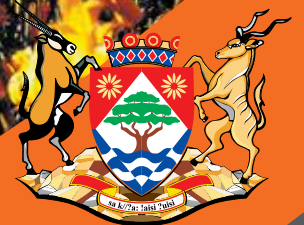


OFFICE OF THE PREMIER ANNUAL REPORT

2016/2017



**LEADING THROUGH
EXCELLENCE TOWARDS
RADICAL SOCIO-ECONOMIC
TRANSFORMATION.**

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PART A: GENERAL INFORMATION



1. DEPARTMENT GENERAL INFORMATION

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Email address: cynthiajoseph@ncpg.gov.za

Website address: www.northern-cape.gov.za

2. LIST OF ABBREVIATIONS /ACRONYMS

AC	Audit Committee
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
AO	Accounting Officer
APP	Annual Performance Plan
APAP	Agricultural Policy Action Plan
CFO	Chief Financial Officer
CIP	Compulsory Induction Programme
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service Administration
DG	Director General
EH&W	Employee Health and Wellness
EWSETA	Energy and Water Sector Education and Training Authority
EXCO	Executive Council
FSDM	Frontline Service Delivery Monitoring
G&A	Governance and Administration
HRA	Human Resources Administration
HRD	Human Resource Development
ICT	Information Communication Technology
IFS	Interim Financial Statements
IGR	Intergovernmental Relations
IPAP	Industrial Policy Action Plan
IT	Information Technology
LAN	Local Area Network
MEC	Member of Executive Council
MISS	Minimum Information Security Standards
MPAT	Management Performance Assessment Tool
MSCC	Mittah Seperepere Convention Centre
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NC	Northern Cape
NCEDA	Northern Cape Economic Development, Trade and Investment Promotion Agency
NCFTME	National Curriculum Framework for Teacher Education

NCPA	Northern Cape Provincial Administration
NDP	National Development Plan
NGP	National Growth Plan
NIHE	National Institute for Higher Education
NSP	National Skills Plan
OD	Organisational Design
ODA	Official Donor Assistance
OTP	Office of the Premier
PAIA	Promotion of Access to Information
PAJA	Promotion to Access to Justice
PCA	Provincial Council on Aids
PGDP	Provincial Growth Development Plan
PGDS	Provincial growth Development Strategy
PFMA	Public Finance Management Act
PIAU	Provincial Internal Audit Unit
PIMS	Performance Information Management System
PMTEC	Provincial Medium Term Expenditure Committee
POA	Programme of Action
PPP	Public Private Partnerships
PSP	Provincial Skills Plan / Provincial Strategic Plan on Aids
QPR	Quarterly Performance Report
SAPS	South African Police Services
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SHERQ	Safety, Health, Environment, Risk and Quality
SITA	State Information Technology Agency
SMS	Senior Management Services
SPLUMA	Spatial Planning and Land Use Management Act
STI	Sexually Transmitted Infection
TB	Tuberculosis
TID	Technical Indicator Description
TR	Treasury Regulations
WAN	Wide Area Network
WIL	Workplace Integrated Learning
WSP	Workplace Skill Plan

3. FOREWORD BY THE PREMIER



FOREWORD BY THE PREMIER 2016/17 ANNUAL REPORT

The Office of the Premier is delighted to present the 2016/17 Annual Report to the people of the Northern Cape and all our stakeholders. The report provides a detailed account of the work that we accomplished during the year under review albeit under very difficult circumstances. These challenges are as a result of and a combination of various factors specifically the global economic downturn, which literally meant doing more with less. Despite these challenges we have persevered and against expectation achieved on all the targets we have set for ourselves. This by no means was an easy feat and through hard work, discipline and dedication we have collectively delivered and will continue to do so.

Our government remains steadfast to expedite the radical transformation of our economy in order to enhance the participation of the masses of our people in the mainstream of the economy. In an ever changing environment, this will require of us to transform and to continuously adapt in order to keep up with new technologies and challenges faced in an ever changing environment. It will therefore require of us to work smarter and in a more innovative and cost effective manner. We have proven that we can do it and I call upon all to fly the flag high and to continue what you have been doing with diligence- to serve our people with distinction and pride. The mandate of this office therefore remains to provide strategic leadership and support to the Provincial Government as well as to co-ordinate cross-cutting issues and ensuring that this is done within the best good governance framework.

During the 2016/17 financial year we began work to realign the departmental structure to ensure the effective utilisation of our human capital and resources available at our disposal.

The Annual report reflects that the Office of the Premier is once more demonstrating its values of being accountable and transparent to the people that we serve. I am pleased to announce that the office has once again received a clean audit opinion from the Office of the Auditor-General for the year under review. We will use this performance as a baseline as part of our continued commitment to a clean and transparent administration.

Going forward we will aggressively intensify our efforts to attract international investors into the province and ensure that we also strengthen our relationship with local investors. The Office of the Premier remains committed to building strategic partnerships with private industries operating in the Province to ensure that we tap into opportunities for skills development for our young people, and their subsequent absorption into the job market.

In presenting this report, I wish to thank the Director-General, his management team as well as the broader staff in the Office of the Premier for their collective efforts in discharging their monitoring and coordination role in a responsible manner.

Finally, let me thank both the internal and external stakeholders for their various levels of support and cooperation to the Office of the Premier during the 2016/17 financial year.

Ms Sylvia Lucas

MPL – Premier of the Northern Cape

4. REPORT OF THE ACCOUNTING OFFICER



OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT

The Office of the Premier is responsible for coordinating, monitoring and evaluating of national government policies in the province. The department derives its mandate from the Constitution of South Africa, Act 108 of 1996.

Mr Justice Bekebeke was the Director-General for the Northern Cape Provincial Administration (as well as the Accounting Officer: Officer of the Premier) for the entire 2016/17 financial year.

OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT:

Table 1: Departmental Receipts

Departmental receipts	2016/2017			2015/2016		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	76	102	(26)	62	101	(39)
Sale of capital assets	190	-	190	90	162	(72)
Financial transactions in assets and liabilities	-	1,105	(1,105)	-	2,222	(2,222)
Total	266	1,207	(941)	162	2,485	(2,333)

The Office of the Premier is not a revenue collecting department. Revenue collected consists of sale of bid documents, garnishee orders, agency fees received by insurance companies and debts paid by government officials and departments.

Table 2: Programme Expenditure

Programme Name	2016/2017			2015/2016		
	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	102,059	100,086	1,973	93,154	93,154	-
Institutional Development	91,705	89,398	2,307	76,979	75,721	1,258
Policy and Governance	34,047	34,047	-	41,389	39,223	2,166
Total	227,811	223,531	4,280	211,522	208,098	3,424

The positive variance of R4.2 million is mainly attributable to accruals and commitments at reporting date. A rollover application was submitted to Provincial Treasury on those transactions.

VIREMENTS/ROLL OVERS

At financial year end, virements between all three programmes of the vote were processed to defray excess expenditure on goods and services utilising savings from compensation of employees. Refer to the detailed breakdown of the virements as reflecting on the appropriation statement.

The virements were approved by the Accounting Officer in compliance with provisions of section 43 of the Public Finance Management Act (PFMA). Detailed reports pertaining to the virements were submitted to Provincial Treasury and the Executing Authority in compliance with paragraph 43 (2) of the PFMA.

PUBLIC PRIVATE PARTNERSHIPS

No public private partnerships agreements were entered into in the reporting period by the Office of the Premier.

DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

None

NEW OR PROPOSED ACTIVITIES

None

SUPPLY CHAIN MANAGEMENT

Refer to Note 22.2 for relevant disclosures in the Annual Financial Statements.

GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

No gifts and donations were received for the 2016/17 financial year

EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

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

EVENTS AFTER THE REPORTING DATE

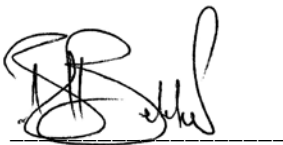
There were no events after the reporting date

OTHER

None

ACKNOWLEDGEMENT/S OR APPRECIATION

As the Accounting Officer of the Office of the Premier, I would like to acknowledge and thank the Premier, Ms Sylvia Lucas, for her guidance and support, as well as my management team and staff in general for their invaluable contribution throughout the financial year.



Mr Justice Bekebeke
Accounting Officer
Office of the Premier
Date: 31 May 2017

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

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

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

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

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

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

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2017.

Yours faithfully



Accounting Officer

Mr Justice Bekebeke

Date 31 May 2017

6. STRATEGIC OVERVIEW

VISION

A prosperous province with quality of life for all.

Slogan: "leading through excellence towards radical socio-economic transformation"

MISSION

Improving government's performance through coordination, strategic leadership, and integrated planning and monitoring and evaluation

VALUES

Underpinned by the Constitution of the Republic of South Africa and the Batho Pele Principles, the Office of the Premier has adopted the following values in order to realise its vision and mission.

Values and descriptions

VALUES	DESCRIPTION
Transparency	We will be transparent in all our service delivery processes and foster a culture of fairness and honesty
Inclusivity	We shall embrace the diversity of our citizenry within the principle of Ubuntu
Integrity	We shall conduct our business with integrity
Equity	We will improve access to services and treat people equitably, with a specific bias towards vulnerable groups
Professionalism	We will be responsible, ethical and team oriented, and possess strong communication, interpersonal, and problem solving skills We will pursue quality management practices – value for money, efficiency and effectiveness
Patriotism	We will be devoted to love, support and defend our province and country at all times
Accountability	We shall account for all activities, accept responsibility for them, and to disclose the results in a transparent manner
Responsiveness	We shall respond with compassion to people and events
Respect	We shall be polite and kind in delivering services

7. 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); and we are also obligated to align our functions and perform our work, services and tasks in terms of the following pieces of legislation:

- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
- Broad Based Black Economic Empowerment Act, 2003; (Act No. 53 of 2003)
- Child Care Act, 1983 (Act No. 74 of 1983);
- Commission of Enquiry Act, 1952 (Act no. 60 of 1952);
- Division of Revenue Act, 2015 (Act no. 1 of 2015);
- Electronic Communication and Transaction Act, 2002 (Act No. 25 of 2002);
- Employment Equity Act, 1998 (Act No. 55 of 1998); as amended (Act No 47 of 2013)
- Framework for Managing Programme Performance Information, Published by National Treasury, May 2007;
- Framework for Strategic Plans and Annual Performance Plans, Published by National Treasury August 2010;
- Framework for the National Skills Development Strategy 2011/12 – 2015/16;
- Government Immovable Asset Management Act, 2007(Act No. 19 of 2007);
- Human Resource Development South Africa Strategy 2010 – 2030;
- Income Tax Act, 1962 (Act No 58 of 1962); as amended 1997
- Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- Labour Relations Act, 1995 (Act No. 66 of 1995); as amended (Act No 6 of 2014)
- Medium Term Strategic Framework, 2015 – 2019;
- Municipal Integrated Development Plans;
- Municipal Spatial Development Frameworks;
- National Archives and Records Service Act, 1996 (Act no. 43 of 1996);
- National Development Plan – Vision 2030
- National Monitoring and Evaluation Framework White Paper of October 2009
- National Policy Framework for Women’s Empowerment and Gender Equality, 2011;
- National Planning Commission White Paper of October 2009
- National Skills Development Strategy III, 2011;
- National Strategic Plan of Human Immune Deficiency Virus (HIV), Sexually Transmitted Infections (STI’s) & Tuberculosis (TB) 2012 – 2016 and Provincial Strategic Plan for HIV, STI’s & TB 2012 – 2016;
- National Strategic Planning Green Paper of September 2009
- New Growth Path, 2010
- Northern Cape Land Administration Act, 2002, (Act no. 6 of 2002);
- Northern Cape Planning and Development Act, 1998 (Act no. 7 of 1998);
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993);
- Pension Fund Act, 1956 (Act no. 24 of 1956);
- Performance Information Handbook, Published by National Treasury, April 2011;
- Policy Framework for the Government – wide Monitoring and Evaluation System, Published by the Presidency, November 2007;
- Preferential Procurement Policy Framework Act, 2000 (Act No. 2 of 2000);
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- Promotion of Administrative of Justice Act, 2000 (Act No. 3 of 2000);
- Provincial Growth and Development Strategy 2014;
- Provincial Spatial Development Framework, 2012;

- Public Administration Management Act, 2014 (Act No. 11 of 2014)
- Public Audit Act 2004; (Act No. 25 of 2004);
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Public Service Act 1994 as amended by (Act No. 30 of 2007);
- Skills Development Act, 1998 (Act No. 97 of 1998);
- Skills Development Levy Act, 1999 (Act No. 9 of 1999);
- Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013);
- Special Economic Zone Act, 2014 (Act No. 16 of 2014)
- State Information Technology Agency Act, 1998 (Act No. 88 of 1998);
- State Liability Amended Act, 2011 (Act No. 14 of 2011);
- The Integrated National Disability Strategy of 1997;
- The Role of Premier's Office in Government – wide Monitoring and Evaluation: A good Practice Guide: Published by the Presidency, July 2008;
- Traditional Leadership, Governance and House of Traditional Leaders Act, 2007 (Act no. 2 of 2007)
- Youth Enterprise Development Strategy – 2023

CONSTITUTIONAL MANDATES, POWERS AND FUNCTIONS

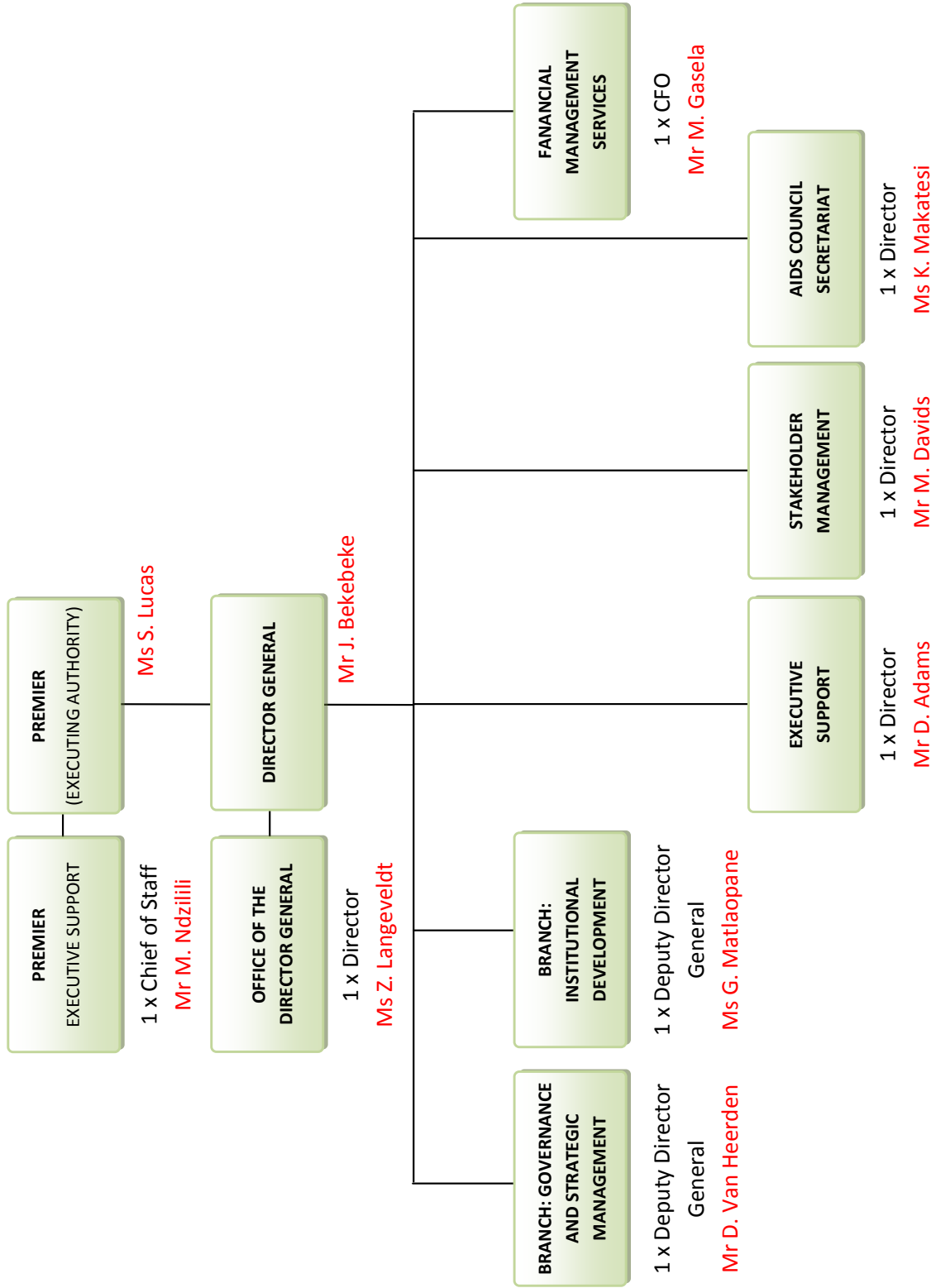
In accordance to Section 125 of the Constitution: The Premier exercises executive authority, together with the other members of the Executive Council, by:

- 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 to 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.

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO PREMIER

The table below indicates the entities that report to the Premier

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operations
Premier's Bursary Trust Fund	Trust Deed	Premier is the patron of the fund. OTP makes annual transfers to the trust fund.	Study loans for students
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.

PART B: PERFORMANCE INFORMATION



1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

Refer to page 136 of the Report of the Auditor General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The Office of the Premier invested in a considerable amount of time in strengthen administrative systems to ensure that good governance indicators are achieved amongst others: an up and running performance management and development system (level 1 up to SMS); 100% compliance on disclosure of interest on eDisclosure System; an increase in the production of credible Integrated Development Plans by municipalities; regular Inter-governmental Relations Fora; and improved internal environment with sound operational and financial controls.

The challenge still remains meeting the increasing expectation of the previously disadvantaged people of the Northern Cape for quality services that really make a difference in their lives.

The Office of the Premier mainly plays an oversight role. As such our clients are primary sector departments, as well as municipalities. Our interaction with the broader public is limited and mostly confined to consultative meetings and interactions. Programme 1: Administration and Programme 2: Institutional Development are mainly concern with internal management, but there are elements where the department provides assistance to provincial departments. Programmes 3: Policy and Governance has the following objectives: Special Programmes – focuses on specific target groups such as persons with disabilities, women, children and youth; Policy Coordination – maintains a consistent policy environment in the province; Monitoring & Evaluation – Monitor's government's and performance; and Development Planning – coordinates and facilitates a planning environment in the province. The only one programme with a service delivery focus is Programme 3: Policy and Governance.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Data sharing service	Provincial Departments	No sharing of data	Develop a database for data sharing	PIMS system has been developed

Batho Pele arrangements with beneficiaries (Consultation access etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Batho Pele and Service Delivery unit	Inter-Departmental Batho Pele Units	All target groups i.e. women, youth, people with disabilities

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Batho Pele Forums	Inclusive of active National Departments and Municipalities	Thusong Service Centre orientated (workshops and information sessions) on the Principles of Batho Pele. Communicating, popularising and sharing of the Batho Pele information with all stakeholders.

The information is shared in various forums that meet up to 4 times per cycle.

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Suggestion box and walk ins Presidential hotline which is managed by Communication within the Office of the Premier	Appropriate policies and procedures Process and Technology Support Capabilities	100% resolved of all complaints Complaints and Compliments framework policy implementation

2.3 ORGANISATIONAL ENVIRONMENT

The Department has put in place a focused plan for the review of the organisational structure of the Department, in line with its strategic mandate, the functional model for the Office of the Premier, as well as the functional grouping for Programme 1: Administration, as developed by Department of Public Service and Administration (DPSA). The DPSA has also been providing targeted support in this regard, as from September 2015.

The review process will assist in providing the requisite functional architecture for the Department to operationalise its strategic objectives, as well as provide the vehicle for the proper placement of functions and personnel, and optimal utilization of existing resources. The organisational review process was supported by the departmental Human Resource planning process, as well supplementary processes such as the baseline skills survey and PERSAL Clean-up. After the final consultation with the Minister of Public Service and Administration the organisational structure for the Department was approved by the Premier during February 2017.

An implementation plan will unfold in the upcoming financial cycle, which will amongst others, include the migration of the organisation structure on the PERSAL system, the review of job design and grading levels, ensuring the optimal placement of personnel.

The impact of the said process will be to attain clarity between the core provincially focused functions of the Office of the Premier, as opposed to its internally focused support functions, thereby achieving the key objective of strengthening the provincial co-ordination and monitoring capabilities of the Department.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

No key policy and legislative changes occurred during the period under review.

