managers	24	0	0	0%
Top managers	8	0	0	0%
TOTAL	247	25	7	3%

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

Table 3.5.3 Reasons why staff left the department for the period 1 April 2023 and 31 March 2024

Termination Type	Number	% Of Total Resignations
Death	1	14%
Resignation	3	43%
Retirement	1	14%
Transfers to other Public Service Departments	2	29%
TOTAL	7	
Total number of employees who left as a % of the total employment	7 of 267	2%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2023 to 31 March 2024

Occupation	Employees 1 April 2023	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Administrative related	97	4	4%	0	0%
Client and information clerks/switchboard/ Reception	1	0	0%	0	0%
Communication and information related	3	0	0%	0	0%
Engineers and related professionals	1	0	0%	0	0%
Executive Authority	1	0	0%	0	0%
Financial and Economics related	9	1	11%	0	0%
Financial clerks and credit controllers	10	0	0%	0	0%
Food services aids and waiters	9	0	0%	0	0%
General Assistants and related	3	0	0%	0	0%
Hr & org development & relate professionals	28	1	4%	0	0%
HR Clerks and related	4	0	0%	0	0%
Information technology related	7	0	0%	0	0%
Legal admin and related professionals related	4	0	0%	0	0%
Library mail and related clerks	19	1	5%	0	0%
Risk management and Security	1	0	0%	0	0%
Secretaries & other keyboard operating clerks	14	1	7%	0	0%
Security and related	4	0	0%	0	0%
Senior managers	24	3	13%	0	0%
Top managers	8	0	0%	0	0%
TOTAL	247	11	4%	0	0%

Table 3.5.5 Promotions by salary band for the period 1 April 2023 to 31 March 2024

Salary Band	Employees at 1 April 2023	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Skilled (Levels 3-5)	63	0	0%	0	0%
Highly skilled production (Levels 6-8)	59	2	3%	0	0%
Highly skilled supervision (Levels 9-12)	90	6	7%	0	0%
Senior management (Levels 13-16)	35	3	9%	0	0%
TOTAL	247	11	4%	0	0%

3.6. EMPLOYMENT EQUITY

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2024

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	37	15	2	0	42	18	1	8	125
Professionals	1	0	0	2	0	2	0	0	3
Technicians and associate professionals	13	3	0	0	28	7	0	3	54
Clerks	8	8	0	0	26	8	1	1	52
Elementary occupations	8	0	0	0	20	5	0	0	33
Total	67	26	2	2	116	40	2	12	267
Employees with disabilities	1	1	0	0	0	2	0	0	4

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	1	0	0	1	0	0	0	3
Senior Management	7	4	2	0	4	5	1	4	27
Professionally qualified and experienced specialists and mid-management	15	4	0	2	15	6	0	3	45
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	15	7	0	0	22	8	0	1	53
Semi-skilled and discretionary decision making	22	11	0	0	54	15	1	4	107
Unskilled and defined decision making	7	0	0	0	20	5	0	0	32
Total	67	27	2	2	116	39	2	12	267

Table 3.6.3 Recruitment for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management,	1	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making,	0	1	0	0	5	0	0	0	6
Unskilled and defined decision making	3	0	0	0	13	2	0	0	18
TOTAL	5	1	0	0	18	2	0	0	26

Table 3.6.4 Promotions for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management	0	2	0	0	2	2	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1	0	0	0	2	0	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	2	0	0	0	2
TOTAL	1	2	0	0	6	2	0	0	11
Employee with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2023 to 31 March 2024

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management, Permanent	1	1	0	0	1	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	0	1	0	0	1	1	0	0	3
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	1	0	0	0	1
TOTAL	1	2	0	0	3	1	0	0	7

Table 3.6.6 Disciplinary action for the period 1 April 2023 to 31 March 2024

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Absenteeism	2	0	0	0	0	0	0	0	2
Absenteeism, smelling of alcohol and irregular expenditure	0	1	0	0	0	0	0	0	1
Insubordination	2	0	0	0	0	0	0	0	2
Unacceptable/ improper conduct	0	0	0	0	0	0	0	0	0
Total	4	1	0	0	0	0	0	0	5

Table 3.6.7 Skills development for the period 1 April 2023 to 31 March 2024

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	2	0	0	0	3	3	0	5	13
Professionals	10	1	0	0	2	9	0	0	22
Technicians and associate professionals	3	0	0	0	6	2	8	0	19
Clerks	15	0	0	0	4	0	0	0	4
Service and sales workers		0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Labourers and related workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupation	3	0	0	0	0	0	0	0	0
Interns	2	0	0	0	12	3	0	0	17
Total	17	1	0	0	27	17	8	5	75
Employees with disabilities	0	0	0	0	0	0	0	0	0

3.7. SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

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

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2023

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100%
Salary Level 16	0	0	0	0
Salary Level 15	4	4	4	100%
Salary Level 14	6	6	6	100%
Salary Level 13	19	19	18	95%
Total	30	30	29	97%

Table 3.7.2 Reasons for not having concluded performance agreements for all SMS members as on 31 March 2024

Reasons
Non-compliance of one SMS in the Private Office of the Premier.

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2024

Reasons
Condonation request submitted.

3.8. PERFORMANCE REWARDS

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

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2023 to 31 March 2024

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

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2023 to 31 March 2024

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Skilled (level 3-5)	0	0	0%	0	0	0%
Highly skilled production (level 6-8)	0	0	0%	0	0	0%
Highly skilled supervision (level 9-12)	0	0	0%	0	0	0%
Total	0	0	0%	0	0	0%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2023 to 31 March 2024

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative Related	0	0	0%	0	0
Client Information Clerks /Switchboard/ Reception	0	0	0%	0	0
Communication and Related	0	0	0%	0	0
Engineers and related professionals	0	0	0%	0	0
Executive Authority	0	0	0%	0	0
Finance and Economics	0	0	0%	0	0
Financial Clerks and Credit	0	0	0%	0	0
Food Service Aid	0	0	0%	0	0
General Assistant	0	0	0%	0	0
HR and OD	0	0	0%	0	0
Human Resources Clerks	0	0	0%	0	0
IT and Related	0	0	0%	0	0
Legal Admin and Related	0	0	0%	0	0
Library Mail and Related	0	0	0%	0	0
Psychologists and Related	0	0	0%	0	0
Risk Management and Security	0	0	0%	0	0
Secretaries & Other	0	0	0%	0	0
Security Officers	0	0	0%	0	0
Senior Managers	0	0	0%	0	0
Top Management	0	0	0%	0	0
Total	0	0	0%	0	0

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2023 to 31 March 2024

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

3.9. FOREIGN WORKERS

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

Table 3.9.1 Foreign workers by salary band for the period 1 April 2023 and 31 March 2024

Salary band	01 April 2023		31 March 2024		Change	
	Number	% Of total	Number	% of total	Number	% Change
Lower skilled	0	0%	0	0%	0	0%
Highly skilled production (Lev. 6-8)	0	0%	0	0%	0	0%
Highly skilled supervision (Lev. 9-12)	0	0%	0	0%	0	0%
Contract (level 9-12)	0	0%	0	0%	0	0%
Contract (level 13-16)	0	0%	0	0%	0	0%
Total	0	0%	0	0%	0	0%

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2023 and 31 March 2024

Major occupation	01 April 2023		31 March 2024		Change	
	Number	% Of total	Number	% Of total	Number	% Change
Administrative Office workers	0	0%	0	0%	0	0%
Total	0	0%	0	0%	0	0%

3.10. Leave utilisation

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

Table 3.10.1 Sick leave for the period 1 January 2023 to 31 December 2023

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)
Skilled (levels 3-5)	383	88%	29	23%	9	414
Highly skilled production (levels 6-8)	478	81%	49	26%	10	839
Contract (Levels 6-8)	30	63%	8	4%	4	10
Highly skilled supervision (levels 9-12)	479	81%	58	34%	8	1528
Top and Senior management (levels 13-16)	147	81%	17	9%	9	774
Total	1517	74%	161	96%	9	3565

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2023 to 31 December 2023

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Skilled (Levels 3-5)	120	100%	7	70%	17	137
Highly skilled production (Levels 6-8)	0	0%	0	0%	0	0
Highly skilled supervision (Levels 9-12)	142	100%	2	20%	71	252
Senior Management (Levels 13-16)	11	100%	1	10%	11	63
TOTAL	273	100%	10	100%	27	452

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

Table 3.10.3 Annual Leave for the period 1 January 2023 to 31 December 2023

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled (Levels 3-5)	1066	62	17
Highly skilled production (Levels 6-8)	1291	59	22
Highly skilled supervision (Levels 9-12)	1987	89	22
Senior management (Levels 13-16)	592	23	26
Contract (Levels 3-5)	93	7	13
Contract (Levels 6-8)	173	13	13
Contract (Levels 9-12)	28	3	9
Contract (Levels 13-16)	29	2	15
TOTAL	5259	258	20