3. STRATEGIC OUTCOME ORIENTED GOALS

Outcome Orientated Goal 1	Empowered citizenry
Goal Statement:	Promote equality, empowerment of the vulnerable sectors of society and drive children's rights, rights of the elderly and persons with disability through inclusive government programmes and interventions.
Linkages	Constitution, NDP, SPLUMA, MTSF 2014-19, NSP and PSP 2012-2016
Impact/Outcome:	To improve the quality of life of citizens

Outcome Orientated Goal 2	Inclusive growing economy
Goal Statement:	Create a coordinated, collaborative, diversified, economic partnership in an enabled environment through: <ul style="list-style-type: none"> • Beneficial strategic partnership to advance provincial growth and development in realising the NDP vision 2030. • Effective intergovernmental relations and international relations to promote the Northern Cape's competitive advantage. • Pursuing programmes that enhance/promote a common national identity within a diverse society to enhance social cohesion.
Linkages	Constitution, NDP(Radical/ Socio Economic Transformation), SPLUMA, MTSF 2014-19, NSP and PSP, PGDS
Impact/Outcome:	Decrease in unemployment in specifically the youth, Increased provincial GDP growth

Outcome Orientated Goal 3	Collaborative Planning:
Goal Statement:	To provide effective leadership to the province and society by: <ul style="list-style-type: none"> • Driving the provincial vision and strategic, life-changing government priorities which include the fight against and response to HIV & TB; • Coordinate, integrate and mainstream planning across all spheres of government in partnership with all stakeholders, effectively improving Provincial Intergovernmental Relations; and • Building government's research capacity, data management and analysis to inform policy development, monitoring and evaluation of the outcomes based priorities in unblocking service delivery.
Linkages	Legislative framework, policies, directives, NDP, MTSF, IGR framework and New Growth Path, PGDS
Impact/Outcome:	Accelerated and integrated service delivery

Outcome Orientated Goal 4	Efficient, effective and developmental public service
<p>Goal Statement:</p>	<p>To enhance the performance of government by making the public service and local government a career of choice through:</p> <ul style="list-style-type: none"> • process reengineering, • strengthening of delegations and accountability, • improving intergovernmental coordination and improving relations between provincial and local government <p>Building a capable and developmental public service through service delivery innovation and capacity building to drive change and social transformation</p> <p>To improve our financial capability through lobbying for funding, mobilisation of donor funding, studying the utilisation of resources, investment and tapping into existing natural resources.</p>

Outcome Orientated Goal 5	An empowered and influential work force
<p>Goal Statement:</p>	<p>Improved performance through strategic and co-ordinated skills development for improved service delivery and economic growth in the Province</p>
<p>Linkages</p>	<p>NDP, Outcome 5, Outcome 12, NGP, IPAP, HRD SA, SMS Handbook, APAP, NSDIII, Ministerial directive</p>
<p>Impact/Outcome:</p>	<p>A multi-skilled, high performing and professional, service delivery oriented workforce.</p>

PROGRAMME 1: ADMINISTRATION

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 PROGRAMME 1: ADMINISTRATION

Purpose

The objective of the programme is to render administrative and financial support to the Premier, Executive Council, Director General and other Internal Programmes within the Office of the Premier in fulfilling their legislative and governance responsibilities.

It is made up of the following sub-programmes:

- 1.1 Premier Support
- 1.2 Director-General Support
 - 1.2.1 DG Support
 - 1.2.2 Security and Records Management
 - 1.2.3 Provincial Council on AIDS-Secretariat
- 1.3 Executive Council Support
- 1.4 Financial Management

1.1 Premier Support

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

1.2 Director General Support

1.2.1 DG Support

Purpose: Providing assistance and logistical support to the Director-General in the realisation of the mandate for the overall coordination of government's provincial function to attain the 14 Outcomes (with specific emphasis on Outcome 12)

1.2.2 Security & Records Management

Purpose: To preserve the Corporate Memory of the Office of the Premier and provide for a safe working environment

1.2.3 Provincial Council on AIDS - Secretariat

Purpose: To provide administrative support, monitor and evaluate the implementation of the multi-sector PSP for HIV, STI's and TB 2012-2016 (external and internal mainstreaming through the secretariat)

1.3 Executive Council Support

Purpose: To coordinate, support and assist with the activities and programmes of the Executive Council.

1.4 Financial Management

Purpose: To provide internal financial accounting, management accounting, Supply Chain Management (SCM) and asset management services to the Office of the Premier.

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

During the financial year 2016/17 the programme achieved the following deliverables:

Personnel and administrative support enabled the Premier and the Director General to execute their mandated functions.

The Director General was further supported in the performance of his duties as Accounting Officer of the Department through the delivery of departmental strategic planning and financial management.

The Office of the Premier has improved its overall MPAT average score performance from 3.4 to 3.6 reflecting an improvement of 0.2 points.

Risk assessment was performed by the Risk Management Unit.

STRATEGIC OBJECTIVES

Strategic Objective: To provide strategic leadership, good governance and support to the provincial administration					
Strategic Objective Performance Indicator	Actual Achievement 2015/2016	Planned Target 2016/2017	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Implementation of sound financial management within Office of the Premier	Financially unqualified audit opinion with no findings / "clean audit".	Unqualified audit opinion	Financially Unqualified Audit Opinion with no findings (Clean Audit)	Clean Audit	Due to efficient and effective control measures that were put in place the Office of the Premier maintained a clean audit.

PERFORMANCE INDICATORS

Premier Support

Performance Indicator APP 2016/17	APP 2016/17 En- hanced	Actual Achieve- ment 2013/2014	Actual Achieve- ment 2014/2015	Actual Achievement 2015/2016	Planned Target APP 2016/17	APP 2016/17 En- hanced	Actual Achievement 2016/2017	Devia- tion from planned target to Ac- tual Achieve- ment for 2016/2017	Com- ment on devia- tions	Reasons for chang- es in targets/ indi- cator descriptions
	Percentage of the Premier's statutory and political obligations	None	98% (96 of 98)	98% (96 of 98)	98% (56/57 Engagements met)	98% (56/57 Engagements met)	None	98% (56/57 Engagements met)	None	None

**Director-General Support
DG Support**

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Compliance with the Strategic Planning framework (Strategic Plan & Annual Performance Plan)	New Indicator	New Indicator	3 planning documents (strategic plan, App, Budget and Anti-corruption strategy/plans) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	None	None
MPAT level obtained by the Office of the Premier	New Indicator	New Indicator	New Indicator	Level 3	Level 3	None	None
Number of reports reflecting strategic decisions taken Senior Management	New Indicator	New Indicator	New Indicator	4 Reports	4 Reports	None	None
Number of reports reflecting strategic decisions taken by Heads of Department	New Indicator	New Indicator	New Indicator	4 Reports	4 Reports	None	None

Security and Records Management

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Number of reports of units monitored to check compliance with the Minimum Information Security Standards	New Indicator	5 Reports	3 Reports	4 Reports	None	4 Reports	None	None	The indicator was paraphrased to ensure that it is specific and measurable.
APP 2016/17 Enhanced Number of reports of units monitored to check compliance with MISS	New Indicator	5 Reports	3 Reports	4 Reports	None	4 Reports	None	None	The indicator was paraphrased to ensure that it is specific and measurable.
Number of reports on departments Provincial Security coordination	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	The indicator was paraphrased to ensure that it is specific and measurable.
Number of security assessment reports	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	No changes were made.

Provincial Council on AIDs – Secretariat

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
Report on the Functionality of PCA	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	The indicator was paraphrased to ensure that it is specific and measurable.
Report on the implementation of PSP (Provincial Strategic Plan on Aids)	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	The indicator was paraphrased to ensure that it is specific and measurable.

Executive Council Support

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Number of report on cluster engagements	New Indicator	New Indicator	New Indicator	4 Reports	4 Reports	None	None

Financial Management

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
		APP 2016/17 Enhanced	APP 2016/17 Enhanced	APP 2016/17 Enhanced						
Report on the Financial Management Services	Number of reports on the financial management services	New Indicator	New Indicator	New Indicator	1 Annual Financial Statement (AFS) 3 Interim Financial Statements (IFS)	None	1 Annual Financial Statement (AFS) 3 Interim Financial Statements (IFS)	None	None	The indicator was paraphrased to ensure that it is specific and measurable.

CHANGES TO PLANNED TARGETS

Refer to page 89 under paragraph 4.4 changes to planned target.

Linking performance with budgets

Sub- Programme Name	2016/2017			2015/2016		
	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	19,716	19,463	253	21,709	21,709	-
Executive Council	7,092	7,092	-	6,124	6,124	-
Director General Support	33,340	31,622	1,718	24,174	24,174	-
Financial Management	41,911	41,909	2	41,147	41,147	-
Programme 1	102,059	100,086	1,973	93,154	93,154	-

**PROGRAMME 2:
INSTITUTIONAL
DEVELOPMENT**

4.2 PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

Purpose

The purpose of this programme is to strategically lead the province towards long term planning for human capital, towards a development orientated public service and provision of advisory legal services.

It is made up of the following sub-programmes:

- 2.1. Strategic Human Resources Development
 - 2.1.1. Human Resource Administration
 - 2.1.2. Efficiency Services
 - 2.1.3. Labour Relations
 - 2.1.4. Employee Health and Wellness
 - 2.1.5. Diversity Management
- 2.2. Strategic Human Capital Development
 - 2.2.1. Human Resources Development and Transversal Coordination
 - 2.2.2. Performance Management and Capacity Development
- 2.3. Legal Services
- 2.4. Information Communications Services
 - 2.4.1. Information Technology and Infrastructure
 - 2.4.2. Communications
- 2.5. Programme Support

2.1 Strategic Human Resources

Purpose: To adequately provide for staffed resource complements by ensuring all critical vacancies within approved organisational structure and establishments are filled for optimal and effective utilisation of Human resources and oversee the Provincial Transversal Functions.

2.1.1 Human Resources Administration

Purpose: To provide strategic leadership in human resource administration in the Northern Cape Province, by ensuring a diverse, competent and committed workforce that is capable to deliver on Government's mandate. The key focus of this division is to manage and co-ordinate the human resource administration function provincially and Office of the Premier

2.1.2 Efficiency Services

Purpose: To provide professional Human Resource Planning, organisational design and efficiency enhancement services, to advance continuous service delivery improvement within the Northern Cape Provincial Administration.

2.1.3 Labour Relations

Purpose: To harmonize the environment and bring sound labour peace within the working environment.

2.1.4 Employee Health and Wellness

Purpose: The Employee Health and Wellness Unit (Employee Health & Wellness of People) in the office of the Premier is a workplace intervention and monitoring unit that will ensure successful implementation of wellness programs in the province and OTP.

2.2 Strategic Human Capital Development

2.2.1 Human Resource Development Strategy and Transversal Coordination

Purpose: To facilitate and coordinate capacity development of citizens within the Province

2.2.2 Performance Management and Capacity Development

Purpose: To facilitate and coordinate employee performance management within the Province and the Office of the Premier

2.3 Legal Services

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

2.4 Information and Communication Services

Purpose: To provide Information Communications Services to the Office of the Premier, Provincial Government by providing information technology services through the implementation of a communication strategy, corporate branding of the Northern Cape Province and to communication Government Achievements and services to the general Public.

2.4.1 Information 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.

2.4.2 Communication

Purpose: The overarching responsibility of the Directorate is to provide an efficient and effective communication service to enable the Premier, Executive Council, Director-General and Heads of Departments to communicate Governments Achievement and Services through the efficient utilisation of information through the Media and other Communication platforms in the execution of the Provincial Government functions

2.5 Programme Support

Purpose: Effective programme management to ensure total the implementation of the provincial programme of action through the provision of strategic management, coordination of development programmes in the Province and management of Units within the Branch

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

During the financial year 2016/17 the programme achieved the following deliverables:

- In terms of the EXCO moratorium on the filling of all vacant posts, as well as the pronouncement made by MEC of Finance, Economic Development and Tourism during the Budget Speech, all vacant posts had to be frozen and that only absolutely critical posts had to be filled, including posts that became vacant through natural attrition. Upon which six (6) critical posts were filled.
- An amended baseline set of Public Service Act and Public Service Regulations (Human Resources) delegations, to ensure alignment with the new Public Service Regulations, 2016, was endorsed by the Executive Council on 30 November 2016. The indicated baseline delegation registers were then provided to all departments for implementation.
- Three bursary information sessions were conducted and a total of 15 bursaries were awarded to employees within OTP for the 2017 academic year, with specific focus on studies in the fields of the critical and scarce skills as outlined in the HR Plan. Women and persons with disabilities received preference.
- A total of 14 unemployed youth were assisted within OTP in terms of Internship and Work Integrated Learning Programmes (WIL) during the reporting period.

- The PMDS unit conducted a total of 10 support visits to 10 Provincial Departments during the reporting cycle.
- Office of the Premier has been consistently scoring 99% in resolving the cases reported to the Presidential Hotline from the Northern Cape Province. This score is far above the target of 90% set by the Presidency.

STRATEGIC OBJECTIVES

Strategic objective: To ensure an effective, efficient and development orientated provincial administration					
Strategic Objective Performance Indicator	Actual Achievement 2015/2016	Planned Target 2016/2017	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Reviewed Human Resource Development Strategy and Reports on its implementation	Reviewed HRD Strategy and implementation not concluded.	Review HRD Strategy 2005-2014 and its implementation	Not finalised	None	Strategy could not be finalised as the 2nd draft has to be consulted on with various stakeholders. This process is also pending the finalisation and approval of the National Human Resource Development Strategy.

PERFORMANCE INDICATORS

Strategic Human Resource

Human Resource Administration

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
		APP 2016/17 Enhanced	APP 2016/17	APP 2016/17 Enhanced						
Percentage of all vacant funded posts filled within 12 Months in Office of the Premier	None	New Indicator	New Indicator	New Indicator	70%	80%	60%	-20%	The planned target could not be achieved due to the current moratorium on post and the process put in place to request approval for critical post to be filled.	Correction of the 70% typo error on the annual target of the tabled APP. The annual target should have been 80% as correctly reflected in the quarterly targets of the tabled APP. This enhancement also rectifies the contradiction that happened on page 31 of second quarter performance report where the quarterly target was documented as 70% instead of 80%.
Average period in months to fill vacant funded post from the date it became vacant within the Office of the Premier	None	New Indicator	New Indicator	New Indicator	8 Months	None	4 Months	+ 4 Months	Over-achievement due to effective and efficient work from the HRA team.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Average period in months to fill vacant funded post from the date it became vacant within Northern Cape Provincial Administration (NCPA)	New Indicator	New Indicator	New Indicator	12 Months	None	0	-12 Months	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.
APP 2016/17 Average percentage of funded vacant posts on PERSAL (vacancy rate) within the Office of the Premier	New Indicator	New Indicator	New Indicator	9%	None	2%	+ 7%	The reduction of the vacancy rate was a result of only creating the approved absolute critical posts on the PERSAL system. All unfunded vacancies have been abolished on the PERSAL system.	No changes were made.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
APP 2016/17	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Average percentage of funded vacant posts on PERSAL (Vacancy rate) within the Northern Cape Provincial Administration across Provincial Departments	None	New Indicator	New Indicator	New Indicator	9%	None	4.93%	-4.07%	The under achievement of this provincial oversight indicator was not a result of work not being done . It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.
Number of New Provincial Human Resource Administration (HRA) policies developed and approved	None	New Indicator	New Indicator	New Indicator	2	None	0	-2	Due to consultation delays the policies could not be approved during the year under review.	No changes were made.
Number of existing approved Departmental Human resource policies reviewed	None	New Indicator	New Indicator	New Indicator	2	None	2	None	None	No changes were made.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Management Performance Assessment Tool (MPAT) level attained for Human Resource Administration standard by the Office of the Premier	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 2.5	-Level 1.5	Processes could not be concluded to such an extent as to meet the requirements and timelines set in terms of the MPAT cycle.	No changes were made.
Percentage of Provincial Departments that improves on HR MPAT scores	None	New Indicator	New Indicator	New Indicator	75% (9/12)	None	42% (5/12)	-33%	Processes could not be concluded to such an extent as to meet the requirements and timelines set in terms of the MPAT cycle.	No changes were made.
% of leave captured on PERSAL	None	New Indicator	New Indicator	New Indicator	100%	None	114%	+14%	Over-achievement due to effective and efficient work from the HRA team.	No changes were made.

Efficiency Services

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Number of strategic service with mapped business processes within provincial departments	New Indicator	New Indicator	New Indicator	4	6	+2	Greater level of institutionalisation and growing capacity in terms of operations management within the Office of the Premier has led to a higher level of performance on this planned target.
Number of strategic services with developed standard Operating Procedures within Provincial Departments	New Indicator	New Indicator	New Indicator	4	6	+2	Greater level of institutionalisation and growing capacity in terms of operations management within the office of the Premier has led to a higher level of performance on this planned target.
% of departments with improved MPAT scores with regards to adherence to delegation principles	New Indicator	New Indicator	New Indicator	50% (6/12)	17% (2/12)	-33%	The lack of viability of minimum delegation levels within the provincial administration, in the absence of which departments would have been able to improve MPAT scores on this standard, negatively affected the meeting of the target of 50% on this performance indicator, causing a shortfall of 4 departments, i.e. 33.3%. Adjustments have been made to the targets and timelines for this indicator for 2017-18.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
% of departments with improved MPAT scores with regards to Organisational Design (OD)	New Indicator	New Indicator	New Indicator	50% (6/12)	25% (3/12)	-25%	The submission of the same or similar evidence for MPAT1.6 as for MPAT 1.5 yielded different moderated outcomes. The focus of this indicator has been changed for 2017-18, and has been detached from the MPAT process cycle.
MPAT score attained by the Office of the Premier for Organisational Design (OD)	New Indicator	New Indicator	New Indicator	Level 3	Level 2	-1 Level	The organisational design process in terms of the Office of the Premier could not be concluded to such an extent as to meet the requirements and timelines set in terms of the MPAT cycle.
% of Provincial Departments with improved MPAT scores in terms of Human Resource Planning	New Indicator	New Indicator	New Indicator	50% (6/12)	50% (6/12)	None	None
MPAT score attained by the Office of the Premier for Human Resource Planning	New Indicator	New Indicator	New Indicator	Level 4	Level 3	-1 Level	The department scored itself a level 4, internal audit verified and agreed with the score. However, according to the moderator's assessment the evidence submitted was not adequate for a level 4. .

Labour Relations

Performance Indicator APP 2016/17	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
Average period in days to finalise disciplinary cases within the Office of the Premier	New Indicator	New Indicator	New Indicator	80	None	23.125	+56.875	Over-achievement is a result of excellent work by the Labour Relations team	Days were added to 80 for better presentation to the users.
Average period in days to resolve grievances within the Office of the Premier	New Indicator	New Indicator	New Indicator	30	None	3.17	+26.83	Over-achievement is a result of excellent work by the Labour Relations team	No changes were made.
Average period in days to conclude disputes within the Office of the Premier	New Indicator	New Indicator	New Indicator	90	None	0	-90	No disputes registered for the year under review.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Average period in days to finalise disciplinary cases within Northern Cape Provincial Administration (NCPA) (12 Departments)	New Indicator	New Indicator	New Indicator	180	None	0	-180	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Average period in days to resolve employee grievances within the Northern Cape Provincial Administration	New Indicator	New Indicator	New Indicator	100	None	0	-100	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Average period in days to conclude employees/ employers conciliations and arbitrations	New Indicator	New Indicator	New Indicator	100	None	0	-100	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.

Performance Indicator APP 2016/17	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
		APP 2016/17 Enhanced	APP 2016/17	APP 2016/17 Enhanced						
Management Performance Assessment Tool (MPAT) level attained for Employee Relations Performance area and standards by the Office of the Premier	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 3	-Level 1	The department scored itself a level 4, internal audit verified and agreed with the score. However, according to the moderator's assessment the evidence submitted was not adequate for a level 4. .	No changes were made.
% Provincial Departments that improved in terms of Employee relations MPAT performance area and Standards	None	New Indicator	New Indicator	New Indicator	25%(3/12)	None	33% (4/12)	+8%	Effective and efficient interventions and support provided to department	No changes were made.
Number of Labour Relations awareness and Promotions programmes implemented in the Office of the Premier	None	New Indicator	New Indicator	New Indicator	4	None	5	+1	The planned number of programmes was exceeded as a result of additional request from unit heads.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Number of employees reached through Labour Relations awareness and Promotion programmes in the Office of the Premier	New Indicator	New Indicator	New Indicator	140	None	318	+178	More employees were reached as a result of one additional awareness session.	No changes were made.
APP 2016/17 Number of policies and related matters consulted and resolved upon in the Northern Cape Chambers	New Indicator	New Indicator	New Indicator	20	None	0	-20	The negative variance is a result of ongoing consultation processes that must take place before the policies are approved.	No changes were made.

Employee Health and Wellness

Performance Indicator APP 2016/17	Actual Achievement		Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
	APP 2016/17 Enhanced	APP 2013/2014		APP 2014/2015	APP 2016/17				
MPAT score attained by the Office of the Premier in terms of the Employee Health and Wellness	None	New Indicator	New Indicator	Level 4	None	Level 3	-1 Level	The department scored itself a level 4, internal audit verified and agreed with the score. However, according to the moderator's assessment the evidence submitted was not adequate for a level 4.	No changes were made.
% of Provincial departments that improved on/ sustained (Level 4) employee health and Wellness MPAT score	None	New Indicator	New Indicator	75% (9/12)	None	42% (5/12)	-33%	The moderator did not accept all submitted evidence as adequate.	No changes were made.
% of Provincial departments that implement 4 Employee health and wellness Policies	None	New Indicator	New Indicator	83.3% (10/12)	None	17% (2/12)	-66.3%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	Reporting cycle changed from quarterly to annually to ensure alignment on the tables.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Number of employees Health and Wellness approved behaviour change communication Programmes implemented in the Office of the Premier (linked to the 4 Policies)	None	New Indicator	New Indicator	New Indicator	4	None	9	+5	Over-achievement is a result of effective and efficient management interventions.	No changes were made.
Number of employees reached through the behaviour change communication programmes implemented within the Office of the Premier	None	New Indicator	New Indicator	New Indicator	150	None	616	+466	Over-achievement is a result of effective and efficient management interventions.	No changes were made.
Number of Office of the Premier employees using workplace occupational Health services	None	New Indicator	New Indicator	New Indicator	75	None	0	-75	The target is demand driven and the variance is informed by the need of employees	No changes were made.

Diversity Management

Performance Indicator APP 2016/17 APP 2016/17 Enhanced	Actual Achieve- ment 2013/2014	Actual Achieve- ment 2014/2015	Actual Achieve- ment 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
% Departments within the Northern Cape Provincial Administration that meet Employment Equity Targets in terms of race, Disability and gender as set by Government	New Indicator	New Indicator	New Indicator	30% (4/12)	33.3% (4/12)	0	-33.3%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	Target changed to ensure mathematical accuracy. This enhancement also rectifies the mathematical inaccuracy that is on page 57 of the second quarter performance report under quarterly target column.
% women in Senior Management Services in Office of the Premier	New Indicator	New Indicator	New Indicator	50% (13/25)	52% (13/25)	51%	-1%	Negative variance is attributed to transfers, resignation and retirements.	Target changed to ensure mathematical accuracy.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
% of Departments within the Northern Cape Provincial Administration that meet the minimum targets set by government for employment of women at senior Management Services	None	New Indicator	New Indicator	New Indicator	30% (4/12)	33.3% (4/12)	8% (1/12)	-25.3%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	Target changed to ensure mathematical accuracy.
% people with disabilities employed by Office of the Premier	None	New Indicator	New Indicator	New Indicator	2% (6/256)	None	0.78% (2/256)	-1.22%	Negative variance is attributed to transfers, resignation and retirements.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 % of Departments within the Northern Cape Provincial Administration that meet the minimum targets set by government for employment of Persons with Disability	New Indicator	New Indicator	New Indicator	50% (6/12)	None	0	-50%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Number of diversity and equity awareness programmes	None	New Indicator	New Indicator	New Indicator	4	4 Programmes	3 Programmes	-1 Programme	At the end of the 3rd quarter it was realised that 3 programmes were sufficient to reach the objective.	A programme was added on the target to be more specific. Attention is also brought to the users that the quarterly targets were documented incorrectly in the second quarter performance report (page 59) and third quarter report (page 66). The quarterly targets should have been captured as 2 (2nd quarter) and 3 (3rd quarter) as per the approved APP instead of have been captured as 1 in both 2nd & 3rd quarters.
Number of employees reached through the Diversity awareness and promotion programmes implemented within the Office of the Premier	None	New Indicator	New Indicator	New Indicator	200	None	351	+151	The over-achievement is informed by the previous indicator.	Target changed to ensure mathematical accuracy.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
APP 2016/17	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
MPAT Level attained for Management of Diversity standards by the Office of the Premier	None	New Indicator	New Indicator	New Indicator	Level 3	Level 4	Level 2.5	-1.5 Level	Challenges were encountered to submit reports to DPSA timeously due to capacity constraints	1st, 2nd and 3rd quarterly targets were deleted as they are not in line with MPAT process where there are no quarterly results but only annual results at the 4th quarter only. Furthermore, the annual target was adjusted to be at level 4 not level 3 as the quarterly targets at the tabled APP set the target at 4 not 3. It is brought to the attention of the users that quarterly targets of the second and third quarter performance reports (pages 59 and 66 respectively) reflect nil targets in alignment with the aforesaid MPAT process.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 %Provincial departments that improved in terms of Management of Diversity MPAT scores	New Indicator	New Indicator	New Indicator	25% (3/12)	None	33% (4/12)	+8%	Effective and efficient interventions and support provided to departments	The target was made to be annual on the 4th quarter to be in line with MPAT process. This enhancement also nullifies the quarterly target that was documented in the first quarter performance target, page 59 as it is not in line with the MPAT process where the moderated results are issued only once in the fourth quarter report.

**Strategic Human Capital Development
Human Resources Development and Transversal Coordination**

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Number of intake for artisanship (A), Bursaries (B) awarded, Internship (I) and Learnership (L) = (ABIL) across Northern Cape Province	New Indicator	New Indicator	New Indicator	2950 A=400 B=1150 I=200 L=1200	27 B=13 I=9 L=5	-2923 A=400 B=1137 I=191 L=1195	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.
Number of employee who benefitted from Human Resources Development initiatives in the 12 Northern Cape Provincial departments	New Indicator	New Indicator	New Indicator	4000	62	-3938	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
% of eligible Head of Departments within the Northern Cape Provincial Administration enrolled for the Compulsory Induction Programme (CIP) of Head of Departments	New Indicator	New Indicator	New Indicator	100% (5/5)	0	-100%	Five Head of Departments were not appointed during the year under review and as a result, they were not eligible for training.
% of eligible employees enrolled for the Compulsory Induction Programme (CIP) across all Provincial Government Departments within the Northern Cape Provincial Administration	New Indicator	New Indicator	New Indicator	30%	0	-30%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
% of eligible Senior Management services members enrolled for Compulsory Senior Management Services capacity building programme	New Indicator	New Indicator	New Indicator	10% (27/ 277)	0%	-10%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.
% of Provincial departments with improved MPAT scores in terms of Human Resources Development (HRD) Planning, Implementation and Reporting	New Indicator	New Indicator	New Indicator	25% (3/12)	25% (3/12)	None	None
Number of Provincial/ Transversal Human Resources Development Forums coordinated and supported	New Indicator	New Indicator	New Indicator	3	8	+5	There was a need for additional forums to be coordinated and supported.
Number of 5 Year Human Resource Development Strategies and Implementation Plans for the Northern Cape Province developed, approved and implemented	New Indicator	New Indicator	New Indicator	1	0	-1	Strategy could not be finalised as the 2nd draft has to be consulted on with various stakeholders. This process is also pending the finalisation and approval of the National Human Resource Development Strategy.

Performance Management and Capacity Development

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
% of employees benefiting from Human Resource Development initiatives within Office of the Premier	None	New Indicator	New Indicator	New Indicator	40% (102/256 staff)	None	32% (82/256)	-8%	Adequate evidence was not submitted, hence planned target was not achieved.	No changes were made.
Number of unemployed youth benefiting from internship and Workplace Integrated Learning (WIL) programmes within Office of the Premier	None	New Indicator	New Indicator	New Indicator	10 (5 Interns, 5 WIL)	None	14 (9 Interns, 5 WIL)	+4 (4 Interns)	Effective and efficient management initiatives resulted in over-achievement.	The enhancement is to ensure mathematical accuracy in the indicator. It is brought to the attention of the users that quarterly targets of the first and second quarter performance reports (pages 68 and 69 respectively) were in the spirit of correcting the aforementioned mathematical inaccuracies.
% of Office of the Premier Workplace Skill Plan (WSP) targets achieved	None	New Indicator	New Indicator	New Indicator	100%	None	0%	-100%	Adequate evidence was not submitted, hence planned target was not achieved.	No changes were made.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Management Performance levels for the Office of the Premier in terms of Human Resource Development Planning, Implementation and Reporting	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 4	None	None	No changes were made.
% employees within the Office of the Premier who are complaint in terms of implementation of Employee Performance management systems	None	New Indicator	New Indicator	New Indicator	100% (256/256)	None	100% (242/242)	None	PMDS policy makes provision for exclusion of a number of employees who are on extended sick leave, incapacity leave, and maternity leave during the due date for submission, hence the 242 qualifying as a 100%	No changes were made.
Management performance levels attained by Office of the Premier for Management of L1-12 Employees performance	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 3	-1 Level	One employee on intermittent incapacity leave did not submit a PA.	No changes were made.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
		APP 2016/17	APP 2016/17	APP 2016/17 Enhanced						
Management Performance levels attained by Office of the Premier for Management of Senior Management service Employee Performance (excluding Head of Departments)	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 4	None	None	No changes were made.
Management Performance levels attained by Office of the Premier for Management of Head of Departments performance	None	New Indicator	New Indicator	New Indicator	Level 4	None	Level 4	None	None	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
<p>APP 2016/17</p> <p>Number of performance management Development system support visits conducted at Provincial Departments to improve compliance</p>	New Indicator	New Indicator	New Indicator	11	None	10	-1	Department of Health was not available therefore the consultation did not take place.	The indicator was paraphrased to ensure that it is specific. It is brought to the attention of the users that the quarterly target on the second performance report was documented incorrectly as 3 on page 71 of the 2nd quarter report. The second quarter target should have been documented as 6 as per the approved tabled APP.
<p>APP 2016/17 Enhanced</p> <p>Number of PMDS support visits conducted to Provincial Departments to consult and advice on compliance and constraints issues identified by departments.</p>	New Indicator	New Indicator	New Indicator						

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
% of Provincial Departments improving MPAT scores on Performance Management Development system standards	None	New Indicator	New Indicator	New Indicator	25% (3/12)	None	8% (1/12)	-17%	Many Departments were affected due to the appointment of acting HOD's which resulted in a reduced score in terms of the HOD standard. Many Departments lost scores as they could not conclude the previous year's performance moderation by 30 June as per the PMDS policy. This date has since been changed to 30 November each year through the Amended Public Service Regulations 2016.	No changes were made.

Legal Services

Performance Indicator APP 2016/17 APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
	APP 2016/17 Enhanced	APP 2016/17	APP 2016/17 Enhanced	APP 2016/17	APP 2016/17 Enhanced				
% reduction in litigation cases against the Northern Cape Provincial Government	New Indicator	New Indicator	New Indicator	5% of 300 (15 cases)	None	0	-5%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 % of reduction in litigation cases lost by the Northern Cape Provincial Government	New Indicator	New Indicator	New Indicator	5% Reduction	None	0	-5%	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.
APP 2016/17 % of advice and legal opinion requests provided to the Northern Cape Provincial Government	New Indicator	New Indicator	New Indicator	100% of all requests	None	100% (14/14)	None	Only 14 legal opinions requests were received and advised by Legal Services unit within Office of the Premier	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17				100%	None	100% (2/2)	None	None	No changes were made.
% of existing Provincial Legislation reviewed	New Indicator	New Indicator	New Indicator	100%	None	100% (2/2)	None	None	No changes were made.
% of all Bills certified	New Indicator	New Indicator	New Indicator	100%	None	100% (3/3)	None	None	No changes were made.
% of Contracts (above R10 Million) subjected to legal vetting	New Indicator	New Indicator	New Indicator	100%	None	100% (1/1)	None	Only one contract above 10 Million was received and vetted by Legal Services unit within Office of the Premier	No changes were made.
MPAT score attained/maintained by Office of the Premier for Promotion of Access to Information (PAIA)	New Indicator	New Indicator	New Indicator	Level 4	None	Level 4	None	None	No changes were made.
% of Departments improved in terms of MPAT scores for PAIA	New Indicator	New Indicator	New Indicator	75% (9/12)	100% (12/12)	83% (10/12)	-17%	The variances are informed by a lack of awareness sessions	Correction of the 75% typo error on the annual target. The annual target should have been 100% as correctly reflected in the quarterly targets.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17	None	New Indicator	New Indicator	Level 4	None	Level 4	None	None	No changes were made.
MPAT score attained/maintained by Office of the Premier for Promotion of Access to Justice (PAJA)	New Indicator	New Indicator	New Indicator	42% (5/12)	None	67% (8/12)	+25%	Sufficient awareness sessions resulted on an over-achievement	No changes were made.
% of Departments improved in terms of MPAT scores for PAJA	New Indicator	New Indicator	New Indicator	1	None	1	None	None	No changes were made.
Number of Legal Capacity building/training initiatives conducted	New Indicator	New Indicator	New Indicator	15	None	37	+22	Over-achievement is due to demand	No changes were made.
Number of legal admin officers state law advisor who benefitted from legal capacity building/training initiatives	None	New Indicator	New Indicator						

**Information Communication Services
Information Technology and Infrastructure**

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Number of departments with approved/ reviewed ICT Corporate Governance Policies and Charters as well as ICT Plans, Implementation Plans and Operational Plans	New Indicator	New Indicator	New Indicator	12	7	-5	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However, it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.
Number of Departments supported with implementation of business and ICT alignment	New Indicator	New Indicator	New Indicator	4	0	-4	The under achievement of this provincial oversight indicator was not a result of work not being done. It was a result of sector departments not providing sufficient supporting evidence. However, it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.
Number of Departmental services, e-enabled, based on the Service Delivery Model	New Indicator	New Indicator	New Indicator	2	2	None	None

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
MPAT score attained by Office of the Premier for ICT Corporate Governance	New Indicator	New Indicator	New Indicator	Level 4	Level 4	None	None
% of departmental improving MPAT scores on ICT Corporate Governance	New Indicator	New Indicator	New Indicator	25% (3/12)	50% (6/12)	+25%	Effective and efficient interventions and support provided to departments
Number of Provincial workshops hosted on information security and privacy protection responsibilities	New Indicator	New Indicator	One (1) departmental workshop to educate officials about their information security and privacy protection responsibilities	4	4	None	None
Number of ICT manager and Practitioners/ technicians benefitting from ICT workshops/ information sessions conducted	New Indicator	New Indicator	New Indicator	50	52	+2	More Practitioners/ technicians benefitted due to the demand
Average turnaround time in days for resolving Helpdesk calls and service requests from departments	New Indicator	New Indicator	New Indicator	2 Days	0	-2 Days	Challenges with the current IT system affected the deliverables, PMTEC pressure was submitted. However, no funding was made available.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets 2016/17	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Average percentage network (LAN-Local Area Network & WAN-Wide Area Network) uptime and availability maintained	97.74% connectivity	5 Reports	4 Reports on 95% WAN uptime	98% LAN 95% WAN	95% LAN 95% WAN	-3% LAN	Challenges with the network resulted in a negative variance
Number of Provincial IT Delivery Plans developed and implemented	New Indicator	New Indicator	New Indicator	1	0	-1	Office of the Premier was request to develop a Provincial Plan for centralisation of Information Technology with the aim to approve the plan in the 1st quarter of 2017/18.
Number of departments with updated intranet and internet Websites	New Indicator	New Indicator	New Indicator	2	0	-2	Office of the Premier is providing support but the updated intranet and internet websites will be optimally functional in the 2017/18 financial year.
Number of New/ Modernised Departmental Websites developed for Office of the Premier	New Indicator	New Indicator	New Indicator	1	3	+2	Over- achievement is due to the excellent work by the ICT unit

Communication Services

Performance Indicator APP 2016/17	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
		APP 2016/17	APP 2016/17 Enhanced							
Number of Media Communications issued on work and decisions of Executive Council and Its Clusters	None	New Indicator	New Indicator	New Indicator	12	None	15	+3	Over – achievement is due to demand driven	No changes were made.
Number of Strategic Speeches drafted/edited	None	New Indicator	New Indicator	New Indicator	15	None	24	+9	Over – achievement is due to demand driven	No changes were made.
Minimum average daily print media page space occupied by the Northern Cape Provincial Administration	Minimum daily print media page space occupied by the Northern Cape Provincial Administration	New Indicator	New Indicator	New Indicator	2 Pages	None	198 pages	-310 Pages	For the year under review a total of 198 pages pertaining to the Northern Cape Provincial Administration appeared on the media in comparison to the annual planned target of 508 pages	The indicator was paraphrased to ensure that it is specific and measurable.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17 Number of Departmental supported towards development and approval of Departmental Annual Communication Plans	New Indicator	New Indicator	New Indicator	11	None	0	-11	The under achievement of this provincial oversight indicator was not a result of work not being done . It was a result of sector departments not providing sufficient supporting evidence. However it should be noted that it is the responsibility of accounting officers of sector departments to address non submission of sufficient supporting evidence.	No changes were made.
APP 2016/17 Enhanced	None								

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
		APP 2016/17	APP 2016/17	APP 2016/17 Enhanced						
% of Presidential Hotline cases resolved	None	New Indicator	New Indicator	New Indicator	99%	None	98%	-1%	Target not achieved is due to demand driven	No changes were made.
Improved % Customer satisfaction Index	None	New Indicator	New Indicator	New Indicator	70%	None	0	-70%	Results were not available at the time of reporting	No changes were made.
Number of Communications capacity building initiatives conducted	None	New Indicator	New Indicator	New Indicator	2	None	2	None	None	No changes were made.
Number of communication Officers (Including Ministerial Liaison Officer) benefitting from each Communications capacity building initiatives	None	New Indicator	New Indicator	New Indicator	24	None	19	-5	The under achievement is due to the fact that the indicator refers to Officers of only 12 departments and not other stakeholders who benefitted	No changes were made.

Programme Support

Performance Indicator APP 2016/17	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
		APP 2016/17	APP 2016/17 Enhanced							
% of Consolidated Programme 2 Performance plan submitted timely	None	New Indicator	New Indicator	New Indicator	100%	None	0	-100%	No plans were consolidated in the financial year	Correcting all quarterly targets to be all 100% to ensure alignment. This enhancement affects all 4 quarterly reports which must be at 100% to ensure alignment.
% of Consolidated Programme 2 Reports/ returns submitted timely	None	New Indicator	New Indicator	New Indicator	100%	None	70.75%	-29.25%	Only 70.75% reports were submitted timely	No changes were made.
Number of Governance and Administration (G&A) Technical Cluster Meetings	None	New Indicator	1 Report	New Indicator	10	None	10	None	None	No changes were made.
% of matters successfully processed by the Governance and Administration (G&A) technical Cluster	None	New Indicator	New Indicator	New Indicator	85%	None	41.18%	-43.82%	Not all matters was concluded but deferred to the next reporting cycle	No changes were made.

Performance Indicator APP 2016/17	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
% of Outcome 5 Provincial Programme of Action (POA) targets achieved	New Indicator	New Indicator	New Indicator	90%	None	0	-90%	Negative variance due to delay in consultations	No changes were made.
% of Outcome 12 Provincial Programme of Action (POA) targets achieved	New Indicator	New Indicator	New Indicator	100%	None	0	-100%	Negative variance due to delay in consultations	Correcting all quarterly targets to be all 100% to ensure alignment. This enhancement affects all 4 quarterly reports which must be at 100% to ensure alignment.
Number of functional Programme 2 Management/ coordination Structures coordinated	New Indicator	New Indicator	New Indicator	5	None	1	-4	In total number of 20 meetings had to be convened to be fully functional. However only 11 meetings convened due to other strategic pressing matters which took priority over the planned target.	No changes were made.
MPAT score attained by the Office of the Premier for Human Resource Management (HRM)	New Indicator	New Indicator	New Indicator	100%	100% (4/4)	80% (3.2/4)	-20%	A combination of the duration of the MPAT cycle proved too short to realise an improvement in the MPAT performance of OTP and the moderator not accepting all submitted evidence as adequate.	No changes were made.

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
				APP 2016/17	APP 2016/17 Enhanced				
APP 2016/17	None	New Indicator	New Indicator	75% (9/12)	None	33% (4/12)	-42%	The MPAT cycle proved too short to realise an improvement in the MPAT performance of departments within the provincial administration	No changes were made.
% of Provincial departments with improved MPAT scores in terms of Human Resource Management	None	New Indicator	New Indicator	75% (9/12)	None	33% (4/12)	-42%	The MPAT cycle proved too short to realise an improvement in the MPAT performance of departments within the provincial administration	No changes were made.

CHANGES TO PLANNED TARGETS

Refer to page 89 under paragraph 4.4 changes to planned target.

Linking performance with budgets

Sub- Programme Name	2016/2017			2015/2016		
	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
Strategic Human Resource	64,946	63,977	969	47,445	47,445	-
ICT	13,836	12,715	1,121	11,668	10,410	1,258
Legal Services	6,482	6,265	217	5,963	5,963	-
Communications	3,416	3,416	-	9,608	9,608	-
Programme Support	3,025	3,025	-	2,295	2,295	-
Programme 2	91,705	89,398	2,307	76,979	75,721	1,258

**PROGRAMME 3:
POLICY AND
GOVERNANCE**

4.3 PROGRAMME 3: POLICY AND GOVERNANCE

Purpose

The purpose of this program is to strategically manage policies and strategies throughout the province towards the achievement of sustainable provincial growth and development and monitoring and evaluation of Government Programme of Action and PGDS.

It is made up of the following sub-programmes:

- 3.1 Inter-Governmental Relations
- 3.2 Monitoring and Evaluation
- 3.3 Provincial Policy Management
 - 3.3.1 Special Programme
 - 3.3.2 Policy Coordination, Research and Development
 - 3.3.3 Development Planning
- 3.4 Programme Support

3.1: Intergovernmental Relations, International Relations, Official Development Assistance & Protocol

Purpose: Promote effective intergovernmental relations and ensure total provincial compliance with Intergovernmental Relations Act of 2005

3.2: Monitoring and Evaluation

Purpose: To ensure that the Premier and the Executive Council can effectively and efficiently utilise monitoring and evaluation information to track the performance of provincial government and support service delivery initiatives and interventions.

3.3: Provincial Policy Management

3.3.1: Special 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. Act as Secretariat for the Special Programmes Forum

3.3.2: Policy Coordination, Research and Development

Purpose: Improved accountability and compliance to policy directives to conduct policy analysis to determine effectiveness of service delivery and compliance to policies

3.3.3: Development Planning

Purpose: To provide strategic leadership in the implementation of goals set in the National Development Plan through the facilitation and coordination of the planning functions in the NC government. Effective leadership and coordination to all government structures as set out in the MTSF that will enhance service delivery, promote economic development and contribute towards the achievement of the National Development Plan (Vision 2030).