Table 3.10.4 Capped leave for the period 1 January 2023 to 31 December 2023

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2023
N/A	N/A	N/A	N/A	N/A
TOTAL	N/A	N/A	N/A	N/A

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

Table 3.10.5 Leave pay-outs for the period 1 April 2023 and 31 March 2024

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual - discounting with resignation (work days)	71	3	24
Annual - discounting: contract expiry (work days)	0	0	0
Annual - gratuity: death/retirement/medical retirement (work	25	1	25
Capped - gratuity: death/retirement/medical retirement (work	0	0	0
TOTAL	96	4	24

3.11. HIV/AIDS & HEALTH PROMOTION PROGRAMMES

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Interns	Implement programmes on behaviour change communication for non-communicable diseases <ul style="list-style-type: none"> • HCT screening • Condoms distributed

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	√		Bonnie Thekisho Director - Employee Health and Wellness
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	√		One Senior Manager One Manager: Registered Counsellor; Post Vacant since beginning of Quarter 3 2023/2024 Financial year. Two Assistant Directors: Occupational Health Nurse And SHERQ Two support staff personnel Good and Services R175 000 Compensation of Employees R 4, 010 000
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	√		Behaviour Change Communication Programme Occupational Health Services Psycho-Social intervention
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	√		Health and Safety committee members appointed and Active. There is an OHS advisory Committee comprising of Ms. Swartz, Mr. Thekisho, and Mr. America
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices reviewed.		√	Policy/practices were not reviewed because there was no need to review.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	√		EHW Framework including four policies protected the rights of employees against stigma and discrimination

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	√		HIV counselling and Testing services offered for the period of April 2023-March 2024. Total Females tested: 45 Total males tested: 27 Grand Total tested: 72
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		<ol style="list-style-type: none"> 1. Policy Support Learning Networks (5) 2. Number of Health Prevention Programmes (12) <ul style="list-style-type: none"> • Gems Wellness Screening • Global Move for Health Day • Managing addiction and Sobriety • Awareness and Education on diet and healthy behaviour • In an effort to deal with stress related to finances • GEPF financial wellness webinar, SA home loan Session and Financial wellness session for newly appointed Employees and Interns • OHS first aid training, SHE, and firefighting training conducted for Health and safety committee members. • Nutrition week and healthy potluck celebration with 4 Departments • Sexual Reproductive health session. 3. Number of e-health prevention Promotions (10) <ul style="list-style-type: none"> • Flu Vaccination • World No Tobacco and dangers of taking tobacco • Awareness on reverse parking • Observing Hygiene measures in workplace • Diabetes Awareness • Breast cancer awareness • GBVF and 16 days of activism • Ergonomics • Kidney disease

3.12. LABOUR RELATIONS

Table 3.12.1 Collective agreements for the period 1 April 2023 and 31 March 2024

Total number of Collective agreements	2
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2023 and 31 March 2024

Outcomes of disciplinary hearings	Number	% Of total
Written warning	1	20%
Final written warning	1	20%
Dismissal	1	20%
Case withdrawn	2	40%
Total	5	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2023 and 31 March 2024

Type of misconduct	Number	% Of total
Absenteeism	3	60%
Insubordination	2	40%
Total	5	100%

Table 3.12.4 Grievances logged for the period 1 April 2023 and 31 March 2024

Grievances	Number	% Of Total
Number of grievances resolved	12	100%
Total number of grievances lodged	12	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2023 and 31 March 2024

Disputes	Number	% Of Total
Number of disputes dismissed	3	100%
Total number of disputes lodged	3	100%

Table 3.12.6 Strike actions for the period 1 April 2023 and 31 March 2024

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2023 and 31 March 2024

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

Summary

The department received a total number of five (5) disciplinary cases and twelve (12) grievances. Thus, indicating an increase in the number of cases in comparison to the previous financial year. The interventions undertaken by the unit was therefore aimed at reducing unauthorised absenteeism and the number of grievances through awareness programmes. Furthermore, for the 2023/2024 financial year Parties to the Provincial Chamber signed two collective agreements, namely Union Management Terms of Reference and Occupational Health and Safety Committee Terms of Reference.

3.13. SKILLS DEVELOPMENT

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

Table 3.13.1 Training needs identified for the period 1 April 2023 and 31 March 2024

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	11	0	11
	Male	16	0	2	0	2
Professionals	Female	1	0	8	0	8
	Male	4	0	7	0	7
Technicians and associate professionals	Female	68	0	6	0	6
	Male	51	0	7	0	7
Clerks	Female	42	0	2	0	2
	Male	17	0	2	0	2
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	10	0	0	0	0
	Male	8	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0

Occupational category	Gender	Number of employees as at 1 April 2023	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Interns	Female	15	0	0	0	0
	Male	2	0	0	0	0
Sub Total	Female	151	0	27	0	27
	Male	98	0	18	0	18
Total		249	0	45	0	45

Table 3.13.2 Training provided for the period 1 April 2023 and 31 March 2024

Occupational category	Gender	Number of employees as at 1 April 2023	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	7	4	11
	Male	16	0	1	1	2
Professionals	Female	1	0	9	2	11
	Male	4	0	4	7	11
Technicians and associate professionals	Female	68	0	11	5	16
	Male	51	0	0	3	3
Clerks	Female	42	0	0	4	4
	Male	17	0	0	0	0
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	10	0	0	0	0
	Male	8	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Interns	Female	15	2	0	0	2
	Male	2	1	0	0	1
Sub Total	Female	151	2	27	15	44
	Male	98	1	5	11	17
Total		249	3	32	26	61

*Bursaries, POPI ACT Webinar and PSTF Peer Learning Exchange Programme has been captured under "other forms of training". *Skills Programs/short courses provided exceeded numbers planned in 3.13.1 as a result of NSG free/open e-learning training offered during the course of the financial year.

3.14. INJURY ON DUTY

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2023 and 31 March 2024

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

3.15. UTILISATION OF CONSULTANTS

Consultants utilised for the period 1 October 2023 to 31 March 2024.

3.16. SEVERANCE PACKAGES

Table 3.16.1 Granting of employee-initiated severance packages for the period 1 April 2023 and 31 March 2024

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



COMPLIANCE



PART E:
PFMA
COMPLIANCE
REPORT

1. Irregular, Fruitless and Wasteful, Unauthorised Expenditure and Material Losses

1.1 Irregular expenditure

(a) Reconciliation of irregular expenditure

Description	2023/2024	2022/2023
	R'000	R'000
Opening balance	1,685	23,697
Add: Irregular expenditure confirmed	-	-
Less: Irregular expenditure condoned	-	(22,012)
Less: Irregular expenditure not condoned and removed	-	-
Closing balance	1,685	1,685

Reconciling notes

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure that was under assessment in 2021/22	16,706	3,231
Irregular expenditure that relates to 2021/22 and identified in 2022/23	-	-
Irregular expenditure for the current year	-	-
Total	16,706	3,231

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

Description ²	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure under assessment	19,937	3,231
Total	19,937	3,231

(c) Details of current and previous year irregular expenditure condoned

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure condoned	-	(22,012)
Total	-	(22,012)

(d) Details of current and previous year irregular expenditure removed – (not condoned)

Description	2023/2024	2022/2023
	R'000	R'000
Irregular expenditure NOT condoned and removed	-	-
Total	-	-

2. Late and / or non-payment of suppliers

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	4,186	276,107
Invoices paid within 30 days or agreed period	4,186	276,107
Invoices paid after 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (<i>unpaid and without dispute</i>)	-	-
Invoices older than 30 days or agreed period (<i>unpaid and in dispute</i>)	-	-

3. Supply Chain Management

Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Training – CGEIT	Torgue IT	Deviation	OR-019234	33
Rental and Hiring	Party and More	Deviation	OR-019734	3
Resite of photocopier machines to new premises	Konica Minolta	Deviation	OR-019908	7
Registration fees	Get Smart (Get Educated)	Deviation	OR-019890	24
Registration fees	Dira Sengwe Conference	Deviation	OR-019687	90
Zoom license	K Mtonga	Deviation	N/A	3
Structural alteration	NC Millenium Developers (Pty) Ltd	Deviation	OR-020798	147
Psychological Services	Fardiela Belim	Deviation	OR-020813	20
Training – Introduction to Samtrack Public and Samtrack Public Course	NOSA	Deviation	OR-020984	21
Hospitalization and In-house therapy	Nurture Hillandale (Pty) Ltd	Deviation	OR-021191	105
Purchasing of office furniture	NC Millenium Developers (Pty) Ltd	Deviation	OR-021411	140
Purchasing of security equipment	NC Millenium Developers (Pty) Ltd	Deviation	OR-021467	644
LED Perimeter Advertising – DSTV PSL 2023/2024 Season	SAIL	Deviation	OR-022188	2,880
Purchasing of IM Equipment	NC Millenium Developers (Pty) Ltd	Deviation	OR-022766	685
Total				4,802

Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
Security services	Morning Glory	Variation	PO 02/04/2021	3,456	2,088	914
Security services	Morning Glory	Variation	PO 02/04/2021	3,456	914	5,040
Short-term car rental	Zenith Car Rental t/a AVIS Car Rental	Variation	PO 01/12/2019	10,989	6,595	Demand driven
Total				17,901	9,597	5,954



BUDGET



PART F:
FINANCIAL
INFORMATION

REPORT OF THE AUDITOR-GENERAL TO THE NORTHERN CAPE PROVINCIAL LEGISLATURE ON VOTE NO. 1: OFFICE OF THE PREMIER

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of the Office of the Premier set out on pages 124 to 184, which comprise the appropriation statement, statement of financial position as at 31 March 2024, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2024, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis For Opinion

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

Emphasis of Matters

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

Underspending of the budget

7. As disclosed in the appropriation statement, the Office of the Premier materially underspent on the budget by R12 514 000 on Programme 1: Administration and R18 324 000 on Programme 2: Institutional Development.

Other matter

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

Unaudited supplementary schedules

9. The supplementary information set out on pages 176 to 184 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

Responsibilities of the auditor-general for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 120 forms part of our auditor's report.

Report on the audit of the annual performance report

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
15. I selected the following programme presented in the annual performance report for the year ended 31 March 2024, for auditing. I selected a programme that measures the Office of the Premier's performance on its primary mandated functions and that is of significant national, community or public interest.

Programme	Page numbers	Purpose
Institutional Development	40 - 50	The purpose of the programme is to strategically lead the province towards long term planning for human capital, towards a developmental oriented public service and provision of advisory legal services
Policy and Governance	51 - 56	The purpose of the programme is to strategically manager policies and strategies throughout the province, through research, development and support the implementation of a sustainable provincial growth and development plan, and monitor and evaluate performance against provincial plans

16. I evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the Office of the Premier's planning and delivery on its mandate and objectives.
17. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

18. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
19. I did not identify any material findings on the reported performance information for the selected programmes

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

21. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and underachievement.
22. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of target are included in the annual performance report on pages 52 to 55

Policy and governance

<i>Targets achieved: 67%</i> <i>Budget spent: 99%</i>		
Key Indicator not achieved	Planned target	Reported achievement
Number of departments with approved service delivery charters within the Provincial Administration	4	0
Number of Batho Pele Change Management Engagement Programme roll-out to municipalities and departments	1	0
Number of integrated M&E analysis reports on provincial service delivery.	4	3

Report on compliance with legislation

23. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the Office of the Premier's compliance with legislation.
24. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

25. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the Office of the Premier, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
26. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

27. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported on in this auditor's report.
28. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation, do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
29. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. The other information I obtained prior to the date of this auditor's report is the disclosure of the unauthorised, irregular and fruitless and wasteful expenditure, and the remaining information is expected to be made available to us after 31 July 2024.
31. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have not identified any material findings.
32. When I do receive and read the remaining other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

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

Auditor - General

Kimberley

31 July 2024



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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

Financial statements

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Office of the Premier's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Office of the Premier to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information

available to me at the date of this auditor's report. However, future events or conditions may cause the Office of the Premier to cease operating as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act No.1 of 1999 (PFMA)	Section 1 Section 38(1)(a)(iv); 38(1)(b);38(1)(c);38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(h)(iii); Section 39(1)(a); 39(2)(a); Section 40(1)(a); 40(1)(b); 40(1)(c)(i) Section 43(4); 44; 44 (1) and (2) ; 45(b); Section 50(3); 50(3)(a)
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Treasury Regulation 4.1.1; 4.1.3 Treasury Regulation 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1 Treasury Regulation 6.3.1(a); 6.3.1(b); 6.3.1(c'); 6.3.1(d); 6.4.1(b) Treasury Regulation 7.2.1 Treasury Regulation 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1 Treasury Regulation 9.1.1; 9.1.4 Treasury Regulation 10.1.1(a); 10.1.2 Treasury Regulation 11.4.1; 11.4.2; 11.5.1 Treasury Regulation 12.5.1 Treasury Regulation 15.10.1.2(c') Treasury Regulation 16A3.1 ; 16A 3.2; 16A 3.2(a); 16A 6.1; 16A6.2(a) ,(b) & (e) ; 16A 6.3(a); 16A 6.3(a)(i);16A 6.3(b); 16A 6.3(c);16A6.3(d) ; 16A 6.3(e); 16A 6.4; 16A 6.5; 16A 6.6; 16A7.1; 16A.7.3; 16A.7.6; 16A.7.7; TR 16A8.2 (1) and (2); 16A 8.3 16A8.3 (d); 16A 8.4; 16A9; 16A9.1; 16A9.1(b)(ii);16A9.1 (c); 16A 9.1(d); 16A 9.1(e); 116A9.2; 16A9.2(a)(ii) &(iii); 16A9.1(f). Treasury Regulation 17.1.1 Treasury Regulation 18.2 Treasury Regulation 19.8.4
Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PRECCA)	Section 29 Section 34(1)
Construction Industry Development Board Act No.38 of 2000 (CIDB)	Section 18(1)
Construction Industry Development Board Regulations	CIDB regulation 17; & 25(7A)

Legislation	Sections or regulations
PPPFA	Section 1(i); 2.1(a); 2.1(f)
PPR 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.5; 6.6; 6.8; 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2;
PPR 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
State Information Technology Agency Act 88 of 1998	SITA 7(3)
SITA regulations	SITA reg 8.1.1 (b); 8.1.4; reg 8.1.7; reg 9.6; reg 9.4; reg 12.3; reg 13.1 (a); reg 14.1; reg 14.2
NT SCM Instruction Note 03 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
NT SCM Instruction 4A of 2016/17	Paragraph 6
NT SCM Instruction Note 11 2020/21	Paragraph 3.1; 3.4 (a) and (b); 3.9;
NT SCM Instruction note 2 of 2021/22	Paragraph 3.2.1; 3.2.4(a) ; 3.3.1
Practice Note 5 of 2009/10	Paragraph 3.3
NT instruction note 4 of 2015/16	Paragraph 3.4
Second amendment of NTI 05 of 2020/21	Paragraph 1
Erratum NTI 5 of 202/21	Paragraph 2
Practice note 7 of 2009/10	Paragraph 4.1.2
Practice note 11 of 2008/9	Paragraph 3.1; 3.1 (b)
NT instruction note 1 of 2021/22	Paragraph 4.1
National Treasury instruction No 5 of 2020/21	Paragraph 4.8; 4.9; 5.3

Annual Financial Statements

Appropriation per programme											
2023/24						2022/23					
Programme	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
1. Administration	176,154	-	5,381	181,535	169,021	12,514	93,1%	145,240	139,817		
2. Institutional Development	238,847	-	(5,036)	233,811	215,487	18,324	92,2%	105,046	94,149		
3. Policy and Governance	50,728	-	(345)	50,383	49,644	739	98,5%	49,510	49,509		
Subtotal	465,729	-	-	465,729	434,152	31,577	93,3%	299,796	283,475		

				2023/24		2022/23	
	Final Budget	Actual Expenditure		Final Budget	Actual Expenditure	Final Budget	Actual Expenditure
	R'000	R'000		R'000	R'000	R'000	R'000
TOTAL (brought forward)							
Reconciliation with statement of financial performance							
ADD							
Departmental receipts	292					63	
Actual amounts per statement of financial performance (Total revenue)	466,021			466,021		299,859	
Actual amounts per statement of financial performance (Total expenditure)				434,152			283,475

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

Appropriation per economic classification	2022/23				20223/24				2022/23			
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final Budget R'000	Actual expenditure R'000			
Economic classification												
Current payments	346,298	(499)	(8,098)	337,701	307,408	30,293	91,1%	259,111	245,562			
Compensation of employees	188,509	-	(15)	188,494	186,926	1,568	99,2%	170,101	167,341			
Goods and services	157,789	(499)	(8,083)	149,207	120,482	28,725	80,7%	89,010	78,221			
Transfers and subsidies	111,954	-	2,212	114,166	114,135	31	100,0%	33,388	31,962			
Provinces and municipalities	31	-	24	55	55	-	100,0%	17	17			
Departmental agencies and accounts	3	-	-	3	3	-	100,0%	2	2			
Non-profit institutions	8,435	-	-	8,435	8,435	-	100,0%	8,049	8,049			
Households	103,485	-	2,188	105,673	105,642	31	99,8%	25,320	23,894			
Payments for capital assets	7,477	499	5,886	13,862	12,609	1,253	91,0%	6,946	5,600			
Machinery and equipment	7,054	499	5,454	13,007	11,754	1,253	90,0%	5,965	4,620			
Intangible assets	423	-	432	855	855	-	100,0%	981	980			
Payments for financial assets	-	-	-	-	-	-	-	351	351			
Total	465,729	-	-	465,729	434,152	31,577	93,2%	299,796	283,475			