3.4: Programme 3 Support

Purpose: Ensure the smooth running of the branch. Provide systems for data management and reporting in the Nerve Centre. Monitor alignment of departmental plans with the NDP, MTSF, Outcomes and all relevant policies.

Strategic objectives, performance indicators, planned targets and actual achievements

During the financial year 2016/17 the programme achieved the following deliverables:

- Office of the Premier in collaboration with DPME implemented the Citizen Based Monitoring Programme at the Umsobomvu Municipality.
- The department, in collaboration with DPME, has successfully implemented the Frontline Service Delivery Joint Annual Plan for the 2016-17. A total of 25 new sites were visited this includes 10 sites allocated by national and 15 by the province.
- The assessment of the War on Poverty referrals was concluded.
- The Programme of Action (POA) for the 2016/17 financial year was finalised and further approved by the Executive Council for implementation.
- Monitoring and reporting of the Programme of Action and Quarterly Performance Report (QPR) has been co-ordinated in the Province through the development of the POA quarterly reporting guidelines, quarterly reporting tools, and QPR circulars.

Strategic objectives:

Facilitate the Implementation of the government Programme of Action aligned to the NDP Vision 2030 and the MTSF 2014-19.

Programme 3: Policy and Governance					
Strategic Objective Performance Indicator	Actual Achievement 2015/2016	Planned Target 2016/2017	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Reviewed Provincial Growth and Development Strategy (PGDS)	PGDS not reviewed	Implementation of PGDS	No progress	-	Earmarked funding to review was only allocated in 2017/18
Reviewed Provincial Spatial Development Framework (PSDF)	PSDF not reviewed	Implementation plan developed	No progress	-	Earmarked funding to review was only allocated in 2017/18

Programme 3: Policy and Governance					
Strategic Objective Performance Indicator	Actual Achievement 2015/2016	Planned Target 2016/2017	Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Approved Programme of Action	Implementation of approved Programme of Action monitored.	Implementation	Quarterly progress of the POA monitored and consolidated reports concluded for each quarter.	-	-
Provincial Monitoring and Evaluation framework	M&E Framework not finalised	Implementation	No progress	-	Provincial M & E Framework not finalised due to capacity constraints. Strategic Objective Indicator targets reviewed for the remainder of the SP reporting period.
Provincial Evaluation Plan	Not Finalised	Implementation	No progress	-	Provincial Evaluation Plan not finalised due to capacity constraints. Strategic Objective Indicator targets reviewed for the remainder of the SP reporting period.

Performance indicators

Inter-Governmental Relations

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from planned target to Actual Achievement for 2016/2017	Comment on deviations
Number of functional Intergovernmental Forums Supported by the Office of the Premier	New Indicator	New Indicator	New Indicator	8 4 Sets of PIGF Forums 4 Sets of technical meetings	6 (3 PIGF, 3 Technical)	-2 (1 PIGF, 1 Technical)	The variance of the number of forums is informed by external factors like the availability of members and the need for strategic discussions.
% of Bilateral Engagement supported by the Office of the Premier	New Indicator	New Indicator	New Indicator	100% 4 of 4	80% (4 of 5)	-40%	Underachievement is due to one bilateral engagement that did not have municipal international diplomacy.
Number of engagements to facilitate Official Donor Assistance (ODA) to attain Provincial Development targets	New Indicator	New Indicator	New Indicator	2 Engagements	0	-2 Engagements	2 Engagements took place during the year under review. Out of this engagement an ODA forum was established and the terms of reference were developed. This was in preparation of engaging agencies, which will follow in the next financial cycle.
Number of Official government events supported with Protocol services by the Office of the Premier	New Indicator	New Indicator	New Indicator	14 Official Government events	22 Official Government events	+8 Official Government events	The variances are informed by the need for the Protocol services.

Monitoring and Evaluation

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/ indicator descriptions
APP 2016/17	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Coordinate the implementation Provincial Monitoring and Evaluation Framework Across Provincial Administration	Number of reports to coordinate the implementation of the monitoring and evaluation framework across Provincial administration.	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	To ensure that the performance indicator is specific, the 'number of' was added.
To ensure the implementation of Evaluation across departments	Number of Reports on the implementation of evaluation across Departments.	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	To ensure that the performance indicator is specific, the 'number of' was added.
Number of interventions across departments towards performance improvements on the Management Performance Assessment Tool (MPAT)	None	New Indicator	New Indicator	New Indicator	4	None	4	None	None	No changes were made.

Performance Indicator	APP 2016/17	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/ indicator descriptions
						APP 2016/17	APP 2016/17 Enhanced				
Frontline Service Delivery Monitoring (FSDM) site visits conducted	Number of Service site visits to monitor service delivery.	58 Site visits and 1 frontline services delivery programme for 2014/15	New Indicator	New Indicator	New Indicator	26	None	39	+13	Over-achievement due to time lapse between initial base lines assessments and feedback sessions more had to be done to ensure facilities improve on issues raised at baseline assessment.	To ensure that the performance indicator is specific, the 'number of' was added.
Implementation of the Citizen Based Monitoring in the Province	Number of reports on the implementation of the Citizen base monitoring in the province.	New Indicator	New Indicator	New Indicator	4 Reports	4 Reports	None	4 Reports	None	None	To ensure that the performance indicator is specific, the 'number of' was added.
Number of War on Poverty programmes monitored	None	New Indicator	New Indicator	New Indicator	4	None	None	4	None	None	No changes were made.

**Provincial Policy Management
Special Programmes**

Performance Indicator APP 2016/17	APP 2016/17 Enhanced	Actual Achieve- ment 2013/2014	Actual Achieve- ment 2014/2015	Actual Achieve- ment 2015/2017	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/ indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Number of departments with children's rights responsive strategies	None	New Indicator	New Indicator	New Indicator	4 Departments	None	0	-4 Departments	Children's rights responsive strategies are directly affected by resources, PMTEC pressure was submitted during the financial year but no additional funds were made available.	No changes were made.
Number of children participation programme coordinated	None	New Indicator	New Indicator	New Indicator	3 Programmes	None	5 Programmes	+ 2 Programme	Additional programme due to the demand	No were changes made.
Children rights mainstreamed in office of the premier programmes	Number of reports regarding mainstreaming children's rights in the office of the premier.	New Indicator	New Indicator	New Indicator	4 units	4 report	0	-4 Report	4 policies from different units were reviewed. However, the policies are not mainstreaming children's rights. Recommendations were provided to the affected units.	To ensure that the performance indicator is specific, the 'number of' was added.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2017	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/indicator descriptions
APP 2016/17	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Number of institutions with responsive disabilities rights	Number of reports on the existence of responsive disability strategies in institutions	New Indicator	New Indicator	New Indicator	5 Reports	4 Reports	0	-4 Report	Siyathemba municipality's IPD was reviewed and identified that the institution is not responsive to disability rights. Recommendations were provided to the municipality.	To ensure that the performance indicator is specific, the 'number of' was added.
Disability services delivery partnership with stakeholders	Number of reports on Disability service delivery partnership with stakeholders	New Indicator	New Indicator	New Indicator	5 reports	4 Reports	0	-4 Reports	Under achievement is attributed to insufficient source documents.	To ensure that the performance indicator is specific, the 'number of' was added.
Disability rights mainstreamed in office of the premier programmes	Number of reports on the mainstreaming of the disability rights in the office of the premier	New Indicator	New Indicator	New Indicator	5 Reports	4 Reports	1 Report	-3 Reports	1 Report was sufficient to address Disability rights in office of the Premier	To ensure that the performance indicator is specific, the 'number of' was added.
Number of campaigns a year to promote the charter of positive values	None	New Indicator	New Indicator	New Indicator	4	None	0	-4	The Campaigns could not materialise due to budget constrains	No changes were made.
Number of awareness programmes held through sector forums	None	New Indicator	New Indicator	New Indicator	New Indicator	None	0	-4 Reports	The awareness programmes could not materialise due to budget constrains	No changes were made.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2017	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/indicator descriptions
APP 2016/17	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Consolidated reports on the implementation of the moral regeneration movement charter of positive values mainstreaming	Number of consolidated report on the implementation of the moral regeneration movement charter of positive values mainstreaming	New Indicator	New Indicator	New Indicator	4	None	0	-4	Challenges were encountered due to capacity constrains	To ensure that the performance indicator is specific, the 'number of' was added.
Number of policies reviewed within office of the premier to establish alignment to the national gender policy framework	None	New Indicator	New Indicator	New Indicator	4 policies	None	3 consolidated reports	-1 consolidated reports	3 consolidated reports were sufficient to address the reviewed policies within the Office of the Premier to establish alignment to the national gender policy framework	No changes were made.
Provincial programmes of action for women empowerment developed	Number of provincial programme of action for woman empowerment.	New Indicator	New Indicator	New Indicator	1 programme of action	None	1 programme of action	None	None	To ensure that the performance indicator is specific, the 'number of' was added.

Performance Indicator	APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2017	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/indicator descriptions
					APP 2016/17	APP 2016/17 Enhanced				
Quarterly progress finalised on the implementation of the governance & administration sector programme of action	None	New Indicator	New Indicator	New Indicator	4 Governance and Administration quarterly progress	None	2 Governance and Administration quarterly progress	-2 Governance and Administration quarterly progress	There was only a need for 2 Governance and Administration quarterly progress reports.	No changes were made.
Quarterly progress finalised on the implementation of the social sector programme of action	None	New Indicator	New Indicator	New Indicator	4 Social quarterly progress	None	2 Social quarterly progress	-2 Social quarterly progress	There was only a need for 2 Social quarterly progress reports	No changes were made.
Quarterly progress finalised on the implementation of the economic sector programme of action	None	New Indicator	New Indicator	New Indicator	4 Economic quarterly progress	None	1 Economic quarterly progress	-3 Economic quarterly progress	There was only a need for 1 Economic quarterly progress reports	No changes were made.
Number of Departments monitored on institutionalisation gender policy framework	None	New Indicator	New Indicator	New Indicator	8 Departments	None	1 Consolidated Report	-7 Consolidated Reports	Challenges were encountered due to capacity constraints therefore the Office could only monitor 4 departments.	No changes were made.

Policy Coordination, Research and Development

Performance Indicator APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Annual Targets APP 2016/17 APP 2016/17 Enhanced		Actual Achievement 2016/2017	Deviation from planned target to Actual Achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/ indicator descriptions
Credible quarterly statutory reports submitted	New Indicator	New Indicator	New Indicator	4 Reports	None	4 Reports	None	None	To ensure that the performance indicator is specific, it was paraphrased to include "number of "and "performance" were added.
Approved Strategic/ Annual Performance Plan	New Indicator	New Indicator	New Indicator	1 strategic /annual performance plan	None	1 APP	None	None	No changes were made.

Development Planning

Performance Indicator APP 2016/17 Enhanced	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets APP 2016/17 APP 2016/17 Enhanced		Actual Achievement 2016/2017	Deviations from planned target actual achievement for 2016/2017	Comments on deviations	Reasons for changes in targets/ indicator descriptions
Advisory memorandums submitted to executive councils	New Indicator	New Indicator	New Indicator	4 Memorandums	None	4 Memorandums	None	None	To ensure that the performance indicator is specific, the number of "was added.
Number of Advisory memorandum submitted to executive councils	New Indicator	New Indicator	New Indicator	4 Memorandums	None	4 Memorandums	None	None	To ensure that the performance indicator is specific, the number of "was added.

Programme Support: Policy and Governance

Performance Indicator	Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target actual achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
	APP 2016/17 Enhanced	APP 2016/17	APP 2016/17	APP 2016/17 Enhanced					
APP 2016/17 Tabled February 2016 Provincial Assessments on Performance Information conducted Quarterly	New Indicator	New Indicator	New Indicator	4	None	4	None	None	No changes were made.
Finalise Assessments on Departmental Draft Annual Performance Plans	New Indicator	New Indicator	New indicator	2	None	2	None	None	To ensure that the performance indicator is specific, the 'number of' was added.
Quarterly progress assessments on the implementation of the Programme of Action	New Indicator	New Indicator	New indicator	5	None	4	-1	Under achievement is attributed to insufficient source documents.	To ensure that the performance indicator is specific, the 'number of' was added.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target actual achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/ indicator descriptions
APP 2016/17 Tabled February 2016	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Number of departmental services charters approved	None	New Indicator	New Indicator	New indicator	6	None	1	-5	Under achievement is due to services charters received not approved by departments.	No changes were made.
Batho Pele Fora establishment and Coordination at Provincial Administration	Number of Batho Pele meetings coordinated in the provincial administration	New Indicator	New Indicator	New indicator	4 meetings	None	17 Departments	+13 Departments	2 meetings held and the output is based on the attendance of department at provincial level.	To ensure that the performance indicator is specific, the 'number of' was added.
Monitor the implementation of the departmental Service Delivery Improvement Plan (SDIP)	Number of Monitoring reports on implementation of the departmental Service Delivery Improvement Plan (SDIP)	New Indicator	New Indicator	New indicator	1	None	0	-1	Under achievement is attributed to SDIPs being received but no monitoring report obtained.	The indicator was paraphrased to be more specific.

Performance Indicator		Actual Achievement 2013/2014	Actual Achievement 2014/2015	Actual Achievement 2015/2016	Planned Targets		Actual Achievement 2016/2017	Deviation from planned target actual achievement for 2016/2017	Comment on deviations	Reasons for changes in targets/indicator descriptions
APP 2016/17 Tabled February 2016	APP 2016/17 Enhanced				APP 2016/17	APP 2016/17 Enhanced				
Number of Programme support report	None	New Indicator	5 Reports	4 Reports	4 Reports	None	4 Reports	None	None	No changes were made.
Monitor the implementation of the MPAT improvement Plan for KPA 1	Number of monitoring reports on the implementation of the MPAT improvement plan KPA 1	New Indicator	New Indicator	New Indicator	2 Reports	None	1 Report	-1 Report	1 Report was sufficient.	To ensure that the performance indicator is specific, the 'number of' was added.

Changes to planned targets

Refer to page 89 under paragraph 4.4 changes to planned target

Linking performance with budgets

Sub- Programme Name	2016/2017			2015/2016		
	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	13,725	13,725	-	13,798	13,798	-
IGR	3,484	3,484	-	2,671	2,671	-
Provincial Policy Management	14,495	14,495	-	18,920	18,920	-
Programme Support	2,343	2,343	-	6,000	3,834	2,166
Programme 3	34,047	34,047	-	41,389	39,223	2,166

4.4 CHANGES TO PLANNED TARGETS

Enhancement/ changes to the 2016/17 performance indicators

During 2016/17, the description of certain performance indicator was para-phrased to improve on the measurability, definition and so forth, without changing its character and substance. Throughout this improvement exercise, the department did not touch the targets. The only time the department touched the targets was in few inevitable instances where it was rectifying mathematical errors of targets such as:

Computing the correct percentages of existing variables e.g. denominator and numerator targets to be in line with the type of indicator and to ensure mathematical accuracy;

Ensuring that there is mathematical synergy with the quarterly and annual targets by ensuring that they are adding up e.t.c.

In all these instances, regarding the correction of the mathematical errors, the department did not include any new variables to the equation as the intention was just to correct those mathematical errors of existing variables in the 2016/17 approved APP.

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
1.1. Sub-Programme: Premier Support						
APP page 29	Sub-Programme: Premier Support	Percentage of the Premier's statutory and political obligations	98% (56/57 engagement met)	Quarterly Targets amended Percentage was added to the number Quarterly targets to be changed to 24.5% (14/57 engagements met) TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	-	Quarterly targets: Q1: 24.5% (14/57) Q2: 24.5% (14/57) Q3: 24.5% (14/57) Q4: 24.5% (14/57)
1.2. Sub-Programme: Director General Support						
1.2.2. Security and Records Management						
APP page 32		Reports Provincial Security coordination	4 Reports	Amendment of Performance Indicator The following words "Number of" added to be more specific in terms of the performance indicator TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	Number of reports on Provincial Security coordination	-

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
		Number of units monitored to check compliance with the Minimum Information Security Standards	4 Reports	TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	Number of reports of units monitored to check compliance with Minimum Information Security Standards (MISS)	-
1.2.3. Sub-Sub: Provincial Council on AIDS – Secretariat						
APP page 33	Sub-sub Provincial Council on AIDS	Report on the functionality of Provincial council on AIDS	4 reports	Amendment of Performance Indicator The following words “ Number of” added to be more specific in terms of the performance indicator TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	Number of reports on the functionality of Provincial Council on AIDS	-
	Sub-sub Provincial Council on AIDS	Report on the Implementation of Provincial Strategic Plan on AIDS	4 Reports	Amendment of Performance Indicator The following words “ Number of” added to be more specific in terms of the performance indicator TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	Number of report on the Implementation of Provincial Strategic Plan on AIDS.	-

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
1.4 Financial Management						
APP page 35	Sub-Programme: Financial Management	Report on the financial management services	1 Annual Financial Statement (AFS) 3 Interim Financial Statement (IFS)	Performance Indicator amended Changed from "Report on the financial management services" to the "Number of reports on the financial management services" TID enhanced Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	Number of reports on the financial management services	Report on the financial management services
2.1. Strategic Human Resource Management						
2.1.1. Human Resource Administration						
APP page 41-43		Percentage of all vacant funded posts filled within 12 months in Office of the Premier	70%	Correction of the 70% typo error on the annual target of the tabled APP. The annual target should have been 80% as correctly reflected in the quarterly targets of the tabled APP. Refer to Annexure E to inspect the TID enhancement which is marked in red for easy reference.	-	Annual target: 80%
Report on the financial management services						
APP page 46-48		Average period in days to finalise disciplinary cases within the Office of the Premier	80	Days were added to 80 for better presentation to the users. Quarterly target table was enhanced from annually to quarterly. TID enhanced.	-	80 Days

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
2.1.5. Diversity Management						
APP page 51-53		% Departments within the Northern Cape Provincial Administration that meet Employment Equity Targets in terms of race, disability and gender as set by Government.	30% (4/12)	Target changed to ensure mathematical accuracy. TID enhanced.	-	33,3% (4/12)
		% women in Senior Management Services in Office of the Premier	50% (13/25)	Target changed to ensure mathematical accuracy. TID enhanced.	-	52% (13/25)
		Number of employees reached through the Diversity awareness and promotion programmes Implemented within the Office of the Premier	60	4th quarter target was captured incorrectly at 60 instead of being 110. The 4th quarter target is now corrected to be 110 to ensure mathematical accuracy when computing a sum of all quarterly targets which must add back to the annual target of 200.	-	4th quarter target is 110
		% of Departments within the Northern Cape Provincial Administration that meet the minimum targets set by government for employment of women at Senior Management Services	30% (4/12)	Target changed to ensure mathematical accuracy. TID enhanced.	-	33.3% (4/12)
		Number of diversity and equity awareness programmes	4	Enhanced annual target: The word "programmes" was added to be more specific Amended the TID	-	4 Programmes

No	APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
	Indicator	Target		Indicator	Target
	MPAT Level attained for Management of Diversity standards by the Office of the Premier	Level 3	1st, 2nd and 3rd quarterly target were deleted as they are not in line with MPAT process where there are no quarterly results but only annual results at the 4th quarter only. Furthermore, the annual target was adjusted to be at level 4 not level 3 as the quarterly targets at the tabled APP set the target at 4 not 3. TID enhanced.	-	Annual : level 4
	% of Provincial departments that improved in terms of Management of Diversity MPAT scores	25% (3/12)	The target was made to be annual on the 4th quarter to be in line with MPAT process.	-	Annual in Q4 – 25% (3/12)
2.2. Sub-Programme: Strategic Human Capital Development					
2.2.2. Performance management and Capacity development					
APP page 57-60	Number of unemployed youth benefiting from internship and workplace Integrated Learning (WIL) programmes within Office of the Premier	5 (5 Interns, 5 WIL)	Corrected the quarter 1 target from 5 (5 Interns, 5 WIL) to 10 (5 Interns, 5 WIL). The enhancement is to ensure mathematical accuracy in the indicator.	-	Annual Target Q1: 10 (5 Interns, 5 WIL)
	Number of Performance Management Development System support visits conducted at Provincial Departments to improve compliance.	11	Performance Indicator enhanced The indicator was paraphrased to ensure that it is specific. TID enhanced	Number of PMDS support visits conducted to Provincial Departments to consult and advice on compliance and constraints issues identified by departments.	-

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
2.3. Legal Services						
APP page 60-62		% of departments improved in terms of MPAT scores for PAIA	100%	Correction of the 75% typo error on the annual target. The annual target should have been 100% as correctly reflected in the quarterly targets. From 75% (9/12) to 100% (12/12)	-	Annual target 100% (12/12)
2.4. Information Communication services						
2.4.2. Communications						
APP page 66-67		Minimum average daily print media page space occupied by the Northern Cape Provincial Administration	2 Pages	TID enhanced.	Minimum daily print media page space occupied by the Northern Cape Provincial Administration	
2.5. Programme Support						
APP page 68-69		Percentage (%) of consolidated Programme 2 performance plans submitted timeously	100%	Correcting all quarterly targets to be all 100% to ensure alignment. This enhancement affects all 4 quarterly reports which must be at 100% to ensure alignment. TID enhanced	-	Quarterly Targets Q1:100% Q2:100% Q3:100% Q4:100%
		% of Outcome 12 Provincial Programme of Action (POA) targets achieved	75%	Correcting all quarterly targets to be all 100% to ensure alignment. This enhancement affects all 4 quarterly reports which must be at 100% to ensure alignment. TID enhanced.	-	Annual target 100%. Quarterly targets: Q1-100%, Q2-100%, Q3-100%, Q4-100%

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
3.2. Sub-Programme: Monitoring and Evaluation						
APP page 75-76		Coordinate the implementation of the Provincial Monitoring and Evaluation Framework Across Provincial Administration	4 Reports	Performance Indicator enhanced Changed the Performance Indicator and added "Number of "to be more specific. TID enhanced	Number of reports to coordinate the implementation of the Provincial Monitoring and Evaluation Framework across Provincial administration	-
		To ensure the implementation of Evaluation across departments	4 Reports	Performance Indicator enhanced Changed the Performance Indicator and added "Number of "to be more specific TID enhanced	Number of reports on the implementation of evaluation across departments.	-
		Frontline Service Delivery Monitoring service site visits conducted	26	Performance Indicator enhanced Changed the Performance Indicator and added "Number of "to be more specific TID enhanced	Number of service delivery Site visits to monitor service delivery.	-
		Implementation of the Citizen Based Monitoring in the Province	4 Reports	Performance Indicator enhanced Changed the Performance Indicator and added " Number of " to be more specific TID enhanced	Number of reports on the implementation of the Citizen Base Monitoring in the Province	-
3.3. Sub-Programme: Provincial Policy Management						
3.3.1. Sub-programme: Special Programme						
APP page 77-80		Children Rights mainstreaming in Office of the Premiers programmes	4 Units	Number of reports" added to be more specific in terms of the performance indicator TID enhanced	Number of reports regarding mainstreaming children's rights in the office of the premier.	Annual Target 4 Reports Quarterly targets: Q1-1 Report Q2-1 Report Q3-1 Report Q4-1 Report

No	APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
	Indicator	Target		Indicator	Target
	Number of institutions with responsive disability strategies	5 Reports	<p>Performance indicator enhanced</p> <p>Number of reports on the existence of responsive disability strategies in institutions</p> <p>Annual Target enhanced</p> <p>From 5 Reports to 4 Reports due to the fact that each report pertains to the quarter and there are four quarterly reports during the financial year, not 5 quarters.</p> <p>Quarterly targets corrected Q4 by decreasing from 2 Reports to 1 Report.</p>	Number of reports on the existence of responsive disability strategies in institutions	<p>Annual Target</p> <p>4 Reports</p> <p>Quarterly targets:</p> <p>Q1-1 Report</p> <p>Q2-1 Report</p> <p>Q3-1 Report</p> <p>Q4-1 Report</p>
	Disability delivery partnership with stakeholders	5 Reports	<p>The following words "Number of reports" added to be more specific in terms of the performance indicator</p> <p>Annual Target enhanced</p> <p>From 5 Reports to 4 Reports due to the fact that each report pertains to the quarter and there are four quarterly reports during the financial year, not 5 quarters</p> <p>Quarterly targets corrected Q4 by decreasing from 2 Reports to 1 Report</p>	Number of reports on disability delivery partnerships with stakeholders.	<p>Annual Target</p> <p>4 Reports</p> <p>Quarterly targets:</p> <p>Q1-1 Report</p> <p>Q2-1 Report</p> <p>Q3-1 Report</p> <p>Q4-1 Report</p>

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
		Disability Rights mainstreaming in Office of the Premier programmes	5 Reports	<p>“Number of reports” added to be more specific in terms of the performance indicator</p> <p>Annual Target enhanced</p> <p>From 5 Reports to 4 Reports due to the fact that each report pertains to the quarter and there are four quarterly reports during the financial year, not 5 quarters</p> <p>Quarterly targets corrected Q4 by decreasing from 2 Reports to 1 Report</p>	Number of reports on the mainstreaming of the disability rights in Office of the Premier	<p>Annual Target 4 Reports</p> <p>Quarterly targets: Q1-1 Report Q2-1 Report Q3-1 Report Q4-1 Report</p>
		Consolidated reports on the implementation of the Moral Regeneration Movement Charter of Positive Values Mainstreaming	4	<p>Number of reports” added to be more specific in terms of the performance indicator</p> <p>TID enhanced</p>	Number of Consolidated reports on the implementation of the Moral Regeneration Movement Charter of Positive Values Mainstreaming	-
		Provincial Programme of Action for women empowerment developed	1 Programme of Action	<p>Performance Indicator enhanced</p> <p>Changed from “Provincial Programme of Action for women empowerment developed” to the “Number of Provincial Programme of Action for women empowerment</p> <p>TID enhanced</p>	Number of Provincial Programme of Action for women empowerment	-

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
3.3.2. Sub-Sub: Policy Coordination, Research and Development						
APP page 81		Credible Quarterly statutory reports submitted	4	Performance Indicator –enhanced Changed from “Credible Quarterly statutory reports submitted” to the “Number of Quarterly statutory reports submitted” to be more specific. TID enhanced	Number of Quarterly statutory reports submitted	-
3.3.3. Development Planning						
APP page 82		Advisory Memorandums submitted to executive council	4 Memorandums	Performance Indicator enhanced Changed from “Advisory Memorandums submitted to executive council ” to the “Number of Advisory Memorandums submitted to executive council TID enhanced	Number of Advisory Memorandums submitted to executive council	-
3.3.4. Sub-Sub: Programme Support						
APP page 82-84		Finalise Assessments on Departmental Draft Annual Performance Plans	2	To ensure that the performance indicator is specific, the ‘number of’ was added. TID enhanced.	Number of assessment reports on Draft Annual Performance plans	-
		Quarterly progress assessments on the implementation of the Programme of Action	5	To ensure that the performance indicator is specific, the ‘number of’ was added. TID enhanced.	Number of Quarterly progress assessments on the implementation of the Programme of Action	-

No		APP 2016/17 Tabled February 2016		Reasons for changes/ enhancements	APP 2016/17 New Recommendations	
		Indicator	Target		Indicator	Target
		Monitor the implementation of the departmental Service Delivery Implementation Plans (SDIP)	1	The following words "Number of Monitoring report on " added to be more specific in terms of the performance indicator TID enhanced	Number of Monitoring reports on implementation of the departmental Service Delivery Improvement Plan (SDIP)	-
		Batho Pele fora establishment and coordination at Provincial Administration	4 Meetings	Performance indicator enhanced Changed from Batho Pele fora establishment and coordination at "Provincial Administration" to the "Number of Batho Pele Meetings coordinated in the Provincial Administration to be more specific. TID enhanced	Number of Batho Pele meetings coordinated in the provincial administration	-
		Monitor the implementation of the MPAT Improvement Plan for KPA 1	2 Reports	Performance indicator amended Changed from "Monitor the implementation of the MPAT Improvement Plan for KPA" to the "Number of monitoring reports on the implementation of the MPAT Improvement Plan KPA1 to ensure that it is specific. TID enhanced	Number of Monitoring reports on implementation of the departmental Service Delivery Improvement Plan (SDIP)	-

Official Approval

This enhancement document has been approved by:

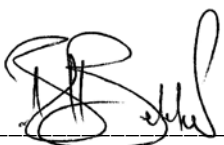
Mr. Moses Gasela:
Chief Financial Officer

Signature:  _ Date: 2017/3/22

Mr. Denver van Heerden
Deputy Director General

Signature  _ Date: 2017/3/22

Mr. Justice Bekebeke:
Accounting Officer

Signature  _ Date: 22/03/2017

Approved By:

Ms Sylvia Lucas:
Premier of Northern Cape

Signature  _ Date: 22/03/2017

5. TRANSFER PAYMENTS

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
Premier's Bursary Trust Fund	Trust	Study loans for students	Yes	15,205	15,205	-
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantaged women to empower them to become economically active	Yes	4,446	4,446	-

5.1 TRANSFER PAYMENTS TO PUBLIC ENTITIES

SABC – R 2 590.37

5.2 TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects the transfer payments made for the period 1 April 2016 to 31 March 2017

6. CONDITIONAL GRANTS

6.1 CONDITIONAL GRANTS AND EARMARKED FUNDS PAID

The Office of the Premier did not pay any conditional grants and earmarked funds for the 2016/17 financial year.

Conditional grants and earmarked funds received

The Office of the Premier did not receive any conditional grants and earmarked funds for the 2016/17 financial year.

7. DONOR FUNDS

7.1 DONOR FUNDS RECEIVED

The Office of the Premier did not receive any donor funds and earmarked funds for the 2016/17 financial year.

8. CAPITAL INVESTMENT

8.1 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Infrastructure projects	2016/2017			2015/2016		
	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
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
Upgrades and additions	-	-	-	-	-	-
Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
Maintenance and repairs	106	106	-	-	-	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total	106	106	-	-	-	-

PART C: GOVERNANCE



1. INTRODUCTION

The leadership of the Office of the Premier has committed to maintain the highest standards of governance. This includes the prudent management of public finances and resources, as it would give the necessary assurance that the Office of the Premier has good governance structures in place to effectively, efficiently and economically utilize the state resources, which is funded by the tax payer.

2. RISK MANAGEMENT

The Accounting Officer of the Office of the Premier has implemented risk management in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF). The OTP has established a Risk Management Committee, which operated under the approved Terms of Reference to assist the Accounting Officer in executing his responsibilities relating to risk management as required by the PFMA and Treasury Regulations.

The Risk Management Committee advised management on the overall systems of risk management to ensure that risk management is embedded within the systems and controls of the department and further ensure that risks of the department are mitigated to an acceptable level.

The departmental risk management policy, strategy and implementation plan were developed, endorsed by the Risk Management Committee and approved by the Accounting Officer. The OTP has conducted a risk assessment to identify the strategic and operational risks that may deter the department from realizing departmental objectives. The risks identified were properly mitigated and monitored on a quarterly basis.

The Audit Committee provided an independent oversight of the department's system of risk management. The Audit Committee was provided with the quarterly progress on the implementation of the departmental risks management.

3. FRAUD AND CORRUPTION

The Office of the Premier has an approved policy, strategy and implementation plan on Fraud, Anti- corruption and Whistle- Blowing. The Anti-Corruption Officer is tasked with giving effect to these governance instruments and in doing so is developing relationships with other law enforcement and Ethics centered agencies.

The aim is to develop our local capacity and learn from international standards and best practices in fighting the incidence of Fraud and Corruption in our province and communities. Our partnerships with local and national agencies have had the effect of an increased awareness not only amongst government departments and entities but also with civil society as well as the business sector.

Our awareness sessions are conducted with the aim of conscientising public servants and the general public on how to report fraud and corruption and to whom such matters should be reported to. We encourage anonymous reporting and provide contact persons and particulars during our advocacy sessions. The Office of the Premier protects the identity and personal information of any person who reports fraud and corruption.

The Accounting Officer is notified of any incident of fraud or corruption reported to the Office of the Premier and this is then recorded in a register.

No incidents of fraud or corruption were reported during the year under review.

4. MINIMISING CONFLICT OF INTEREST

Members of all departmental bid committees, as well as the officials from Supply Chain Management who renders a secretariat service, declare their interest for each departmental bid committee meeting by signing a Declaration of Interest register. Should a conflict of interest be identified, the particular member is excused from the evaluation process. Provincial Treasury forms part of each departmental bid committee meeting to execute their oversight role.

All officials within the Office of the Premier disclose their business interests on an annual basis to the Executive Authority. All Senior Managers and Supply Chain Management officials disclose their financial interest on an annual basis to the Executive Authority. Noted declarations are forwarded to the Public Service Commission for compliance.

5. CODE OF CONDUCT

The Code of conduct in the Public service is primarily aimed at promoting a high standard of professional ethics in the OTP.

The Public Service Act of 1994 (as amended) charges all employees appointed in terms of the said Act with the responsibility to comply with the prescribed Code of Conduct. The employer has thus ensured that everything possible is done to inform all employees about the contents of the Code of Conduct.

Any breach on the Code of Conduct is done through the established disciplinary code and procedure for the public service (Resolution 1 of 2003 as amended) and the subsequent process entails both the informal and formal disciplinary approaches.

The informal disciplinary approach is employed in less serious misconduct such as late coming. This will entail the affected employee being counselled by their immediate supervisor/manager. The formal disciplinary approach is employed where there has been an alleged breach of the code of conduct and the misconduct is deemed to be serious for example theft, insubordination.

The Office of the Premier fully complies with the provisions of the Code of Conduct, and employees adhere to the rules and regulations as prescribed.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

It should be noted that the SHERQ implementation has been and remains a challenge, mainly because it is a complex system and a specialised field that requires competence, aptitude and proficiency. The field of workplace health, safety and environment requires sufficient resourcing of skilled and experienced personnel to management SHERQ as a system in all its complexities. The challenge of resourcing SHERQ was identified in the Office of the premier. To this extent, the department is commitment to present a business case for employee, health and wellness inclusive of SHERQ.

As part of the implementation of the Safety, Health, Environment, Risk and Quality Management (SHERQ) Policy, the Office of the Premier established a Health and Safety Committee that convened regularly during the year under review to consider health, safety and environmental issues. The office appointed Health and Safety representatives and developed policies on workplace health and safety to strengthen governance and implementation.

7. PORTFOLIO COMMITTEES

During the year under review the Office of the Premier appeared before the Standing Committee on the Premier's Affairs to present the following reports:

19 April 2016: 2016/17 Annual Performance Plan

6 September 2016: 2nd Quarterly Performance Report 2016/17. The department responded to the Committees recommendations by providing a detailed report on quarterly expenditure.

1 November 2016: 2015/16 Annual Report

24 November 2016: 2nd Quarterly Performance Report 2016/17. The department responded to the Committees recommendations by providing a detailed report on Special Programmes Directorate.

16 March 2017: 3rd Quarterly Performance Report 2016/17. The department responded to the Committees recommendations by providing a detailed report on how the intervention by the Office of the Premier in the Department of Health has assisted to improve management and stability in the Department of Health, and on the review of the Provincial Growth and Development Strategy.

8. SCOPA RESOLUTIONS

REFERENCE TO 2015/16 ANNUAL REPORT AND SCOPA RESOLUTIONS	SUBJECT/SCOPA RESOLUTION	PROGRESS ON THE FINDINGS
Resolution 1	Sharing off best practices with other departments will improve their audit outcomes and will enhance effective and efficient governance in the Northern Cape.	<p>The department coordinates the Management Performance Assessment Tool (MPAT) process within the administration to share best practices on areas that are subject to auditing such as financial management, human resource, governance, performance information and others.</p> <p>The department is using Fora such as HRA, IT, Monitoring & Evaluation, Legal Services and others to share best practices with the provincial departments.</p> <p>The Provincial Performance Information Unit in the department assists provincial departments in the Annual Performance Plan formulation and quarterly reporting of performance information to comply with the framework on performance information.</p>
Resolution 2	<p>The integration of provincial government website policy should be an urgent priority.</p> <p>Additional resources need to be negotiated with Provincial Treasury to ensure timely and accurate information is accessible to all role players.</p>	<p>The Office of the Premier adopted the Government Communication and Information System (GCIS) policy guidelines for South African government websites to address the provincial website challenges. The provincial and Office of the Premier websites have been reviewed using these policy guidelines. A process to standardise all provincial government websites over the next MTEF period has started. The following departments identified for this financial year, are:</p> <ol style="list-style-type: none"> 1. Economic Development and Tourism; 2. Cooperative Governance, Human Settlement and Traditional Affairs 3. Sport, Arts and Culture <p>In relation to the need for additional resources, all departments, through the Provincial Government Information Technology Officer (PGITO) Forum, was advised to update their respective data lines, to improve the connectivity speeds to respective systems and websites. Data line upgrades for 65 sites has been submitted to the State Information Technology Agency (SITA) and implementation will start early in the new financial year.</p> <p>An Information Technology Shared Services Centre (ITSSC) Proposal has been developed and will be presented to the HOD Forum early in the new financial year. Once approved, a PMTEC Pressure to address the old and outdated network infrastructure and systems will be submitted in the 2017/18 cycle.</p>
Resolution 3	Planning and monitoring unit should be financially supported to further realize integration of provincial government services.	Earmarked funding was received in 2017/18 financial year for purposes of developing the Provincial Growth Development Plan (PGDP) and Provincial Spatial Development Framework (PSDF) to ensure integration of province wide planning. This means the review will only be performed during 2017/18 financial year.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

The Office received a clean audit in the prior year. The department has compiled Audit Action Plans to respond to reported significant audit issues in the management letter such as leave. The action plans have been elevated to governance structures such as the Audit Committee for them to assist in tracking progress on their implementation. The Accounting Officer has also concluded the special "agreed upon" audit procedures with the Auditor General South Africa (AGSA) to be conducted on a quarterly basis in those significant audit matters. AGSA will provide regular reporting after conducting those "agreed upon" audit procedures. Internal Audit will also perform follow-up internal audit procedures on the crafted audit action plans so as to provide feedback to those charged with governance of the organisation.

10. INTERNAL CONTROL UNIT

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

11. INTERNAL AUDIT AND AUDIT COMMITTEES

INTERNAL AUDIT

Key activities and objectives of the internal audit:

The Executive Council of the Northern Cape Provincial Government has established a Shared Provincial Internal Audit Unit (PIAU) to provide internal audit services to all 12 departments within the province. The shared PIAU is divided into 4 clusters, Office of the Premier being serviced by the PIAU - Health Cluster. The PIAU is an independent, objective assurance and consulting activity designed to add value and improve the client's operations.

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

- Annual and Interim Financial Statements review
- Asset management
- Audit of Performance Information
- Follow up on implementation of audit rectification plans
- Follow up on second draft APP assessment
- Fraud and Risk evaluation
- Governance structures, Ethics and Code of Conduct
- Human Resource Administration Operational audit
- Management Performance Assessment Tool certification
- PMDS Operational Audit
- Supply Chain Management
- Transfer payment controls
- Verification of delegations

The internal audit unit also attended and contributed to the departmental risk management committee meetings and ad hoc management meetings as and when requested.

AUDIT COMMITTEE

Key activities and objectives of the audit committee:

The Executive Council of the Northern Cape Provincial Government has established Cluster Audit Committees for the 12 Provincial Departments. The Health Cluster Audit Committee deals with 3 departments including the Office of the Premier. The Audit Committee assists the department by providing advice relating to the reporting process, the system of internal control, the risk management processes, the internal and external audit process and the departments processes for monitoring compliance with laws and regulations and the code of conduct.

The Audit Committee consists of the members listed below. It meets as frequent as mandated by the approved Audit Committee charter and as often as it deems necessary. The AC also provided the MEC with a written report subsequent to the AC meetings to ensure the executive is informed about matters of concern.

During the financial year under review, 4 meetings were convened as per its charter with an additional meeting convened to discuss rectification plan status of implementation.

The table below discloses relevant information on the audit committee members up to 31 March 2017

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Bongani Ngqola	Post Graduate Diploma in Business Management, Certified Information Systems Auditor (CISA), Higher Diploma in Computer Auditing, Bachelor of Commerce (Information Systems)	External	n/a	2 Dec 2014	n/a	5
Frans van Der Westhuizen	LLB, B Iuris, Dip Iuris	External	n/a	2 Dec 2014	n/a	4
Charles Motau	B Com (Accounting and Economics), Higher Diploma in Computer auditing, Masters Degree in Business Leadership and Masters Degree in Information Technology	External	n/a	12 Dec 2014	n/a	4
Bafedile Lenkoe	Magister in public administration (MPA)	Internal	Chief Director	12 Dec 2014	n/a	3
Phemelo Kegakilwe	Bachelor of Veterinary Medicine and Surgery	Internal	Acting Chief Director	12 Dec 2014	13 Oct 2016	0

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2017.

Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2017. The Audit Committee wants to recognize and comment the Premier, Director General for the department and Office of the Premier staff for attaining the unqualified audit opinion with no findings audit outcome for consecutive financial years.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

Governance processes

The Audit Committee reviewed the governance processes and is satisfied on the progress of the implementation and continually reviewed in line with applicable prescripts including the ICT Governance Framework requirements.

The Effectiveness of Internal Control

The Department maintained the good system of internal control during the year under review resulting in them improving their external audit outcome to an unqualified opinion with no findings.

Internal Audit

The internal audit function carries its mandate according to the Internal Audit charter approved by the Audit Committee and in line with the Standards of Professional Practice in Internal Auditing. Internal Audit function is responsible for an independent and objective evaluation of the system of internal control.

The Audit Committee notes with satisfaction the independence and objectivity of Internal Audit function. Internal Audit function performed, completed and reported all audit projects as per the internal audit operational plan approved by the Audit Committee. To the satisfaction of the Audit Committee, the Internal Audit function has provided assurance on the adequacy and effectiveness of controls, advisory services to management and management committees, and consulting services, in the form of special and ad-hoc assignments to the Audit Committee.

Risk management

The departmental has an established risk management process; the process is still being improved in order to be reliable, adequate and effective. The Department has successfully implemented Audit Committee recommendations.

In-Year Management and Monthly/Quarterly Report

The Audit Committee has considered and reviewed the quarterly management reports including performance information throughout the year as part of reviewing internal controls. The Audit Committee noted that the Department has been achieving its quarterly targets. The department has been reporting monthly and quarterly to the relevant Treasury as is required by the PFMA.