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

	2023/24					2022/23			
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final Budget %	Final Budget R'000	Actual expenditure R'000
Sub programme									
1. Premier Support	57,838	848	2,572	61,258	61,233	25	100,0%	42,136	42,112
2. Executive Council	7,771	(1,052)	50	6,769	6,767	2	100,0%	7,362	7,362
3. Director-General Support	49,324	575	1,128	51,027	38,677	12,350	75,8%	45,258	40,258
4. Financial Management	61,221	(371)	1,631	62,481	62,344	137	99,8%	50,484	50,085
Total for sub programmes	176,154	-	5,381	181,535	169,021	12,514	93,1%	145,240	139,817
Economic classification									
Current payments	152,157	(499)	340	151,998	139,495	12,503	91,8%	132,745	127,346
Compensation of employees	74,433	-	(15)	74,418	74,281	137	99,8%	64,870	64,870
Goods and services	77,724	(499)	355	77,580	65,214	12,366	84,2%	67,875	62,476

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
APPROPRIATION STATEMENT
for the year ended 31 March 2024

	2023/24					2022/23			
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final Budget %	Final Budget R'000	Actual expenditure R'000
Transfers and subsidies	22,428	-	1,191	23,619	23,607	12	99,9%	10,379	10,355
Provinces and municipalities	-	-	3	3	3	-	100,0%	2	2
Departmental agencies and accounts	3	-	-	3	3	-	100,0%	2	2
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	22,425	-	1,188	23,613	23,601	12	99,9%	10,375	10,351
Payments for capital assets	1,569	499	3,850	5,918	5,919	(1)	100,0%	1,765	1,765
Machinery and equipment	1,569	499	3,463	5,531	5,532	(1)	100,0%	1,765	1,765
Intangible assets	-	-	387	387	387	-	100,0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	351	351
Total	176,154	-	5,381	181,535	169,021	12,514	93,1%	145,240	139,817

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

Programme 2: Institutional Development		2023/24					2022/23			
		Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final Budget R'000	Actual expenditure R'000
Sub programme										
1. Strategic Human Resources	68,684	(660)	21	68,045	63,026	5,019	92,6%	56,113	54,359	
2. Information Technology	16,005	2,326	282	18,613	18,613	-	100,0%	25,487	19,737	
3. Legal Services	10,240	(144)	-	10,096	10,057	39	99,6%	11,141	10,448	
4. Communication Services	139,732	(1,510)	(5,339)	132,883	119,878	13,005	90,2%	8,565	5,935	
5. Programme Support	4,186	(12)	-	4,174	3,913	261	93,7%	3,740	3,670	
Total for sub programmes	238,847	-	(5,036)	233,811	215,487	18,324	92,2%	105,046	94,149	
Economic classification										
Current payments	152,138	-	(8,002)	144,136	127,085	17,051	88,2%	85,612	77,463	
Compensation of employees	75,488	-	-	75,488	74,796	692	99,1%	68,472	65,712	
Goods and services	76,650	-	(8,002)	68,648	52,289	16,359	76,2%	17,140	11,751	

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

	2023/24					2022/23			
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final Budget R'000	Actual expenditure R'000
Transfers and subsidies	81,073	-	1,021	82,094	82,075	19	100,0%	14,485	13,083
Provinces and municipalities	31	-	21	52	52	-	100,0%	15	15
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	81,042	-	1,000	82,042	82,023	19	100,0%	14,470	13,068
Payments for capital assets	5,636	-	1,945	7,581	6,327	1,254	83,5%	4,949	3,603
Machinery and equipment	5,213	-	1,900	7,113	5,859	1,254	82,4%	3,968	2,623
Intangible assets	423	-	45	468	468	-	100,0%	981	980
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	238,847	-	(5,036)	233,811	215,487	18,324	92,2%	105,046	94,149

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

	2023/24						2022/23		
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final Budget R'000	Actual expenditure R'000
Sub programme									
1. Special Programmes	21,755	230	55	22,040	22,040	-	100,0%	22,574	22,574
2. Intergovernmental Relations	5,292	20	(128)	5,184	5,184	-	100,0%	4,689	4,688
3. Provincial Policy Management	20,589	(250)	(42)	20,297	19,770	527	97,4%	19,865	19,865
4. Programme Support	3,092	-	(230)	2,862	2,650	212	92,6%	2,382	2,382
Total for sub programmes	50,728	-	(345)	50,383	49,644	739	98,5%	49,510	49,509
Economic classification									
Current payments	42,003	-	(436)	41,567	40,828	739	98,2%	40,754	40,753
Compensation of employees	38,588	-	-	38,588	37,849	739	98,1%	36,759	36,759
Goods and services	3,415	-	(436)	2,979	2,979	-	100,0%	3,995	3,994

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
 APPROPRIATION STATEMENT
 for the year ended 31 March 2024

Programme 3: Policy and Governance	2023/24					2022/23			
	Approved Budget R'000	Shifting of Funds R'000	Virement R'000	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final Budget R'000	Actual expenditure R'000
Transfers and subsidies	8,453	-	-	8,453	8,453	-	100,0%	8,524	8,524
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	8,435	-	-	8,435	8,435	-	100,0%	8,049	8,049
Households	18	-	-	18	18	-	100,0%	475	475
Payments for capital assets	272	-	91	363	363	-	100,0%	232	232
Machinery and equipment	272	-	91	363	363	-	100,0%	232	232
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	(345)	-	-	-	-	-	-
Total	50,728	-	(345)	50,383	49,644	739	98,5%	49,510	49,509

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

Detail of these transactions can be viewed in the note on Transfers and Subsidies, and Annexure 1A-H of the Annual Financial Statements.

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

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

3. Detail on payments for financial assets

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

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

4.1 Per programme

Programme	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Administration	181,535	169,021	12,514	7%
Institutional Development	233,811	215,847	18,324	8%
Policy and Governance	50,383	49,644	739	1%
Total	465,729	434,152	31,577	7%

4.2 Per economic classification

Economic classification	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Current payments	337,701	307,408	30,293	9%
Compensation of employees	188,494	186,926	1,568	1%
Goods and services	149,207	120,482	28,725	19%
Transfers and subsidies	114,166	114,135	31	0%
Provinces and municipalities	55	55	-	-
Departmental agencies and accounts	3	3	-	-
Non-profit institutions	8,435	8,435	-	-
Households	105,673	105,642	31	-

Economic classification	Final Budget R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Budget %
Payments for capital assets	13,862	12,609	1,253	9%
Machinery and equipment	13,007	11,754	1,253	10%
Intangible assets	855	855	-	-
Payments for financial assets	-	-	-	-
Total	465,729	434,152	31,577	7%

Virements and shifts were performed as per the appropriation statement above. A roll-over for R9,066,045.99 was requested from Provincial Treasury for expenditure that was already committed at year-end.

The savings realised under compensation of employees is due to recruitment processes not finalised at financial year-end.

The savings of R12,266,029.08 realised under Program 1 and R14,409,240.22 under Program 2 respectively is due to formal bidding processes which were finalised during the fourth quarter of the 2023/24 financial year. Appointment letters were issued to service providers; however, expenditure will only be incurred during the 2024/25 financial year.

Savings of R1,255,063.00 under Program 2 for payments for capital assets relates to commitments issued, however, the goods were not received at financial year-end.

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2024

	<i>Note</i>	2023/24 R'000	2022/23 R'000
REVENUE			
Annual appropriation	1	465,729	299,796
Departmental revenue	2	292	63
TOTAL REVENUE		466,021	299,859
EXPENDITURE			
Current expenditure			
Compensation of employees	3	186,926	167,341
Goods and services	4	120,483	78,221
TOTAL EXPENDITURE		307,409	245,562
Transfers and subsidies			
Transfers and subsidies	6	114,135	31,962
TOTAL TRANSFERS AND SUBSIDIES		114,135	31,962
Expenditure for capital assets			
Tangible assets	7	11,752	4,620
Intangible assets	7	856	980
TOTAL EXPENDITURE FOR CAPITAL ASSETS		12,608	5,600
Payments for financial assets	5	-	351
TOTAL EXPENDITURE		434,152	283,475
SURPLUS/(DEFICIT) FOR THE YEAR		31,869	16,384
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		31,577	16,321
Annual appropriation		31,577	16,321
Departmental revenue and NRF receipts	12	292	63
SURPLUS/(DEFICIT) FOR THE YEAR		31,869	16,384

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2024

	<i>Note</i>	2023/24 R'000	2022/23 R'000
ASSETS			
Current assets		27,418	12,671
Cash and cash equivalents	8	21,480	8,295
Prepayments and advances	9	1	18
Receivables	10	5,937	4,358
Non-current assets		4,409	3,662
Prepayments and advances	9	-	-
Receivables	10	4,409	3,662
TOTAL ASSETS		31,827	16,333
LIABILITIES			
Current liabilities		31,827	16,333
Voted funds to be surrendered to the Revenue Fund	11	31,577	16,321
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	65	12
Payables	13	185	-
TOTAL LIABILITIES		31,827	16,333
NET ASSETS		-	-
Represented by:			
Recoverable revenue		-	-
TOTAL		-	-