Evaluation of Financial Statements and Performance Information

Audit Committee has reviewed the annual financial statements and performance information report as prepared and has accepted the explanations provided by the department.

Reporting to the Executive Authority

During the financial year the Chairperson of the Audit Committee sent quarterly reports to the Premier on the activities and observations of the Audit Committee.

Auditor-General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been adequately resolved with the exception of rectification plans related to some internal audit findings.

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

The Audit Committee is satisfied with the independence of the External Auditor from the department and the commitment to keep Audit Committee informed on the audit affairs of the Department.



Bongani Ngqola
Chairperson of the Audit Committee
Office of the Premier
7 August 2017

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

During the reporting cycle, the Department concluded its review of its organisational structure, in line with its strategic mandate, the Department of Public Service and Administration (DPSA) functional model for Offices of the Premier, as well as the functional grouping for Programme 1: Administration.

The review process informed the clear distinguishing of core business from internal support functions. The proposed document was subjected to pre-consultation with the Department of Public Service and Administration, and the Premier consulted with the Minister of Public Service and Administration.

The Minister of Public Service and Administration indicated concurrence with the proposal, providing the go-ahead for the final approval and implementation of the organisational structure in the 2017-18 financial year. The draft implementation plan will have to be approved, outlining the migration of the organisational structure on the PERSAL system, the review of job design and grading levels, and ensuring the optimal placement of personnel. The organisational structure implementation process will be supported by the departmental Human Resource planning process, as well as supplementary processes such as the training needs assessment.

The main shift on the organisational structure is the establishment of a Corporate Management component, which incorporates those support functions present in all departments.

The process also served to clearly show the areas where capacity constraints are critical, for example where the Department does not have specific resources in terms of departmental strategic management, monitoring and evaluation, change management, departmental service delivery improvement, as well as employment equity planning and reporting, to mention but a few. Capacity gaps will be taken up in the departmental Human Resources Planning review process, to be factored in when prioritising in terms of the provisioning of human resources in the medium to long term. Additional pressure will be placed on the skills development environment, to ensure the proper level of up-skilling and building of targeted skills required in the current environment, for example analysis of human resources data.

Specific challenges related to the organisational structure implementation phase include the fact that implementation plan development has been temporarily halted pending consultative processes with identified stakeholders to address critical areas affective service delivery, which has caused delays in terms of the training needs assessment project and processes such as the Human Resources planning review.

During the 2016-17 reporting cycle, Office of the Premier implemented various developmental initiatives in order to emphasize our commitment in building a capable and developmental Public Service through capacity building. A total of 1% of the total personnel budget was set aside for this purpose. The training needs were identified through personal development plans and the workplace skills plan was developed. A number of initiatives were implemented during the 2016-17 reporting cycle namely, training and skills development initiatives (including short courses); bursaries; compulsory induction programmes for new entrants to the Public Service; and enlistment of unemployed youth in pursuit of Outcome 5, skilled and capable workforce.

The target as per the departmental Workplace Skills Plan (WSP) could not be fully implemented, due to financial constraints. In terms of the specific focal area of management and development skills development, two (2) SMS members attended Lead Facilitator Training for SMS, thirteen (13) staff have been trained in Advanced Management Development Programme and twelve (12) in Emerging Management Development Programme. Two of the SMS members participated in International leadership development training programmes in China and in India.

Broadly, fifteen (15) bursaries were awarded during the 2016-17 financial year (new and existing), with nine (9) interns being appointed on a 1-year internship programme, and five (5) work integrated learners were placed in the Office of the Premier to provide enhanced employment prospects for the youth.

The departmental bursary policy was successfully reviewed, and a draft Training and Development policy has been developed for approval during the 2017-18 financial year.

In terms of Performance Management and Capacity Development for SMS members, Office of the Premier achieved 97% compliance rate with the submission of SMS Performance Agreements as at 31 May 2016 due to a dispute case that was lodged. The dispute has since been resolved and the office subsequently achieved 100% compliance with the submission of SMS Performance Agreements for 2016/17 reporting cycle. Of the 252 employees within Office of the Premier, fifty-three (53) employees on levels 1 to 12 and eleven (11) SMS members received performance rewards for the 2016/17 reporting cycle.

The Department facilitated proactive and integrated workplace intervention programmes during 2016 in order to improve the working environment to ensure efficient productivity and enhanced service delivery. The integrated approach to employee health and wellness recognises the importance of linking individual health and wellness, organisational wellness, safety, environmental sustainability, and quality management to productivity and improved service delivery outcomes. This is effectively achieved through common strategic interventions in priority areas of Health and Productivity Management; Wellness Management; HIV, TB and STI Management; and Safety, Health, Environment, Risk and Quality (SHERQ) Management.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 PERSONNEL RELATED EXPENDITURE

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2016 and 31 March 2017

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	100,086	50,047	-	-	50%	199
Institutional Development	89,398	50,946	828	-	57%	202
Policy and Governance	34,047	26,236	-	-	77%	104
Total	223,531	127,229	828	-	57%	505

Table 3.1.2 Personnel costs by salary band for the period 1 April 2016 and 31 March 2017

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (level 3-5)	13,423	10%	64	210
Highly skilled production (levels 6-8)	21,145	17%	61	347
Highly skilled supervision (levels 9-12)	54,692	43%	94	582
Senior and Top management (levels 13-16)	37,687	30%	33	1,142
Abnormal Appointments (Interns)	282	0%	8	35
Total	127,229	-	260	-

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2016 and 31 March 2017

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	37,330	75%	566	1.1%	1,377	3%	1,974	4%
Institutional Development	40,111	79%	41	0.1%	1,105	2%	1,765	3%
Policy and Governance	20,840	79%	24	0.1%	429	2%	1,021	4%
Total	98,281	77%	631	0.5%	2,911	2%	4,760	4%

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2016 and 31 March 2017

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 3-5)	9,086	7%	66	0.1%	818	0.6%	1,384	1%
Highly skilled production (levels 6-8)	15,267	12%	269	0.2%	793	0.6%	1,356	1%
Highly skilled supervision (levels 9-12)	42,990	34%	296	0.2%	967	0.8%	1,582	1%
Senior management (level 13-16)	30,656	24%	-	-	333	0.3%	438	0.3%
Abnormal Appointments	282	0.2%	-	-	-	-	-	-
Total	98,281	77%	631	0.5%	2,911	2%	4,760	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 (see definition in notes below).

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

Table 3.2.1 Employment and vacancies by programme as on 31 March 2017

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	112	108	4%	-
Institutional Development	98	94	4%	-
Policy and Governance	52	50	4%	-
Total	262	252	4%	-

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2017

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Skilled(3-5)	65	64	2%	-
Highly skilled production (6-8)	65	61	6%	-
Highly skilled supervision (9-12)	97	94	3%	-
Senior management (13-16)	35	33	6%	-
Total	262	252	4%	-

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2017

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative Related	86	83	3%	-
Client and information clerks/ switchboard/ reception	3	2	33%	-
Communication and related	4	4	0%	-
Executive Authority	1	1	0%	-
Finance and Economic	11	10	9%	-
Financial clerks and credit	16	15	6%	-
Food Service Aid	9	9	0%	-
General Assistant	4	4	0%	-
HR and OD	38	37	3%	-
HR Clerks	4	4	0%	-
IT and related	7	7	0%	-
Legal Admin and Related	4	4	0%	-
Library Mail and Related	17	16	6%	-
Psychologist and related	1	1	0%	-
Risk Management and security	2	2	0%	-
Secretary and other	16	16	0%	-
Security Officers	8	8	0%	-
Senior Managers	26	23	12%	-
Top Management	5	6	20%	-
Total	262	252	4%	-

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 2017

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%
Salary Level 15	4	4	100%	-	0%
Salary Level 14	8	6	75%	2	25%
Salary Level 13	19	19	100%	-	0%
Total	32	30	94%	2	6%

Table 3.3.2 SMS post information as on 30 September 2016

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%
Salary Level 15	4	4	100%	-	0%
Salary Level 14	8	7	88%	1	12%
Salary Level 13	19	18	95%	1	5%
Total	32	30	94%	2	6%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2016 and 31 March 2017

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	-	-	-
Salary Level 16	-	-	-
Salary Level 15	-	-	-
Salary Level 14	2	1	1
Salary Level 13	1	1	-
Total	3	2	1

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 2016 and 31 March 2017

Reasons for vacancies not advertised within six months
The post of Chief Director Monitoring Evaluation was re-advertised as the job content was aligned with the newly approved organisational structure.

Reasons for vacancies not filled within twelve months

Due to the re-advertisement of post the recruitment process could not be finalised within twelve months.

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 2016 and 31 March 2017

Reasons for vacancies not advertised within six months

The post of Chief Director Monitoring Evaluation was re-advertised as the job content was aligned with the newly approved organisational structure.

Reasons for vacancies not filled within six months

Due to the re-advertisement of post the recruitment process could not be finalised within six months.

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 2016 and 31 March 2017

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
Skilled (Levels 3-5)	65	-	-	-	-	-	-
Highly skilled production (Levels 6-8)	65	1	0.38%	-	-	-	-
Highly skilled supervision (Levels 9-12)	97	2	0.76%	-	-	-	-
Senior Management Service Band A	21	1	0.38%	1	0.38%	-	-
Senior Management Service Band B	7	-	-	-	-	-	-
Senior Management Service Band C	4	-	-	-	-	-	-
Senior Management Service Band D	3	-	-	-	-	-	-
Total	262	4	1,53%	1	0,38%	-	-

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 2016 and 31 March 2017

Gender	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	1	-	1
Total	-	-	1	-	1

Employees with a disability	None
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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 2016 and 31 March 2017

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
None	-	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%

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2016 and 31 March 2017

Gender	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
Total	-	-	-	-	-

Employees with a disability	-	-	-	-	-
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Total number of Employees whose salaries exceeded the grades determine by job evaluation	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 (see definition in notes below).

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2016 and 31 March 2017

Salary band	Number of employees at beginning of period-1 April 2016	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Skilled (Levels3-5)	66	1	3	5%
Highly skilled production (Levels 6-8)	63	1	4	6%
Highly skilled supervision (Levels 9-12)	96	4	5	5%
Senior Management Service Bands A	20	1	1	5%
Senior Management Service Bands B	6	1	2	33%
Senior Management Service Bands C	3	4	1	33%
Senior Management Service Bands D	2	-	1	50%
Total	256	12	17	7%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2016 and 31 March 2017

Critical occupation	Number of employees at beginning of period-April 2016	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative Related	81	6	4	5%
Client and information clerks/ switchboard/reception	3	-	1	33%
Communication and related	4	-	-	-
Executive Authority	1	-	-	-
Finance and Economic	10	-	-	-
Financial clerks and credit	15	-	-	-
Food Service Aid	9	-	-	-
General Assistant	4	-	-	-
HR and OD	40	-	3	8%
HR Clerks	4	-	-	-
IT and related	7	-	-	-
Legal Admin and Related	4	1	1	25%
Library Mail and Related	13	-	1	8%
Mess Porters & Delivery	4	-	-	-
Psychologist and related	1	-	-	-
Risk Management and security	2	-	-	-
Secretary and other	18	-	2	11%
Security Officers	9	-	1	11%
Senior Managers	23	1	2	9%
Top Management	4	4	2	50%
Total	256	12	17	7%

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 2016 and 31 March 2017

Termination Type	Number	% of Total Resignations
Resignation	6	35.3%
Retirement	5	29.4%
Transfer to other Public Service Departments	6	35.3%
Total	17	100%
Total number of employees who left as a % of total employment	17 of 256	7%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2016 and 31 March 2017

Occupation	Employees 1 April 2016	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	81	1	1%	62	74%
Client and information clerks/ switchboard/reception	3	1	33%	-	-
Communication and related	4	-	-	3	100%
Executive Authority	1	-	-	-	-
Finance and Economic	10	-	-	8	90%
Financial clerks and credit	15	1	7%	12	93%
Food Service Aid	9	-	-	6	67%
General Assistant	4	-	-	4	100%
HR and OD	40	-	-	22	75%
HR Clerks	4	-	-	3	100%
IT and related	7	-	-	2	57%
Legal Admin and Related	4	-	-	3	75%
Library Mail and Related	13	-	-	10	100%
Mess Porters & Delivery	4	-	-	4	100%
Psychologist and related	1	-	-	-	-
Risk Management and security	2	-	-	2	100%
Secretary and other	18	-	-	16	78%
Security Officers	9	1	11%	9	78%
Senior Managers	23	1	4%	20	83%
Top Management	4	1	25%	2	50%
Total	256	6	2%	188	79%

Table 3.5.5 Promotions by salary band for the period 1 April 2016 and 31 March 2017

Salary Band	Employees 1 April 2016	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)	66	1	2%	48	74%
Highly skilled production (Levels 6-8)	63	1	2%	51	83%
Highly skilled supervision (Levels 9-12)	96	1	1%	68	74%
Senior Management (Level 13-16)	31	3	10%	21	74%
Total	256	6	2%	188	76%

3.5 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 2017

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	9	3	1	-	3	3	1	1	21
Professionals	16	10	-	1	14	7	-	3	51
Technicians and associate professionals	26	8	1	-	37	13	-	4	89
Clerks	12	7	-	-	28	13	1	3	64
Service and sales workers	7	1	-	-	3	1	-	-	12
Labourers and related workers	8	-	-	-	6	1	-	-	15
Total	78	29	2	1	91	38	2	11	252
Employees with disabilities	2	1							3

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2017

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	3	1	-	-	1	2	-	-	7
Senior Management	6	3	2	-	4	4	1	3	23
Professionally qualified and experienced specialists and mid-management	17	6	-	1	9	4	-	3	40
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	34	13	-	-	41	19	-	3	110
Semi-skilled and discretionary decision making	9	5	-	-	27	6	-	2	49
Unskilled and defined decision making	9	1	-	-	9	3	1	-	23
Total	78	29	2	1	91	38	2	11	252

Table 3.6.3 Recruitment for the period 1 April 2016 to 31 March 2017

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	1	-	-	2	1	-	-	4
Senior Management	1	-	-	-	-	-	-	-	1
Professionally qualified and experienced specialists and mid-management	1	-	-	-	1	-	-	1	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	-	-	-	3	-	-	-	4
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	1	-	-	-	1
Total	3	1	-	-	7	1	-	1	13
Employees with disabilities	-	-	-	-	-	-	-	-	-

Table 3.6.4 Promotions for the period 1 April 2016 to 31 March 2022

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	1	-	-	-	1
Senior Management	-	-	1	-	-	-	-	-	1
Professionally qualified and experienced specialists and mid-management	-	-	-	-	1	-	-	-	1
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	-	-	-	-	1	-	-	-	1
Semi-skilled and discretionary decision making	1	-	-	-	-	-	-	-	1
Unskilled and defined decision making	-	-	-	-	-	-	1	-	1
Total	1	-	1	-	3	-	1	-	6
Employees with disabilities	-	-	-	-	-	-	-	-	-

Table 3.6.5 Terminations for the period 1 April 2016 to 31 March 2017

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	1	-	-	-	1
Senior Management	-	-	-	1	1	-	-	-	2
Professionally qualified and experienced specialists and mid-management	2	-	-	-	-	-	-	-	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	-	-	-	1	-	-	-	3
Semi-skilled and discretionary decision making	1	1	-	1	-	-	-	-	3
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-
Total	5	1	-	2	3	-	-	-	11
Employees with Disabilities	-	-	-	-	-	-	-	-	-

Table 3.6.6 Disciplinary action for the period 1 April 2016 to 31 March 2017

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Absenteeism	2	1	-	-	-	-	-	-	3
Insolence display of unprofessionalism unbecoming conduct	1	-	-	-	-	-	-	-	1
Failure to follow a lawful instruction	-	-	-	-	1	-	-	-	1
Abusive Language verbal aggression	1	-	-	-	-	-	-	-	1
Alcohol abuse, dereliction of duty	-	1	-	-	-	-	-	-	1
Insubordination	1	-	-	-	-	-	-	-	1
Unbecoming conduct	-	-	-	-	1	-	-	-	1
Abscondment	1	-	-	-	-	-	-	-	1
Total	6	2	-	-	2	-	-	-	10

Table 3.6.7 Skills development for the period 1 April 2016 to 31 March 2017

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	-	-	-	-	1	-	-	3	4
Professionals	18	4	-	-	15	8	-	2	47
Technicians and associate professionals	12	3	-	-	17	15	-	2	49
Clerks	2	1	-	-	15	5	-	-	23
Service and sales workers	1	-	-	-	1	-	-	-	2
Labourers and related workers	-	-	-	-	2	1	-	-	3
Elementary occupations/ Interns	8	5	-	-	14	2	-	-	29
Total	41	13	-	-	65	31	-	7	157
Employees with disabilities	-	-	-	-	-	-	-	-	-

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 2017

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 15	4	4	4	100%
Salary Level 14	5	5	4	80%
Salary Level 13	21	21	21	100%
Total	31	31	30	97%

Notes

In the event of a National or Provincial election occurring within the first three months of a financial year all members of the SMS must conclude and sign their performance agreements for that financial year within three months following the month in which the elections took place. For example if elections took place in April, the reporting date in the heading of the table above should change to 31 July 2017

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2017

Reasons
Dispute registered and subsequently resolved

Notes

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

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2017

Reasons
Based on the above, no disciplinary steps were taken against SMS member

Notes

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

3.8 PERFORMANCE REWARDS

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

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2016 to 31 March 2017

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African, Male	19	78	24%	602	32
African, Female	21	91	23%	350	17
Asian, Male	1	2	50%	51	51
Asian, Female	-	2	0%	-	-
Coloured, Male	7	29	24%	141	20
Coloured, Female	11	38	29%	154	14
White, Male	1	1	100%	198	198
White, Female	4	11	36%	82	21
Total	64	252	25%	1,578	353

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2016 to 31 March 2017

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)	18	66	28%	131	7	2%
Highly skilled production (level 6-8)	16	63	26%	178	11	1%
Highly skilled supervision (level 9-12)	19	96	20%	421	22	0,3%
Total	53	225	24%	730	40	2%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2016 to 31 March 2017

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	18	83	22%	343	19
Client and information clerks/ switchboard/ reception	1	2	50%	9	9
Communication and related	-	4	0%	-	-
Executive Authority	-	1	0%	-	-

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Finance and Economic	1	10	10%	29	29
Financial clerks and credit	4	15	27%	28	7
Food Service Aid	-	9	0%	-	-
General Assistant	-	4	0%	-	-
HR and OD	8	37	22%	109	13
HR Clerks	2	4	50%	14	7
IT and related	-	7	0%	-	-
Legal Admin and Related	1	4	25%	57	57
Library Mail and Related	6	16	44%	61	8
Psychologist and related	-	1	0%	-	-
Risk Management and security	1	2	50%	26	26
Secretary and other	8	16	50%	89	11
Security Officers	3	8	38%	21	7
Senior Managers	9	23	35%	541	67
Top Management	2	6	33%	251	125
Total	64	252	25%	1 578	385

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2016 to 31 March 2017

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	5	21	24%	288	58	0.2%
Band B	4	5	80%	310	78	0.2%
Band C	1	4	25%	82	82	0.06%
Band D	1	1	100%	169	169	0.1%
Total	11	31	35%	849	387	0.67%

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 2016 and 31 March 2017

Salary band	01 April 2016		31 March 2017		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	-	-	-	-	-	-
Highly skilled production (Lev. 6-8)	1	-	1	-	-	-
Highly skilled supervision (Lev. 9-12)	-	-	-	-	-	-
Contract (level 9-12)	-	-	-	-	-	-
Contract (level 13-16)	-	-	-	-	-	-
Total	1	0%	1	0%	-	0%

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2016 and 31 March 2017

Major occupation	01 April 2016		31 March 2017		Change	
	Number	% of total	Number	% of total	Number	% Change
Administrative Office workers	1	-	1	-	-	-
Total	1	-	1	-	-	-

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 2016 to 31 December 2016

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)	831	22.1%	64	27.8%	13	639
Highly skilled production (levels 6-8)	546	23%	56	24.3%	10	699
Highly skilled supervision (levels 9-12)	675	26.2%	89	38.6%	8	1,610
Top and Senior management (levels 13-16)	196	21,4%	21	9.1%	9	766
Total	2,248	92.7%	230	99.8%	10	3,714

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2016 to 31 December 2016

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)	398	100%	10	71%	40	319
Highly skilled production (Levels 6-8)	-	-	-	-	-	-
Highly skilled supervision (Levels 9-12)	87	100%	4	29%	22	129
Senior management (Levels 13-16)	-	-	-	-	-	-
Total	485	100%	14	100%	35	448

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 2016 to 31 December 2016

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled Levels 3-5)	1,459	66	22
Highly skilled production (Levels 6-8)	1,472	63	23
Highly skilled supervision(Levels 9-12)	2,267	101	22
Senior management (Levels 13-16)	749	30	25
Total	5,947	260	23

Table 3.10.4 Capped leave for the period 1 January 2016 to 31 December 2016

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 2017
Skilled Levels 3-5)	-	-	-	-
Highly skilled production (Levels 6-8)	-	-	-	-
Highly skilled supervision(Levels 9-12)	-	-	-	-
Senior management (Levels 13-16)	-	-	-	-
Total	-	-	-	-

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

Table 3.10.5 Leave payouts for the period 1 April 2016 and 31 March 2017

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
on termination of service	495	2	247
Current leave payout on termination of service	146	8	18
Total	641	10	265

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
Gender specific targeted interventions for all genders.	Targeted interventions

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: Clinical Psychologist; Two Assistant Directors: Occupational Health Nurse And SHERQ Two support staff personnel R257 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.	√		Chronic Disease Management Psychosocial and mental health management
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.	√		Cheslyn America - Senior Manager Anna Sickles - Employee Rep. Kedibone Neo - Employee Rep. Jacobus Van Wyk - Employee Rep. Lungi Makhunga - Employee Rep. Lynette Brand - Employee Rep. Nombulelo Mashibini - Employee Rep. Caroline Comagae - Employee Rep. William Ntumela - Employee Rep. Sylvia Otukile - Employee Rep. Derrick Leburu - Labour Rep.

Question	Yes	No	Details, if yes
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	√		Workplace HIV/AIDS, STI and TB Management Policy
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.	√		Policies are rights-based and gender sensitive. Employees may report discrimination. Employer commits to promoting a workplace free of violence and discrimination.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	√		43 Males and 69 females tested and know their status.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		Quarterly implementation reports submitted to the employer. Systems Monitoring Tool submitted annually EH&W Integrated Tool submitted quarterly.

3.12 LABOUR RELATIONS

Table 3.12.1 Collective agreements for the period 1 April 2016 and 31 March 2017

Total number of Collective agreements	None
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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 2016 and 31 March 2017

Outcomes of disciplinary hearings	Number	% of total
Written warning	6	55%
Final written warning	3	27%
Case withdrawn	2	18%
Total	11	100%

Notes

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

Total number of Disciplinary hearings finalised	1
--	---

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2016 and 31 March 2017

Type of misconduct	Number	% of total
Absenteeism	3	27%
Insolence display of unprofessionalism unbecoming conduct	1	9%
Failure to follow a lawful instruction	1	9%
Abusive language verbal aggression	1	9%
Alcohol abuse , dereliction of duty	2	18%
Insubordination	1	9%
Unbecoming conduct	1	9%
Abscondment	1	9%
Total	11	100%

Table 3.12.4 Grievances logged for the period 1 April 2016 and 31 March 2017

Grievances	Number	% of Total
Number of grievances resolved	14	100%
Total	14	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2016 and 31 March 2017

Disputes	Number	% of Total
Number of disputes upheld	2	100%
Total	2	100%

Table 3.12.6 Strike actions for the period 1 April 2016 and 31 March 2017

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2016 and 31 March 2017

Number of people suspended	-
Number of people who's suspension exceeded 30 days	-
Average number of days suspended	-
Cost of suspension(R'000)	-

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 2016 and 31 March 2017

Occupational category	Gender	Number of employees as at 1 April 2016	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	6	-	23	3	26
	Male	14	-	25	2	27
Professionals	Female	24	-	-	-	-
	Male	30	-	-	1	1
Technicians and associate professionals	Female	54	-	80	3	83
	Male	33	-	72	2	74
Clerks	Female	45	-	-	3	3
	Male	21	-	-	-	-
Service and sales workers	Female	4	-	1	-	1
	Male	9	-	-	-	-
Labourers and related workers	Female	7	-	-	-	-
	Male	8	-	-	-	-
Elementary occupations (Including Interns)	Female	8	-	4	-	4
	Male	5	-	4	-	4
Gender Sub-Total	Female	148	-	108	9	117
	Male	120	-	101	5	106
Total		268	-	209	14	223

Table 3.13.2 Training provided for the period 1 April 2016 and 31 March 2017

Occupational category	Gender	Number of employees as at 1 April 2016	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	6	-	4	-	4
	Male	14	-	-	-	-
Professionals	Female	24	-	23	2	25
	Male	30	-	20	2	22
Technicians and associate professionals	Female	54	-	32	2	34
	Male	33	-	13	2	15
Clerks	Female	45	1	15	4	20
	Male	21	1	1	1	3
Service and sales workers	Female	4	1	-	-	1
	Male	9	-	1	-	1

Occupational category	Gender	Number of employees as at 1 April 2016	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Labourers and related workers	Female	7	-	3	-	3
	Male	8	-	-	-	-
Elementary occupations/ Interns	Female	8	-	16	-	16
	Male	5	-	13	-	13
Sub Total	Female	148	2	93	8	103
	Male	120	1	48	5	54
Total		268	3	141	13	157

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 2016 and 31 March 2017

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

3.16 UTILISATION OF CONSULTANTS

No consultants utilised for the period 1 April 2016 to 31 March 2017.

Granting of employee initiated severance packages for the period 1 April 2016 and 31 March 2017

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
Skilled Levels 3-5)	-	-	-	-
Highly skilled production (Levels 6-8)	-	-	-	-
Highly skilled supervision (Levels 9-12)	-	-	-	-
Senior management (Levels 13-16)	-	-	-	-
Total	-	-	-	-

PART E: 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 140 to 216, which comprise the appropriation statement, the statement of financial position as at 31 March 2017, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the 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 2017, 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 of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the Office of the Premier in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the 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 matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 28 to the financial statements, the corresponding figures for the year ended 31 March 2016 have been restated as a result of an error discovered during the financial year 2016-17 in the financial statements of the office and for the year ended 31 March 2017.

Accruals and payables not recognised

8. As disclosed in note 19 to the financial statements, accruals and payables to the amount of R5 365 000 are still outstanding as at year. This amount, in turn, exceeds the voted funds of R4 280 000 to be surrendered as per the statement of financial performance by R1 085 000. The amount of R1 085 000 would therefore have constituted unauthorised expenditure had the amounts due been paid in a timely manner.

Uncertainty relating to the future outcome of exceptional litigation

9. With reference to note 17 to the financial statements, the office is the defendant in a damages lawsuit. The outcome of the matter cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

Unaudited supplementary schedules

10. The supplementary information set out on pages 111 to 134 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 thereon

Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

12. 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 there is an intention either to liquidate the Office of the Premier or to cease operations, or there is no realistic alternative but to do so.

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

13. 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 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to the auditor's report.

Report on the audit of the annual performance report

Introduction and scope

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
16. My procedures address the reported performance information, which must be based on the approved performance planning documents of the office. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the office for the year ended 31 March 2017:

Programmes	Pages in the annual performance report
Programme 2 - Institutional Development	30-73
Programme 3 - Policy and Governance	75-88

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:
- Programme 2 - Institutional Development
 - Programme 3 - Policy and Governance

Other matters

20. I draw attention to the matters below.

Achievement of planned targets

21. Refer to the annual performance report on page(s) 30 to 88 for information on the achievement of planned targets for the year and explanations provided for the under and overachievement of a significant number of targets.

Adjustment of material misstatements

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 2- Institutional Development and Programme 3- Policy and Governance. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on audit of compliance with legislation

Introduction and scope

23. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the office with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
24. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Other information

25. The Office of the Premier's accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report thereon and those selected programmes presented in the annual performance report that have been specifically reported on in the auditor's report.
26. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
27. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information 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.
28. I have not yet received the annual report. When I do receive this 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 re-issue my auditor's report amended as appropriate.

Internal control deficiencies

29. I considered internal control relevant to my audit of the statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the annual performance report and the findings on compliance with legislation included in this report.
30. The Office of the Premier did not have a proper filing system to maintain information that supported the reported performance in the annual performance report. Annual leave was not captured regularly on PERSAL. The quarterly reviews had not been performed as the Office of the Premier's PERSAL Controller has recently taken over from the previous controller in the last quarter of the financial year. As a result only one quarterly review was performed for the financial year.

Auditor - General
Kimberley

31 July 2017



AUDITOR - GENERAL
SOUTH AFRICA
Auditing to build public confidence

ANNEXURE -AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

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

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in the 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's internal control.
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer.
 - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Office of the Premier ability 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 the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause the office to cease operating as a going concern.
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and where applicable, related safeguards.

ANNUAL FINANCIAL STATEMENTS FOR NC OFFICE OF THE PREMIER

FOR THE YEAR ENDED
31 MARCH 2017

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APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Appropriation per programme											
	2016/17						2015/16				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure		
Programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000		R'000
1. Administration	100,308	-	1,751	102,059	100,086	1,973	98.1%	93,154	93,154		93,154
2. Institutional Development	91,115	-	590	91,705	89,398	2,307	97.5%	76,979	75,721		75,721
3. Policy and Governance	36,388	-	(2,341)	34,047	34,047	-	100.0%	41,389	39,223		39,223
Subtotal	227,811	-	-	227,811	223,531	4,280		211,522	208,098		208,098
TOTAL					223,531	4,280		211,522	208,098		208,098

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17		2015/16	
	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
TOTAL (brought forward)			211,522	
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	941		161	
NRF Receipts				
Aid assistance				
Actual amounts per statement of financial performance (total revenue)	228,752		211,683	
ADD				
Aid assistance				
Prior year unauthorised expenditure approved without funding				
Actual amounts per statement of financial performance (total expenditure)		223,531		208,098

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

		Appropriation per economic classification									
		2016/17					2015/16				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure		
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	
Economic classification											
Current payments	206,204	-	(3,503)	202,701	199,542	3,159	98.4%	183,267	180,263		
Compensation of employees	127,631	-	(402)	127,229	127,229	-	100.0%	115,630	115,630		
Salaries and wages	110,217	801	368	111,386	111,386	-	100.0%	100,922	100,922		
Social contributions	17,414	(801)	(770)	15,843	15,843	-	100.0%	14,708	14,708		
Goods and services	78,573	-	(3,101)	75,472	72,313	3,159	95.8%	67,637	64,633		
Administrative fees	633	152	130	915	915	-	100.0%	1,125	1,125		
Advertising	1,073	(33)	66	1,106	1,106	-	100.0%	994	994		
Minor assets	56	65	1	122	122	-	100.0%	218	218		
Audit costs: External	3,633	656	-	4,289	4,289	-	100.0%	3,537	3,537		
Bursaries: Employees	-	327	-	327	327	-	100.0%	429	429		
Catering: Departmental activities	6,073	446	(1,147)	5,372	4,528	844	84.3%	4,686	4,686		
Communication	4,531	(23)	(120)	4,388	4,388	-	100.0%	3,738	3,738		
Computer services	2,156	(36)	(631)	1,489	1,489	-	100.0%	1,256	1,256		
Consultants: Business and advisory services	21	11	-	32	32	-	100.0%	2	2		
Legal services	112	774	-	886	886	-	100.0%	257	257		
Contractors	1,879	(278)	(88)	1,513	923	590	61.0%	2,501	1,663		
Agency and support / outsourced services	21,625	(1,753)	(1,582)	18,290	16,888	1,402	92.3%	5,154	5,154		
Fleet services	1,398	58	-	1,456	1,456	-	100.0%	1,317	1,317		

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Appropriation per economic classification									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Inventory: Food and food supplies	5	-	(5)	-	-	-	-	-	-
Inventory: Fuel, oil and gas	80	(12)	-	68	-	68	-	-	-
Inventory: Materials and supplies	2	-	(2)	-	-	-	-	-	-
Consumable supplies	1,202	(78)	(141)	983	983	-	100.0%	1,184	1,184
Consumable: Stationery, printing and office supplies	1,266	(88)	(58)	1,120	1,120	-	100.0%	6,766	6,766
Operating leases	16,060	(902)	-	15,158	15,158	-	100.0%	14,462	12,296
Property payments	2,118	211	14	2,343	2,341	2	99.9%	4,826	4,826
Transport provided:									
Departmental activity	1,072	(657)	159	574	574	-	100.0%	1,066	1,066
Travel and subsistence	11,127	1,238	283	12,648	12,395	253	98.0%	11,007	11,007
Training and development	1,305	(461)	(16)	828	828	-	100.0%	295	295
Operating payments	753	56	80	889	889	-	100.0%	1,047	1,047
Venues and facilities	225	225	(4)	446	446	-	100.0%	1,576	1,576
Rental and hiring	168	102	(40)	230	230	-	100.0%	194	194
Transfers and subsidies	19,754	-	484	20,238	20,238	-	100.0%	23,826	23,826
Departmental agencies and accounts	3	-	-	3	3	-	100.0%	3	3
Social security funds									

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Appropriation per economic classification									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Departmental agencies and accounts	3	-	-	3	3	-	100.0%	3	3
Public corporations and private enterprises	-	-	-	-	-	-	-	5,000	5,000
Private enterprises	-	-	-	-	-	-	-	5,000	5,000
Subsidies on products and production	-	-	-	-	-	-	-	5,000	5,000
Other transfers to private enterprises	-	-	-	-	-	-	-	5,000	5,000
Non-profit institutions	19,651	-	-	19,651	19,651	-	100.0%	18,662	18,662
Households	100	-	484	584	584	-	100.0%	161	161
Social benefits	100	-	484	584	584	-	100.0%	161	161
Payments for capital assets	1,853	-	2,978	4,831	3,710	1,121	76.8%	4,396	3,976
Machinery and equipment	1,853	-	2,936	4,789	3,668	1,121	76.6%	3,709	3,709
Transport equipment	-	-	1,544	1,544	1,544	-	100.0%	-	-
Other machinery and equipment	1,853	-	1,392	3,245	2,124	1,121	65.5%	3,709	3,709
Intangible assets	-	-	42	42	42	-	100.0%	687	267
Payments for financial assets	-	-	41	41	41	-	100.0%	33	33
Total	227,811	-	-	227,811	223,531	4,280	98.1%	211,522	208,098

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 1: Administration									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.1. Premier Support	19,776	(110)	50	19,716	19,463	253	98.7%	21,709	21,709
1.2. Executive Council	7,141	(49)	-	7,092	7,092	-	100.0%	6,124	6,124
1.3. Director General Support	31,344	798	1,198	33,340	31,622	1,718	94.8%	24,174	24,174
1.4. Financial Management	42,047	(639)	503	41,911	41,909	2	100.0%	41,147	41,147
Total for sub programmes	100,308	-	1,751	102,059	100,086	1,973	98.1%	93,154	93,154
Economic classification									
Current payments	98,987	-	(56)	98,931	96,958	1,973	98.0%	90,137	90,137
Compensation of employees	49,304	-	743	50,047	50,047	-	100.0%	44,764	44,764
Salaries and wages	42,278	769	743	43,790	43,790	-	100.0%	39,071	39,071
Social contributions	7,026	(769)	-	6,257	6,257	-	100.0%	5,693	5,693
Goods and services	49,683	-	(799)	48,884	46,911	1,973	96.0%	45,373	45,373
Administrative fees	412	138	-	550	550	-	100.0%	471	471
Advertising	619	(92)	-	527	527	-	100.0%	659	659
Minor assets	22	11	-	33	33	-	100.0%	62	62
Audit costs: External	3,633	656	-	4,289	4,289	-	100.0%	3,537	3,537
Catering: Departmental activities	5,232	257	(1,177)	4,312	3,468	844	80.4%	3,381	3,381
Communication	2,678	(134)	-	2,544	2,544	-	100.0%	3,208	3,208
Computer services	313	51	-	364	364	-	100.0%	720	720

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 1: Administration											
	2016/17						2015/16				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure	R'000	R'000
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Consultants: Business and advisory services	21	11	-	32	32	-	100.0%	2	2	-	2
Legal services	112	774	-	886	886	-	100.0%	-	-	-	-
Contractors	1,503	(283)	-	1,220	630	590	51.6%	1,003	1,003	-	1,003
Agency and support / outsourced services	4,690	(1,705)	-	2,985	2,769	216	92.8%	5,102	5,102	-	5,102
Fleet services	1,398	58	-	1,456	1,456	-	100.0%	1,317	1,317	-	1,317
Inventory: Fuel, oil and gas	80	(12)	-	68	-	68	-	-	-	-	-
Consumable supplies	896	(57)	-	839	839	-	100.0%	1,058	1,058	-	1,058
Consumable: Stationery, printing and office supplies	648	(119)	-	529	529	-	100.0%	368	368	-	368
Operating leases	16,058	(900)	-	15,158	15,158	-	100.0%	9,049	9,049	-	9,049
Property payments	1,940	297	-	2,237	2,235	2	100.0%	4,596	4,596	-	4,596
Transport provided: Departmental activity	971	(657)	-	314	314	-	100.0%	1,040	1,040	-	1,040
Travel and subsistence	7,719	1,400	378	9,497	9,244	253	97.3%	8,717	8,717	-	8,717
Training and development	-	-	-	-	-	-	-	2	2	-	2
Operating payments	632	46	-	678	678	-	100.0%	862	862	-	862

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 1: Administration									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Venues and facilities	26	324	-	350	350	-	100.0%	54	54
Rental and hiring	80	(64)	-	16	16	-	100.0%	165	165
Transfers and subsidies	43	-	-	43	43	-	100.0%	39	39
Departmental agencies and accounts	3	-	-	3	3	-	100.0%	3	3
Social security funds	3	-	-	3	3	-	100.0%	3	3
Departmental agencies	40	-	-	40	40	-	100.0%	36	36
Households	40	-	-	40	40	-	100.0%	36	36
Social benefits									
Payments for capital assets	1,278	-	1,766	3,044	3,044	-	100.0%	2,945	2,945
Machinery and equipment	1,278	-	1,766	3,044	3,044	-	100.0%	2,945	2,945
Transport equipment			1,544	1,544	1,544	-	100.0%	-	-
Other machinery and equipment	1,278	-	222	1,500	1,500	-	100.0%	2,945	2,945
Payments for financial assets	-	-	41	41	41	-	100.0%	33	33
Total	100,308	-	1,751	102,059	100,086	1,973	89.1%	93,154	93,154

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

1.1 Premier Support	2016/17							2015/16	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	19,579	(110)	-	19,469	19,216	253	98.7%	20,118	20,118
Compensation of employees	9,983	(99)	-	9,884	9,884	-	100.0%	8,981	8,981
Goods and services	9,596	(11)	-	9,585	9,332	253	97.4%	11,137	11,137
Payments for capital assets	197	-	50	247	247	-	100.0%	1,591	1,591
Machinery and equipment	197	-	50	247	247	-	100.0%	1,591	1,591
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	19,776	(110)	50	19,716	19,463	253	98.7%	21,709	21,709

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17						2015/16		
	Adjusted Appropriation	Shift- ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	7,141	(49)	-	7,092	7,092	-	100.0%	6,116	6,116
Compensation of employees	5,134	547	-	5,681	5,681	-	100.0%	4,848	4,848
Goods and services	2,007	(596)	-	1,411	1,411	-	100.0%	1,268	1,268
Transfers and subsidies	-	-	-	-	-	-	-	8	8
Households	-	-	-	-	-	-	-	8	8
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	7,141	(49)	-	7,092	7,092	-	100.0%	6,124	6,124

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

1.3 Director General Support	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	31,300	798	(434)	31,664	29,946	1,718	94.6%	24,124	24,124
Compensation of employees	20,051	1,086	743	21,880	21,880	-	100.0%	18,714	18,714
Goods and services	11,249	(288)	(1,177)	9,784	8,066	1,718	82.4%	5,410	5,410
Transfers and subsidies	43	-	-	43	43	-	100.0%	17	17
Departmental agencies and accounts	3	-	-	3	3	-	100.0%	3	3
Households	40	-	-	40	40	-	100.0%	14	14
Payments for capital assets	1	-	1,591	1,592	1,592	-	100.0%	-	-
Machinery and equipment	1	-	1,591	1,592	1,592	-	100.0%	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	41	41	41	-	100.0%	33	33
Total	31,344	798	1,198	33,340	31,622	1,718	94.8%	24,174	24,174

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

1.4 Financial Management	2016/17							2015/16	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	40,967	(639)	378	40,706	40,704	2	100.0%	39,779	39,779
Compensation of employees	14,136	(1,534)	-	12,602	12,602	-	100.0%	12,221	12,221
Goods and services	26,831	895	378	28,104	28,102	2	100.0%	27,558	27,558
Transfers and subsidies	-	-	-	-	-	-	-	14	14
Households	-	-	-	-	-	-	-	14	14
Payments for capital assets	1,080	-	125	1,205	1,205	-	100.0%	1,354	1,354
Machinery and equipment	1,080	-	125	1,205	1,205	-	100.0%	1,354	1,354
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	42,047	(639)	503	41,911	41,909	2	100.0%	41,147	41,147

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

		2016/17						2015/16		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
		R'000	R'000	R'000	R'000	R'000		R'000	R'000	R'000
Programme 2: Institutional Development										
Sub programme										
2.1 Strategic Human Resources	63,540	258	1,148	64,946	63,977	969	98.5%	47,445	47,445	
2.2 Information Communication Technology	14,367	(90)	(441)	13,836	12,715	1,121	91.9%	11,668	10,410	
2.3 Legal Services	6,221	1	260	6,482	6,265	217	96.7%	5,963	5,963	
2.4 Communication Services	3,542	6	(132)	3,416	3,416	-	100.0%	9,608	9,608	
2.5 Programme Support	3,445	(175)	(245)	3,025	3,025	-	100.0%	2,295	2,295	
Total for sub programmes	91,115	-	590	91,705	89,398	2,307	97.5%	76,979	75,721	
Economic classification										
Current payments	75,344	-	(1,142)	74,202	73,016	1,186	98.4%	61,254	60,416	
Compensation of employees	50,381	-	565	50,946	50,946	-	100.0%	46,400	46,400	
Salaries and wages	43,739	26	910	44,675	44,675	-	100.0%	40,602	40,602	
Social contributions	6,642	(26)	(345)	6,271	6,271	-	100.0%	5,798	5,798	
Goods and services	24,963	-	(1,707)	23,256	22,070	1,186	94.9%	14,854	14,016	
Administrative fees	112	6	25	143	143	-	100.0%	512	512	
Advertising	384	59	94	537	537	-	100.0%	311	311	
Minor assets	30	54	-	84	84	-	100.0%	104	104	