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2024

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Recoverable revenue			
Opening balance			
Transfers:			
Irrecoverable amounts written off		-	-
Closing balance		-	-

NORTHERN CAPE OFFICE OF THE PREMIER – VOTE 1
CASH FLOW STATEMENT
for the year ended 31 March 2024

	<i>Note</i>	2023/24 R'000	2022/23 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		466,194	300,024
Annual appropriation funds received	1.1	465,729	299,796
Departmental revenue received	2	465	228
Net (increase)/decrease in net working capital		(1,377)	1,600
Surrendered to Revenue Fund		(16,733)	(11,166)
Current payments		(307,409)	(245,562)
Payments for financial assets		-	(351)
Transfers and subsidies paid		(114,135)	(31,962)
Net cash flow available from operating activities	14	26,540	12,583
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(12,608)	(5,600)
(Increase)/decrease in non-current receivables	10	(747)	1,431
Net cash flow available from investing activities		(13,355)	(4,169)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		-	-
Net cash flows from financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		13,185	8,414
Cash and cash equivalents at beginning of period		8,295	(119)
Cash and cash equivalents at end of period	15	21,480	8,295

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

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

1.	<p>Basis of preparation</p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard.</p>
2.	<p>Going concern</p> <p>The financial statements have been on a going concern basis.</p>
3.	<p>Presentation currency</p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department</p>
4.	<p>Rounding</p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
5.	<p>Foreign currency translation</p> <p>Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.</p>
6.	<p>Comparative information</p>
6.1	<p>Prior period comparative information</p> <p>Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.</p>

<p>6.2</p>	<p>Current year comparison with budget</p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>
<p>7.</p>	<p>Revenue</p>
<p>7.1</p>	<p>Appropriated funds</p> <p>Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).</p> <p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>Appropriated funds are measured at the amounts receivable.</p> <p>The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>
<p>7.2</p>	<p>Departmental revenue</p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Departmental revenue is measured at the cash amount received.</p> <p>In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
<p>7.3</p>	<p>Accrued departmental revenue</p> <p>Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> • it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and • the amount of revenue can be measured reliably. <p>The accrued revenue is measured at the fair value of the consideration receivable.</p> <p>Write-offs are made according to the department's debt write-off policy.</p>

8.	Expenditure
8.1	Compensation of employees
8.1.1	<p>Salaries and wages</p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
8.1.2	<p>Social contributions</p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.</p>
8.2	<p>Other expenditure</p> <p>Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.</p> <p>Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.</p>
8.3	<p>Accruals and payables not recognised</p> <p>Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.</p>
8.4	Leases
8.4.1	<p>Operating leases</p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>

<p>8.4.2</p>	<p>Finance leases</p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <p>cost, being the fair value of the asset; or</p> <p>the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.</p>
<p>9.</p>	<p>Aid assistance</p>
<p>9.1</p>	<p>Aid assistance received</p> <p>Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.</p> <p>Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.</p>
<p>9.2</p>	<p>Aid assistance paid</p> <p>Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.</p>
<p>10.</p>	<p>Cash and cash equivalents</p> <p>Cash and cash equivalents are stated at cost in the statement of financial position.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.</p>
<p>11.</p>	<p>Prepayments and advances</p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p> <p>Prepayments are expensed when the project has been completed.</p>

12.	Loans and receivables Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.
13.	Investments Investments are recognised in the statement of financial position at cost.
14.	Financial assets
14.1	Financial assets (not covered elsewhere) A financial asset is recognised initially at its cost, plus transaction costs that are directly attributable to the acquisition or issue of the financial asset. At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.
14.2	Impairment of financial assets The department does not make provision for impairment on inter-governmental debt as per paragraph 11(b) of the Prescription Act of 1969.
15.	Payables Payables recognised in the statement of financial position are recognised at cost.
16.	Capital assets
16.1	Immovable capital assets Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use. Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

16.2	Movable capital assets <p>Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.</p> <p>Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Biological assets are subsequently carried at fair value.</p> <p>Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.</p>
16.3	Intangible capital assets <p>Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p>

<p>16.4</p>	<p>Project costs: Work-in-progress</p> <p>Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.</p> <p>Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.</p> <p>Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.</p>
<p>17.</p>	<p>Provisions and contingents</p>
<p>17.1</p>	<p>Provisions</p> <p>Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.</p>
<p>17.2</p>	<p>Contingent liabilities</p> <p>Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.</p>
<p>17.3</p>	<p>Contingent assets</p> <p>Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.</p>
<p>17.4</p>	<p>Capital commitments</p> <p>Capital commitments are recorded at cost in the notes to the financial statements.</p>

18.	Unauthorised expenditure <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure. Unauthorised expenditure is recognised in the statement of changes in net assets until such time as the expenditure is either:</p> <ul style="list-style-type: none">• approved by Parliament or the Provincial Legislature with funding and the related funds are received; or• approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or• transferred to receivables for recovery. <p>Unauthorised expenditure recorded in the notes to the financial statements comprise of</p> <ul style="list-style-type: none">• unauthorised expenditure that was under assessment in the previous financial year;• unauthorised expenditure relating to previous financial year and identified in the current year; and• Unauthorised incurred in the current year.
19.	Fruitless and wasteful expenditure <p>Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of:</p> <ul style="list-style-type: none">• fruitless and wasteful expenditure that was under assessment in the previous financial year;• fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and• fruitless and wasteful expenditure incurred in the current year.

<p>20.</p>	<p>Irregular expenditure</p> <p>Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.</p> <p>Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:</p> <ul style="list-style-type: none"> • irregular expenditure that was under assessment in the previous financial year; • irregular expenditure relating to previous financial year and identified in the current year; and • irregular expenditure incurred in the current year.
<p>21.</p>	<p>Changes in accounting policies, estimates and errors</p> <p>Changes in accounting policies are applied in accordance with MCS requirements.</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p>
<p>22.</p>	<p>Events after the reporting date</p> <p>Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.</p>
<p>23.</p>	<p>Principal-Agent arrangements</p> <p>The department is party to a principal-agent arrangement for MERSETA. In terms of the arrangement the department is the AGENT and is responsible for the disbursement of the funds received from MERSETA to the service provider. All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein. Additional disclosures have been provided in the notes to the financial statements where appropriate.</p>
<p>24.</p>	<p>Departures from the MCS requirements</p> <p>Management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the Standard. The department did not depart from the MCS requirements.</p>

<p>25.</p>	<p>Capitalisation reserve</p> <p>The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.</p>
<p>26.</p>	<p>Recoverable revenue</p> <p>Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
<p>27.</p>	<p>Related party transactions</p> <p>Related party transactions within the Premier’s portfolio are recorded in the notes to the financial statements when the transaction is not at arm’s length.</p> <p>The full compensation of key management personnel is recorded in the notes to the financial statements.</p>
<p>28.</p>	<p>Inventories</p> <p>At the date of acquisition, inventories are recognised at cost in the statement of financial performance.</p> <p>Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.</p> <p>The department does not hold inventories due to its nature.</p>
<p>29.</p>	<p>Public-Private Partnerships</p> <p>Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.</p> <p>A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.</p>

30.	Employee benefits The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note. Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date. The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.
31.	Transfer of functions Transfer of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer. Transfer of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.
32.	Mergers Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger. Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.

PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1. Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds) and Provincial Departments:

Programmes	2023/24			2022/23		
	Final Budget R'000	Actual Funds Received R'000	Funds not requested / not received R'000	Final Budget R'000	Appropriation Received R'000	Funds not requested / not received R'000
Administration	181,535	181,535	-	145,240	145,240	-
Institutional Development	233,811	233,811	-	105,046	105,046	-
Policy and Governance	50,383	50,383	-	49,510	49,510	-
Total	465,729	465,729	-	299,796	299,796	-

2. Departmental revenue

	Note	2023/24 R'000	2022/23 R'000
Sales of goods and services other than capital assets	2.1	115	114
Transactions in financial assets and liabilities	2.2	350	114
Total revenue collected		465	228
Less: Own revenue included in appropriation	14	(173)	(165)
Total		292	63

2.1. Sales of goods and services other than capital assets

	Note	2023/24 R'000	2022/23 R'000
Sales of goods and services produced by the department		115	114
Other sales		115	114
Total	2	115	114

2.2. Transactions in financial assets and liabilities

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Other receipts including Recoverable Revenue		350	114
Total	2	350	114

3. Compensation of employees

3.1. Salaries & wages

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Basic salary		130,451	110,109
Performance award		32	129
Service based		355	453
Compensative/circumstantial		4,355	3,850
Other non-pensionable allowances		28,592	32,730
Total		163,785	147,271

3.2. Social contributions

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Employer contributions			
Pension		15,606	13,586
Medical		7,504	6,455
Bargaining council		31	29
Total		23,141	20,070
Total compensation of employees		186,926	167,341
Average number of employees		307	249

4. Goods and services

	Note	2023/24 R'000	2022/23 R'000
Administrative fees		10,004	2,269
Advertising		5,439	937
Minor assets	4.1	1,595	70
Bursaries (employees)		841	316
Catering		9,048	8,123
Communication		7,275	2,610
Computer services	4.2	5,488	4,674
Consultants: Business and advisory services		1,467	625
Laboratory services		-	3
Legal services		162	560
Contractors		3,550	3,168
Agency and support / outsourced services		578	5
Audit cost - external	4.3	3,655	4,058
Fleet services		3,619	2,745
Consumables	4.4	3,555	2,653
Operating leases		18,466	13,711
Property payments	4.5	11,577	5,357
Rental and hiring		1,578	868
Transport provided as part of the departmental activities		1,786	3,843
Travel and subsistence	4.6	20,423	15,845
Venues and facilities		5,853	4,122
Training and development		816	76
Other operating expenditure	4.7	3,708	1,583
Total		120,483	78,221

4.1. Minor assets

	Note	2023/24 R'000	2022/23 R'000
Tangible capital assets		1,595	70
Machinery and equipment		1,595	70
Intangible capital assets		-	-
Software		-	-
Total	4	1,595	70

4.2. Computer services

	Note	2023/24 R'000	2022/23 R'000
SITA computer services		5,488	3,518
External computer service providers		-	1,156
Total	4	5,488	4,674

4.3. Audit cost - external

	Note	2023/24 R'000	2022/23 R'000
Regularity audits		3,655	4,058
Total	4	3,655	4,058

4.4. Consumables

	Note	2023/24 R'000	2022/23 R'000
Consumable supplies		1,724	1,688
Uniform and clothing		340	11
Household supplies		939	835
Building material and supplies		42	149
Communication accessories		155	506
IT consumables		113	115
Other consumables		135	72
Stationery, printing and office supplies		1,831	965
Total	4	3,555	2,653

4.5. Property payments

	Note	2023/24 R'000	2022/23 R'000
Municipal services		1,816	336
Property maintenance and repairs		336	436
Other		9,425	4,585
Total	4	11,577	5,357

4.6. Travel and subsistence

	Note	2023/24 R'000	2022/23 R'000
Local		18,442	13,666
Foreign		1,981	2,179
Total	4	20,423	15,845

4.7. Other operating expenditure

	Note	2023/24 R'000	2022/23 R'000
Professional bodies, membership and subscription fees		411	33
Resettlement costs		61	4
Other		3,236	1,546
Total	4	3,708	1,583

5. Payments for financial assets

	Note	2023/24 R'000	2022/23 R'000
Debts written off	5.1	-	351
Total		-	351

5.1. Debts written off

Nature of debts written off	Note	2023/24 R'000	2022/23 R'000
Staff debts and third parties		-	351
Total		-	351
Total debt written off	5	-	351

6. Transfers and subsidies

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Provinces and municipalities	28	55	17
Departmental agencies and accounts	<i>Annex 1A</i>	3	2
Non-profit institutions	<i>Annex 1B</i>	8,435	8,049
Households	<i>Annex 1C</i>	105,642	23,894
Total		114,135	31,962

6.1. Gifts, donations and sponsorships made in kind (*not included in the main note*)

	<i>Note</i>	2023/24 R'000	2022/23 R'000
	<i>Annex 1D</i>		
Gifts, donations and sponsorships made from the Premier's discretionary fund		5,271	2,379
Gifts, donations and sponsorships made from the MEC's discretionary fund		838	206
Corporate gifts		107	51
Social responsibility		1,164	1,106
Funeral assistance		205	37
Hospital hampers		19	12
MEC's projects		1,538	-
Total		9,142	3,791

7. Expenditure for capital assets

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Tangible capital assets		11,752	4,620
Machinery and equipment		11,752	4,620
Intangible capital assets		856	980
Software		856	980
Total		12,608	5,600

7.1. Analysis of funds utilised to acquire capital assets - Current year

Name of entity	2023/24		
	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible capital assets	11,752	-	11,752
Machinery and equipment	11,752	-	11,752
Intangible capital assets	856	-	856
Software	856	-	856
Total	12,608	-	12,608

7.2. Analysis of funds utilised to acquire capital assets - Prior year

Name of entity	2022/23		
	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible capital assets	4,620	-	4,620
Machinery and equipment	4,620	-	4,620
Intangible capital assets	980	-	980
Software	980	-	980
Total	5,600	-	5,600

7.3. Finance lease expenditure included in Expenditure for capital assets

	Note	2023/24	2022/23
		R'000	R'000
Tangible capital assets			
Machinery and equipment		5,321	2,299
Total		5,321	2,299

8. Cash and cash equivalents

	Note	2023/24 R'000	2022/23 R'000
Consolidated Paymaster General Account		21,470	8,285
Cash on hand		10	10
Total		21,480	8,295

9. Prepayments and advances

	Note	2023/24 R'000	2022/23 R'000
Staff advances			
Travel and subsistence		-	17
Prepayments (Not expensed)	9.1	1	1
Total		1	18

Analysis of Total Prepayments and advances

Current Prepayments and advances		1	18
Non current Prepayments and advances			-
Total		1	18

The balance for travel and subsistence for the 2022/23 financial year was reclassified from prepayments not expensed.

9.1. Prepayments (Not expensed)

	Note	2023/24				Amount as at 31 March 2024 R'000
		Amount as at 1 April 2023 R'000	Less: Amounts expensed in current year R'000	Add / Less: Other R'000	Add Current year pre- payments R'000	
Goods and services		1	-	-	-	1
Total	9	1	-	-	-	1

2022/23					
	Amount as at 1 April 2022	Less: Amounts expensed in current year	Add / Less: Other	Add Current year pre- payments	Amount as at 31 March 2023
<i>Note</i>	R'000	R'000	R'000	R'000	R'000
Goods and services	1,672	(1,672)	-	1	1
Total	1,672	(1,672)	-	1	1

10. Receivables

	<i>Note</i>	2023/24			2022/23		
		Current	Non- current	Total	Current	Non- current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	10.1	4,259	4,269	8,528	3,081	3,496	6,577
Staff debt	10.2	1,678	140	1,818	1,277	166	1,443
Total		5,937	4,409	10,346	4,358	3,662	8,020

10.1. Claims recoverable

	<i>Note</i>	2023/24 R'000	2022/23 R'000
National departments		3	24
Provincial departments		5,048	2,968
Public entities		2,336	2,075
Private enterprises		1,141	1,510
Total	10	8,528	6,577

10.2. Staff debt

	Note	2023/24 R'000	2022/23 R'000
<i>Group major categories, but list material items</i>			
Ex-officials		61	166
Current officials		1,757	1,277
Total	10	1,818	1,443

11. Voted funds to be surrendered to the Revenue Fund

	Note	2023/24 R'000	2022/23 R'000
Opening balance		16,321	10,931
Prior period error		-	-
As restated		16,321	10,931
Transferred from statement of financial performance (as restated)		31,577	16,321
Paid during the year		(16,321)	(10,931)
Closing balance		31,577	16,321

12. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2023/24 R'000	2022/23 R'000
Opening balance		12	19
Prior period error		-	-
As restated		12	19
Transferred from statement of financial performance (as restated)		292	63
Own revenue included in appropriation		173	165
Paid during the year		(412)	(235)
Closing balance		65	12

13. Payables - current

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Amounts owing to other entities		120	-
Clearing accounts	13.1	65	-
Total		185	-

13.1. Clearing accounts

Description	<i>Note</i>	2023/24 R'000	2022/23 R'000
PERSAL		65	-
Total	13	65	-

14. Net cash flow available from operating activities

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Net surplus/(deficit) as per Statement of Financial Performance		31,869	16,384
Add back non-cash/cash movements not deemed operating activities		(5,329)	(3,801)
(Increase)/decrease in receivables		(1,579)	(54)
(Increase)/decrease in prepayments and advances		17	1,654
Increase/(decrease) in payables - current		185	-
Expenditure on capital assets		12,608	5,600
Surrenders to Revenue Fund		(16,733)	(11,166)
Own revenue included in appropriation		173	165
Net cash flow generated by operating activities		26,540	12,583

15. Reconciliation of cash and cash equivalents for cash flow purposes

	<i>Note</i>	2023/24 R'000	2022/23 R'000
Consolidated Paymaster General account		21,470	8,285
Cash on hand		10	10
Total		21,480	8,295

16. Contingent liabilities and contingent assets

16.1. Contingent liabilities

Liable to	Nature	Note	2023/24	2022/23
			R'000	R'000
Claims against the department		Annex 2	1,394	2,035
Intergovernmental payables		Annex 4	592	568
Other		Annex 2	67,900	63,263
Total			69,886	65,866

Contingent liabilities are possible obligations that may lead to possible outflows of economic resources depending on the outcome of the court processes. There are dependencies on the court roll and finalisation thereof. There is no possibility of any re-imbursements in the aforementioned contingencies.

17. Capital commitments

	Note	2023/24	2022/23
		R'000	R'000
Machinery and equipment		1,255	47
Intangible assets		-	-
Total		1,255	47

18. Accruals and payables not recognised

18.1. Accruals

Listed by economic classification	Note	2023/24			2022/23
		30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Goods and services		5,349	-	5,349	4,913
Transfers and subsidies		2,625	-	2,625	1,917
Capital assets		439	-	439	415
Other		-	-	-	18
Total		8,413	-	8,413	7,263

Listed by programme level	<i>Note</i>	2023/24	2022/23
		R'000	R'000
Administration		3,887	2,968
Institutional Development		4,383	4,259
Policy and Governance		143	36
Total		8,413	7,263

18.2. Payables not recognised

Listed by economic classification	<i>Note</i>	2023/24			2022/23
		30 Days	30+ Days	Total	Total
		R'000	R'000	R'000	R'000
Goods and services		148	-	148	-
Transfers and subsidies		11	-	11	-
Capital		21	-	21	-
Other		-	-	-	-
Total		180	-	180	-

Listed by programme level	<i>Note</i>	2023/24	2022/23
		R'000	R'000
Administration		138	-
Institutional Development		32	-
Policy and Governance		10	-
Total		180	-

Included in the above totals are the following:	<i>Note</i>	2023/24	2022/23
		R'000	R'000
Confirmed balances with other departments	<i>Annex 4</i>	-	18
Confirmed balances with other government entities	<i>Annex 4</i>	-	-
Total		-	18

19. Employee benefits

	Note	2023/24 R'000	2022/23 R'000
Leave entitlement		9,630	8,154
Service bonus		3,365	3,110
Capped leave		2,446	2,318
Long service awards		182	211
Other		542	416
Total		16,165	14,209

The balance of the line item leave entitlement for 2022/23 was restated due to leave without pay penalisation against vacation leave. The leave entitlement line item and balance of the employee benefits decreased by R 2,020.10. Please refer to note 27.1

<i>Included in the above totals are the following:</i>	Note	2023/24 R'000	2022/23 R'000
Confirmed balances with other departments	Annex 4	376	-
Confirmed balances with other government entities	Annex 4	-	-
Total		376	-

Included in the amounts of leave entitlement and capped leave commitments are negative balances for 2023/24 due to normal leave management due processes. The negative balances are as follows:

<i>Included in the above totals are the following:</i>	Note	2023/24 R'000	2022/23 R'000
Leave entitlement		189	119
Capped leave		-	-
Total		189	119

20. Lease commitments

20.1. Operating leases

	2023/24				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	18,849	715	19,564
Later than 1 year and not later than 5 years	-	-	88,471	1,173	89,644
Later than 5 years	-	-	119,095	-	119,095
Total lease commitments	-	-	226,415	1,888	228,303

	2022/23				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	6,496	1,122	7,618
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than 5 years	-	-	-	-	-
Total lease commitments	-	-	6,496	1,122	7,618

20.2. Finance leases

	2023/24				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	4,765	4,765
Later than 1 year and not later than 5 years	-	-	-	6,191	6,191
Later than 5 years	-	-	-	-	-
Total lease commitments	-	-	-	10,956	10,956

	2022/23				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	3,217	3,217
Later than 1 year and not later than 5 years	-	-	-	3,880	3,880
Later than 5 years					
Total lease commitments	-	-	-	7,097	7,097

21. Unauthorised, Irregular and Fruitless and wasteful expenditure

	Note	2023/24	2022/23
		R'000	R'000
Unauthorised expenditure - current year		-	-
Irregular expenditure - current year		-	-
Fruitless and wasteful expenditure - current year		-	-
Total		-	-

22. Related party transactions

Payments made	Note	2023/24	2022/23
		R'000	R'000
Trusts under control of the premier		47,335	8,049
Total		47,335	8,049

22.1 Northern Cape Premier's Education Trust Fund

The primary objective of the Trust Fund is to make higher education opportunities accessible by providing bursaries to academically and financially deserving students studying on a full time basis at institutions of higher learning situated in the Republic of South Africa and are registered for the field of study as determined by the trustees,

In terms of the deed, the board of trustees are subjected to prior approval by the premier of the Northern Cape Province, who is a patron to the Northern Cape Premier's Education Trust Fund.

Payments made	<i>Note</i>	2023/24 R'000	2022/23 R'000
Northern Cape Premier's Education Trust Fund		-	-
Total		-	-

The trust is in its final stage of dissolution.

22.2 Mme Re Ka Thusa Fund

The main objective of the fund is to promote the economic empowerment of women in the province of grant allocations to the qualifying beneficiaries. The premier appoints the board of trustees.

Payments made	<i>Note</i>	2023/24 R'000	2022/23 R'000
Mme Re Ka Trust Fund		47,335	8,049
Total		47,335	8,049

The department transferred R 39,050,000 to the Trust to execute women empowerment programmes of the MEC for Youth, Women, Disability, Communications and E-Government.

22.3 Key Management Personnel

Key management personnel were identified as having related party relationships as they are having significant influence to the reporting entity (Office of the Premier). The aforesaid personnel are responsible for the strategic direction and operational management and are entrusted with the fiduciary responsibility and significant authority over the reporting entity. Key management personnel also include the Premier as the Executing Authority of Vote 1.

Payments made	<i>Note</i>	2023/24 R'000	2022/23 R'000
Key Management Personnel		29,414	26,313
Total		29,414	26,313

22.4 Disclosure relating to other provincial departments and entities

Related party relationships

The Office of the Premier has related party relationships with the following provincial entities due to the common control by the provincial Legislature as follows:

22.4.1 Provincial Departments

Agriculture, Environmental Affairs, Land Reform and Rural Development;
Co-operative Governance, Human Settlements and Traditional Affairs;
Economic Development and Tourism;
Education;
Health;
Northern Cape Provincial Legislature;
Northern Cape Provincial Treasury;

Roads and Public Works;
Social Development;
Sports, Arts and Culture and
Transport, Safety and Liaison

22.4.2 Provincial Entities

Kalahari Kid Corporation (KKC);
Mc Gregor Museum;
Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA);
Northern Cape Fleet Management Trading Entity (NCFMTE);
Northern Cape Gambling Board and
Northern Cape Tourism Authority

23. Key management personnel

	2023/24 R'000	2022/23 R'000
Political office bearers	4,576	3,238
Level 15 to 16	12,001	10,154
Level 14	12,837	12,921
Total	29,414	26,313

24. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24				Closing balance R'000
	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	
MACHINERY AND EQUIPMENT	21,441	-	6,431	(2,573)	25,299
Transport assets	1,255	-	-	-	1,255
Computer equipment	9,378	-	4,142	(1,328)	12,192
Furniture and office equipment	8,372	-	1,874	(1,222)	9,024
Other machinery and equipment	2,436	-	415	(23)	2,828
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	21,441	-	6,431	(2,573)	25,299

Movable Tangible Capital Assets under investigation

	Number <i>Note</i>	Value R'000
Included in the above total of the movable tangible capital assets per the asset register that are under investigation:		
Machinery and equipment	187	4,017
Total	187	4,017

Assets under investigation are currently recorded in the departmental loss control register for assets. The matters listed above will be resolved during the 2024/25 financial year.

24.1. MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

	2022/23				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	18,949	501	2,778	(787)	21,441
Transport assets	1,120	-	135	-	1,255
Computer equipment	7,996	142	1,926	(686)	9,378
Furniture and office equipment	7,932	-	541	(101)	8,372
Other machinery and equipment	1,901	359	176	-	2,436
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	18,949	501	2,778	(787)	21,441

24.1.1. Prior period error

Nature of prior period error	Note	2022/23 R'000
Relating to 2022/23 [affecting the opening balance]		
Computer equipment		142
Other machinery and equipment		359
Total prior period errors		501

The moveable assets line item balances was restated due to reclassification of cell phones amounting to R 142,554.60 and tablets R 359,257.70 respectively. The balance of the disposal line item for computer equipment was restated due to a copy machine with a value of R 22,682.89 that was disposed of.

24.2. Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24					
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	68	-	7,564	-	7,632
Additions	-	-	-	1,595	-	1,595
Disposals	-	-	-	(1,295)	-	(1,295)
Total Minor assets	-	68	-	7,864	-	7,932

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
	Number of minor assets at cost	-	-	-	4,922	-
Total number of minor assets	-	-	-	4,922	-	4,922

Minor capital assets under investigation

	Note	Number	Value R'000
Included in the above total of the minor capital assets per the asset register that are under investigation:			
Machinery and equipment		356	671

Assets under investigation are currently recorded in the departmental loss control register for assets. The matters listed above will be resolved during the 2024/25 financial year.

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

	2022/23					
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	68	-	7,423	-	7,491
Prior period error	-	-	-	4	-	4
Additions	-	-	-	319	-	319
Disposals	-	-	-	(182)	-	(182)
Total Minor assets	-	68	-	7,564	-	7,632

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets						
Number of minor assets at cost	-	-	-	4,941	-	4,941
Total number of minor assets	-	-	-	4,941	-	4,941

24.2.1. Prior period error

Nature of prior period error	Note	2022/23 R'000
Relating to 2022/23 [affecting the opening balance]		4
		4
Total prior period errors		4

The minor assets line item machinery and equipment was restated to account for a cell phone to the value of R 3,897.35 that was omitted.

24.3. Movable tangible capital assets written off

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2024

	2023/24					
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	1,295	-	1,295
Total movable assets written off	-	-	-	1,295	-	1,295

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2023

	2022/23					
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	182	-	182
Total movable assets written off	-	-	-	182	-	182

25. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	7,500	856	(847)	7,509
TOTAL INTANGIBLE CAPITAL ASSETS	7,500	856	(847)	7,509

25.1. MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2023

	Opening balance R'000	Prior period error R'000	2022/23		Closing balance R'000
			Additions R'000	Disposals R'000	
SOFTWARE	6,520	-	980	-	7,500
TOTAL INTANGIBLE CAPITAL ASSETS	6,520	-	980	-	7,500

26. Prior period errors

26.1. Employee benefits

	<i>Note</i>	Amount before error correction	2022/23 Prior period error	Restated Amount
		2022/23	2022/23	2022/23
		R'000	R'000	R'000
Liabilities: Employee benefits	19	14,211	(2)	14,209
Net effect		14,211	(2)	14,209

Nature of prior period errors

<i>Note</i>	2022/23 R'000
Decrease in leave entitlement	(2)
Net effect	(2)

In order to ensure fair presentation, employee benefits were restated due to leave without pay penalisation against vacation leave. The leave entitlement line item and balance of the employee benefits decreased by R 2,020,10. Please refer to note 19.

<i>Note</i>	2022/23 R'000
Expenditure	-
Net effect	-

The retrospective restatement does not have an effect on the unauthorised expenditure and voted funds to be surrendered to Provincial Treasury.

27. Statement of conditional grants and other transfers paid to municipalities

Name of municipality	2023/24					2022/23			
	GRANT ALLOCATION					TRANSFER			
	DORA and other transfers R'000	Roll overs R'000	Adjustments R'000	Total Available R'000	Actual transfer R'000	Funds withheld R'000	Reallocations by National Treasury / National Department %	DORA and other transfers R'000	Actual transfer R'000
Sol Plaatje Municipality	-	-	-	-	55	-	-	-	17
TOTAL	-	-	-	-	55	-	-	-	17

28. Broad Based Black Economic Empowerment performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

29. COVID 19 Response expenditure

		2023/24	2022/23
	Note	R'000	R'000
Goods and services		-	28
Total	<i>Annex 5</i>	<u>-</u>	<u>28</u>

ANNEXURE 1A

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Departmental Agency or Account	2023/24				2022/23			
	TRANSFER ALLOCATION			Total Available R'000	TRANSFER		Final Budget R'000	Actual transfer R'000
	Adjusted Budget R'000	Roll overs R'000	Adjust- ments R'000		Actual transfer R'000	% of available funds transferred %		
South African Broadcasting Corporation	3	-	-	3	3	100,0%	2	2
TOTAL	3	-	-	3	3		2	2

ANNEXURE 1B

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

Non-profit institutions	2023/24						2022/23	
	TRANSFER ALLOCATION				EXPENDITURE		Final Budget	Actual transfer
	Adjusted Budget	Roll overs	Adjust-ments	Total Available	Actual transfer	% of available funds transferred		
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Mme Re Ka Thusa Trust Fund	8,435	-	-	8,435	8,435	100,0%	8,049	8,049
							-	-
TOTAL	8,435	-	-	8,435	8,435		8,049	8,049

ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Household	2023/24					2022/23			
	TRANSFER ALLOCATION				EXPENDITURE			Final Budget R'000	Actual transfer R'000
	Adjusted Budget R'000	Roll overs R'000	Adjust-ments R'000	Total Available R'000	Actual transfer R'000	% of available funds transferred %			
Transfers									
Leave Pay-outs	86	-	-	86	86	100,0%	519	519	
Discretionary Fund – Premier	15,000	-	-	15,000	14,987	99,9%	6,000	5,992	
Gifts and donations	72,689	-	-	72,689	72,702	100,0%	3,952	3,952	
Bursaries (non-employees)	13,899	-	-	13,899	13,878	99,8%	13,864	12,462	
Severance package	-	-	-	-	-	-	485	485	
Discretionary Fund – MEC	4,000	-	-	4,000	3,989	99,7%	500	484	
TOTAL	105,674	-	-	105,674	105,642		25,320	23,894	

ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

Nature of gift, donation or sponsorship	2023/24 R'000	2022/23 R'000
Paid in cash		
Gifts, donations and sponsorships made from the Premier's Discretionary fund	9,716	3,613
Cash donations	3,279	2,772
Gifts, donations and sponsorships made from the MEC's Discretionary fund	3,151	278
MEC's projects	66,462	-
SUB-TOTAL	82,608	6,663
Made in kind		
Gifts, donations and sponsorships made from the Premier's Discretionary fund	5,271	2,379
Gifts, donations and sponsorships made from the MEC's Discretionary fund	838	206
Corporate gifts	107	51
Social responsibility	1,164	1,106
Funeral assistance	205	37
Hospital hampers	19	12
MEC's projects	1,538	-
SUB-TOTAL	9,142	3,791
TOTAL	91,750	10,454

ANNEXURE 2

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2024

Nature of liability	Opening balance 1 April 2023 R'000	Liabilities incurred during the year R'000	Liabilities paid / cancelled / reduced during the year R'000	Liabilities recoverable (Provide details hereunder) R'000	Closing balance 31 March 2024 R'000
Claims against the department					
Damages	2,035	(641)	-	-	1,394
Subtotal	2,035	(641)	-	-	1,394
Other					
Transnet Property	63,263	4,637	-	-	67,900
Subtotal	63,263	4,637	-	-	67,900
TOTAL	65,298	3,996	-	-	69,294

ANNEXURE 3

CLAIMS RECOVERABLE

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2023/24* Receipt date up to six (6) working days after year end	Amount R'000
	31/03/2024 R'000	31/03/2023 R'000	31/03/2024 R'000	31/03/2023 R'000	31/03/2024 R'000	31/03/2023 R'000		
Department								
Economic Development	-	-	1	100	1	100		
Education	-	-	726	726	726	726		
Health	-	-	186	-	186	-		
Health (PCA)	-	-	3,157	1,037	3,157	1,037		
Roads and Public Works	-	-	677	627	677	627		
Sport Arts and Culture	-	301	151	-	151	301		
Treasury	-	177	150	-	150	177		
SAPS	-	-	3	3	3	3		
National School of Government	-	-	-	20	-	20		
Subtotal	-	478	5,051	2,513	5,051	2,991		

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	Cash-in-transit at year end 2023/24* Receipt date up to six (6) working days after year end	Amount R'000
	31/03/2024 R'000	31/03/2023 R'000	31/03/2024 R'000	31/03/2023 R'000			
Other Government Entities							
EWSETA	-	-	1,875	1,875	1,875	1,875	
The Phonebook Company	-	-	110	110	110	110	
Exilite	-	-	1,142	1,396	1,142	1,396	
Dawid Kruiper Municipality	-	-	100	100	100	100	
ZF Mgcawu	-	-	100	100	100	100	
Mahoba Construction	-	-	-	5	-	5	
Mme Re Ka Thusa Trust Fund	-	-	150	-	150	-	
Subtotal	-	-	3,477	3,586	3,477	3,586	
TOTAL	-	478	8,528	6,099	8,528	6,577	

ANNEXURE 4

INTERGOVERNMENT PAYABLES

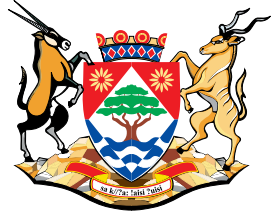
GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2023/24 *
	31/03/2024 R'000	31/03/2023 R'000	31/03/2024 R'000	31/03/2023 R'000	31/03/2024 R'000	31/03/2023 R'000	
DEPARTMENTS							
Current							
SAPS	69	18	-	-	69	18	
Treasury	307	-	-	-	307	-	
Subtotal	376	18	-	-	376	18	
Non-current							
Justice	-	-	245	245	245	245	
National School of Government	-	-	179	155	179	155	
NCFMTE	-	-	168	168	168	168	
Subtotal	-	-	592	568	592	568	
Total Departments	376	18	592	568	968	586	
TOTAL INTERGOVERNMENT PAYABLES	376	18	592	568	968	586	

ANNEXURE 5

COVID 19 RESPONSE EXPENDITURE

PER QUARTER AND IN TOTAL

	2023/24					2022/23
	Q1	Q2	Q3	Q4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services						28
Cons Hous Supp: Wash/clean/Detergent	-	-	-	-	-	14
Cons Supp: Medical Supplies	-	-	-	-	-	10
Cons Hous Supp: Disp Paper/Plast	-	-	-	-	-	2
Medical Lab Serv Oth	-	-	-	-	-	2
TOTAL COVID 19 RESPONSE EXPENDITURE	-	-	-	-	-	28



office of the premier

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Northern Cape Province
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