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Bursaries: Employees	-	327	-	327	327	-	-	429	429
Catering: Departmental activities	372	153	8	533	533	-	100.0%	1,037	1,037
Communication	1,606	113	(27)	1,692	1,692	-	100.0%	406	406
Computer services	1,843	(87)	(631)	1,125	1,125	-	100.0%	536	536
Legal services	-	-	-	-	-	-	-	257	257
Contractors	209	12	-	221	221	-	100.0%	1,406	568
Agency and support / outsourced services	16,504	-	(1,257)	15,247	14,061	1,186	92.2%	38	38
Consumable supplies	141	(21)	-	120	120	-	100.0%	77	77
Consumable: Stationery, printing and office supplies	481	4	(14)	471	471	-	100.0%	6,319	6,319
Operating leases	2	(2)	-	-	-	-	100.0%	-	-
Property payments	178	(86)	-	92	92	-	100.0%	229	229
Travel and subsistence	1,546	(155)	64	1,455	1,455	-	100.0%	1,264	1,264
Training and development	1,290	(461)	(1)	828	828	-	100.0%	246	246
Operating payments	113	13	32	158	158	-	100.0%	173	173
Venues and facilities	137	(95)	-	42	42	-	100.0%	1,492	1,492
Rental and hiring	15	166	-	181	181	-	100.0%	18	18

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 2: Institutional Development									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	15,205	-	532	15,737	15,737	-	100.0%	14,522	14,522
Non-profit institutions	15,205	-	-	15,205	15,205	-	100.0%	14,440	14,440
Households	-	-	532	532	532	-	100.0%	82	82
Social benefits	-	-	532	532	532	-	100.0%	82	82
Payments for capital assets	566	-	1,200	1,766	645	1,121	36.5%	1,203	783
Machinery and equipment	566	-	1,158	1,724	603	1,121	35.0%	516	516
Transport equipment	-	-	1,158	1,724	603	1,121	35.0%	516	516
Other machinery and equipment	566	-	42	42	42	-	100.0%	687	267
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	91,115	-	590	91,705	89,398	2,307	97.5%	76,979	75,721

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	48,335	258	742	49,335	48,366	969	98.0%	32,950	32,950
Compensation of employees	29,766	80	814	30,660	30,660	-	100.0%	28,050	28,050
Goods and services	18,569	178	(72)	18,675	17,706	969	94.8%	4,900	4,900
Transfers and subsidies	15,205	-	406	15,611	15,611	-	100.0%	14,495	14,495
Non-profit institutions	15,205	-	-	15,205	15,205	-	100.0%	14,440	14,440
Households	-	-	406	406	406	-	100.0%	55	55
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	63,540	258	1,148	64,946	63,977	969	98.5%	47,445	47,445

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

2.2 Information Communication Technology		2016/17						2015/16		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
		R'000	R'000	R'000	R'000	R'000		R'000	R'000	R'000
Economic classification										
Current payments		13,817	(90)	(1,647)	12,080	12,080	-	100.0%	10,453	9,615
Compensation of employees		8,832	96	-	8,928	8,928	-	100.0%	8,068	8,068
Goods and services		4,985	(186)	(1,647)	3,152	3,152	-	100.0%	2,385	1,547
Transfers and subsidies		-	-	-	-	-	-	-	12	12
Households		-	-	-	-	-	-	-	12	12
Payments for capital assets		550	-	1,206	1,756	635	1,121	36.2%	1,203	783
Machinery and equipment		550	-	1,164	1,714	593	1,121	34.6%	516	516
Intangible assets		-	-	42	42	42	-	100.0%	687	267
Payments for financial assets		-	-	-	-	-	-	-	-	-
		14,367	(90)	(441)	13,836	12,715	1,121	91.9%	11,668	10,410

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6,221	1	134	6,356	6,139	217	96.6%	5,948	5,948
Compensation of employees	5,820	1	(10)	5,811	5,811	-	100.0%	5,492	5,492
Goods and services	401	-	144	545	328	217	60.2%	456	456
Transfers and subsidies	-	-	126	126	126	-	100.0%	15	15
Households	-	-	126	126	126	-	100.0%	15	15
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	6,221	1	260	6,482	6,265	217	96.7%	5,963	5,963

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

2.4 Communication Services	2016/17						2015/16		
	Adjusted Appropriation	Shift- ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,542	6	(132)	3,416	3,416	-	100.0%	9,608	9,608
Compensation of employees	2,795	6	-	2,801	2,801	-	100.0%	2,605	2,605
Goods and services	747	-	(132)	615	615	-	100.0%	7,003	7,003
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,542	6	(132)	3,416	3,416	-	100.0%	9,608	9,608

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

2.5 Programme Support	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,429	(175)	(239)	3,015	3,015	-	100.0%	2,295	2,295
Compensation of employees	3,168	(183)	(239)	2,746	2,746	-	100.0%	2,185	2,185
Goods and services	261	8	-	269	269	-	100.0%	110	110
Payments for capital assets	16	-	(6)	10	10	-	100.0%	-	-
Machinery and equipment	16	-	(6)	10	10	-	100.0%	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,445	(175)	(245)	3,025	3,025	-	100.0%	2,295	2,295

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 3: Policy and Governance		2016/17						2015/16		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme										
3.1 Special Programmes	14,639	39	(953)	13,725	13,725	-	100.0%	13,798	13,798	
3.2 Intergovernmental Relations	3,452	32	-	3,484	3,484	-	100.0%	2,671	2,671	
3.3 Provincial Policy Management	15,594	(71)	(1,028)	14,495	14,495	-	100.0%	18,920	18,920	
3.4 Programme Support	2,703	-	(360)	2,343	2,343	-	100.0%	6,000	3,834	
Total for sub programmes	36,388	-	(2,341)	34,047	34,047	-	100.0%	41,389	39,223	
Economic classification										
Current payments	31,873	-	(2,305)	29,568	29,568	-	100.0%	31,876	29,710	
Compensation of employees	27,946	-	(1,710)	26,236	26,236	-	100.0%	24,466	24,466	
Salaries and wages	24,200	6	(1,285)	22,921	22,921	-	100.0%	21,249	21,249	
Social contributions	3,746	(6)	(425)	3,315	3,315	-	100.0%	3,217	3,217	
Goods and services	3,927	-	(595)	3,332	3,332	-	100.0%	7,410	5,244	
Administrative fees	109	8	105	222	222	-	100.0%	142	142	
Advertising	70	-	(28)	42	42	-	100.0%	24	24	
Minor assets	4	-	1	5	5	-	100.0%	52	52	

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 3: Policy and Governance									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Catering: Departmental activities	469	36	22	527	527	-	100.0%	268	268
Communication	247	(2)	(93)	152	152	-	100.0%	124	124
Contractors	167	(7)	(88)	72	72	-	100.0%	92	92
Agency and support / outsourced services	431	(48)	(325)	58	58	-	100.0%	14	14
Inventory: Food and food supplies	5	-	(5)	-	-	-	-	-	-
Inventory: Materials and supplies	2	-	(2)	-	-	-	-	-	-
Consumable supplies	165	-	(141)	24	24	-	100.0%	49	49
Consumable: Stationery, printing and office supplies	137	27	(44)	120	120	-	100.0%	79	79
Operating leases	-	-	-	-	-	-	-	5,413	3,247
Property payments	-	-	14	14	14	-	100.0%	1	1
Transport provided: Departmental activity	101	-	159	260	260	-	100.0%	26	26
Travel and subsistence	1,862	(7)	(159)	1,696	1,696	-	100.0%	1,026	1,026
Training and development	15	-	(15)	-	-	-	-	47	47

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

Programme 3: Policy and Governance		2016/17						2015/16	
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Operating payments	8	(3)	48	53	53	-	100.0%	12	12
Venues and facilities	62	(4)	(4)	54	54	-	100.0%	30	30
Rental and hiring	73	-	(40)	33	33	-	100.0%	11	11
Transfers and subsidies	4,506	-	(48)	4,458	4,458	-	100.0%	9,265	9,265
Public corporations and private enterprises	-	-	-	-	-	-	-	5,000	5,000
Private enterprises	-	-	-	-	-	-	-	5,000	5,000
Other transfers to private enterprises	-	-	-	-	-	-	-	5,000	5,000
Non-profit institutions	4,446	-	-	4,446	4,446	-	100.0%	4,222	4,222
Households	60	-	(48)	12	12	-	100.0%	43	43
Social benefits	60	-	(48)	12	12	-	100.0%	43	43
Payments for capital assets	9	-	12	21	21	-	100.0%	248	248
Machinery and equipment	9	-	12	21	21	-	100.0%	248	248
Other machinery and equipment	9	-	12	21	21	-	100.0%	248	248
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	36,388	-	(2,341)	34,047	34,047	-	100.0%	41,389	39,223

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	10,184	37	(965)	9,256	9,256	-	100.0%	9,576	9,576
Compensation of employees	8,840	-	(653)	8,187	8,187	-	100.0%	8,830	8,830
Goods and services	1,344	37	(312)	1,069	1,069	-	100.0%	746	746
Transfers and subsidies	4,446	2	-	4,448	4,448	-	100.0%	4,222	4,222
Non-profit institutions	4,446	-	-	4,446	4,446	-	100.0%	4,222	4,222
Households	-	2	-	2	2	-	100.0%	-	-
Payments for capital assets	9	-	12	21	21	-	100.0%	-	-
Machinery and equipment	9	-	12	21	21	-	100.0%	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	14,639	39	(953)	13,725	13,725	-	100.0%	13,798	13,798

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

3.2 Intergovernmental Relations									
	2016/17					2015/16			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,452	32	-	3,484	3,484	-	100.0%	2,671	2,671
Compensation of employees	3,094	21	-	3,115	3,115	-	100.0%	2,300	2,300
Goods and services	358	11	-	369	369	-	100.0%	371	371
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,452	32	-	3,484	3,484	-	100.0%	2,671	2,671

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

		2016/17						2015/16		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
		R'000	R'000	R'000	R'000	R'000		R'000	R'000	
3.3 Provincial Policy Management										
Economic classification		R'000	R'000	R'000	R'000	R'000		R'000	R'000	
Current payments		15,534	(69)	(980)	14,485	14,485		13,877	13,877	
Compensation of employees		14,610	(21)	(764)	13,825	13,825		13,336	13,336	
Goods and services		924	(48)	(216)	660	660		541	541	
Transfers and subsidies		60	(2)	(48)	10	10		5,043	5,043	
Public corporations and private enterprises		-	-	-	-	-		5,000	5,000	
Non-profit institutions		-	-	-	-	-		-	-	
Households		60	(2)	(48)	10	10		43	43	
Payments for capital assets		-	-	-	-	-		-	-	
Machinery and equipment		-	-	-	-	-		-	-	
Intangible assets		-	-	-	-	-		-	-	
Payments for financial assets		-	-	-	-	-		-	-	
		15,594	(71)	(1,028)	14,495	14,495		18,920	18,920	

APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

3.4 Programme Support	2016/17						2015/16		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2,703	-	(360)	2,343	2,343	-	100.0%	5,752	3,586
Compensation of employees	1,402	-	(293)	1,109	1,109	-	100.0%	-	-
Goods and services	1,301	-	(67)	1,234	1,234	-	100.0%	5,752	3,586
Payments for capital assets	-	-	-	-	-	-	-	248	248
Machinery and equipment	-	-	-	-	-	-	-	248	248
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	2,703	-	(360)	2,343	2,343	-	100.0%	6,000	3,834

NOTES TO THE APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

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, disclosure notes and Annexure 1 (A-H) to the Annual Financial Statements.

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

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions per programme 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	Final Appropriation	Actual Expenditure	Variance R'000	Variance as a % of Final Appropriation
Administration	102,059	100,086	1,973	2%
Institutional Development	91,705	89,398	2,307	3%
Policy and Governance	34,047	34,047	0	0%

The positive variance of R4.2 million is mainly attributable to accruals and commitments at reporting date. A rollover application was submitted to Provincial Treasury on those transactions.

4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
Current payments	202,701	199,542	3,159	2%
Compensation of employees	127,229	127,229	0	0%
Goods and services	75,472	72,313	3,159	4%
Transfers and subsidies	20,238	20,238	0	0%
Departmental agencies and accounts	3	3	0	0%
Non-profit institutions	19,651	19,651	0	0%
Households	584	584	0	0%
Payments for capital assets	4,831	3,710	1,121	23%
Machinery and equipment	4,789	3,668	1,121	23%
Intangible assets	42	42	0	0%
Payments for financial assets	41	41	0	0%

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 MARCH 2017

	Note	2016/17 R'000	2015/16 R'000
Annual appropriation	1	227,811	211,522
Departmental revenue	2	941	161
TOTAL REVENUE		228,752	211,683
Current expenditure		199,543	180,263
Compensation of employees	3	127,229	115,630
Goods and services	4	72,314	64,633
Total current expenditure			
Transfers and subsidies		20,238	23,826
Transfers and subsidies	6	20,238	23,826
Total transfers and subsidies			
Expenditure for capital assets		3,709	3,976
Tangible assets	7	3,667	3,709
Intangible assets	7	42	267
Total expenditure for capital assets			
Unauthorised expenditure approved without funding	11		
Payments for financial assets	5	41	33
TOTAL EXPENDITURE		223,531	208,098
SURPLUS/(DEFICIT) FOR THE YEAR		5,221	3,585
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		4,280	3,424
Annual appropriation		4,280	3,424
Departmental revenue and NRF Receipts	12	941	161
Aid assistance			
SURPLUS/(DEFICIT) FOR THE YEAR		5,221	3,585

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2017

	<i>Note</i>	2016/17 R'000	2015/16 R'000
ASSETS			
Current assets		3,925	3,306
Cash and cash equivalents	8	10	5
Prepayments and advances	9	366	126
Receivables	10	3,549	3,175
Non-current assets		3,575	1,801
Receivables	10	3,575	1,801
TOTAL ASSETS		7,500	5,107
LIABILITIES			
Current liabilities		7,497	5,105
Voted funds to be surrendered to the Revenue Fund	11	4,280	3,424
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	8	524
Bank overdraft	13	3,206	1,157
Payables	14	3	-
Non-current liabilities			
TOTAL LIABILITIES		7,497	5,105
NET ASSETS		3	2
	<i>Note</i>	2016/17 R'000	2015/16 R'000
Represented by:			
Recoverable revenue		3	2
TOTAL		3	2

STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED 31 MARCH 2017

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Recoverable revenue			
Opening balance		2	3
Transfers:		1	(1)
Irrecoverable amounts written off	8.3		
Debts revised			
Debts recovered (included in departmental receipts)		(1)	-
Debts raised		2	
Closing balance		<u>3</u>	<u>2</u>
TOTAL		<u>3</u>	<u>2</u>

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017**

	<i>Note</i>	2016/17 R'000	2015/16 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		229,018	213,845
Annual appropriated funds received	1.1	227,811	211,522
Departmental revenue received	2	1,207	2,323
Net (increase)/decrease in working capital		(2,385)	(2,125)
Surrendered to Revenue Fund		(5,147)	(2,719)
Current payments		(199,543)	(180,263)
Payments for financial assets		(41)	(33)
Transfers and subsidies paid		(20,238)	(23,826)
Net cash flow available from operating activities	15	1,664	4,879
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(3,709)	(3,976)
Proceeds from sale of capital assets	2.2	-	162
Net cash flows from investing activities		(3,709)	(3,814)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		1	(1)
Net cash flows from financing activities		1	(1)
Net increase/(decrease) in cash and cash equivalents		(2,044)	1,064
Cash and cash equivalents at beginning of period		(1,152)	(2,216)
Cash and cash equivalents at end of period	13	(3,196)	(1,152)

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

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	Basis of preparation The financial statements have been prepared in accordance with the Modified Cash Standard.
2	Going concern The financial statements have been prepared on a going concern basis.
3	Presentation currency Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.
4	Rounding Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).
5	Foreign currency translation 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.
6	Comparative information
6.1	Prior period comparative information 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.
6.2	Current year comparison with budget A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.
7	Revenue
7.1	Appropriated funds Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). 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. 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.

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

7.2	<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>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
7.3	<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>Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.</p> <p>Write-offs are made according to the department's debt write-off policy</p>
8	<p>Expenditure</p>
8.1	<p>Compensation of employees</p>
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>
8.3	<p>Accrued expenditure payable</p> <p>Accrued expenditure payable is recorded in the notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department or in the case of transfers and subsidies when they are due and payable.</p> <p>Accrued expenditure payable is measured at cost.</p>
8.4	<p>Leases</p>
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.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

8.4.2	Finance leases Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of: cost, being the fair value of the asset; or the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.
9	Aid Assistance
9.1	Aid assistance received 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. 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.
9.2	Aid assistance paid 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.
10	Cash and cash equivalents Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position as a current liability. 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.
11	Prepayments and advances Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost. Advances are expensed in the Statement of Financial Performance once employees have accounted for it. Prepayments are expensed when the project has been completed.
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.

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

14	Financial assets
14.1	<p>Financial assets (not covered elsewhere)</p> <p>A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial.</p> <p>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.</p>
14.2	<p>Impairment of financial assets</p> <p>Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.</p>
15	<p>Payables</p> <p>Loans and payables are recognised in the statement of financial position at cost.</p>
16	Capital Assets
16.1	<p>Immovable capital assets</p> <p>Immovable capital assets are initially recorded in the notes to the financial statements at cost. Immovable capital assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Where the cost of immovable capital assets cannot be determined reliably, the immovable capital assets are measured at R1 unless the fair value of the asset has been reliably estimated, in which case the fair value is used.</p> <p>All assets acquired prior to 1 April 2002 (or a later date approved by the OAG) may be recorded at R1.</p> <p>Immovable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the immovable asset is recorded by another department in which case the completed project costs are transferred to that department. Paragraph 6 of the Northern Cape Land Administration Act, No 6 of 2002 specifically delegates the Head of Department of Roads and Public Works to account and administer all fixed properties vested in the Province in its consolidated asset register. This means all fixed properties (including leased fixed properties) of the Province are in the asset register of the Department of Roads and Public Works for the 2016/17 financial year. This is consistent to similar accounting treatment of prior financial years. Furthermore, all administrative processes associated with GIAMA (Government Immovable Asset Management Act) are performed by the Department of Roads and Public Works as the Member of the Executive Council (MEC) was assigned appropriate functions by the Premier.</p>
16.2	<p>Movable capital assets</p> <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 is added to the cost of the asset at the end of the capital project unless the movable asset is recorded by another department/entity in which case the completed project costs are transferred to that department.</p>

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

<p>16.3</p>	<p>Intangible assets</p> <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 that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department/entity in which case the completed project costs are transferred to that department.</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>Commitments</p> <p>Commitments (other than for transfers and subsidies) are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.</p>
<p>18</p>	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position 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 is measured at the amount of the confirmed unauthorised expenditure.</p>

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

19	<p>Fruitless and wasteful expenditure</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.</p> <p>Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.</p> <p>Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
20	<p>Irregular expenditure</p> <p>Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.</p> <p>Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.</p> <p>Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
21	<p>Changes in accounting policies, accounting estimates and errors</p> <p>Changes in accounting policies that are effected by management have been applied retrospectively 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 change in policy. In such instances 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>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>
22	<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>
23	<p>Principal-Agent arrangements</p> <p>The department is party to a principal-agent arrangement for [include details here]. In terms of the arrangement the department is the [principal / agent] and is responsible for [include details here]. 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>
24	<p>Departures from the MCS requirements</p> <p>In case of departures, the following will be inserted: that management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the standard except that it has departed from a particular requirement to achieve fair presentation; and the requirement from which the department has departed, the nature of the departure and the reason for departure.</p>

ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2017

<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 National/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 National/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>A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. 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>Transfer payments are not regarded as arm's length due to their unique nature and due to the fact that there are no willing buyers of transfer payments in the market.</p> <p>Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.</p>
<p>28</p>	<p>Inventories (<i>Effective from date determined in a Treasury Instruction</i>)</p> <p>At the date of acquisition, inventories are recorded at cost price in the notes to the financial statements.</p> <p>Where inventories are acquired as part of a non-exchange transaction, the cost of inventory is its fair value at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or 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>
<p>30</p>	<p>Employee benefits</p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1. Annual Appropriation

1.1 Annual Appropriation

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

	2016/17			2015/16	
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	100,308	100,308	-	93,154	93,154
Institutional Development	91,115	91,115	-	76,979	76,979
Policy & Governance	36,388	36,388	-	41,389	41,389
Total	227,811	227,811	-	211,522	211,522

2. Departmental revenue

	Note	2016/17 R'000	2015/16 R'000
Sales of goods and services other than capital assets	2.1	102	101
Sales of capital assets	2.2		162
Transactions in financial assets and liabilities	2.3	136	1,325
Transfer received	2.4	969	897
Total revenue collected		1,207	2,485
Less: Own revenue included in appropriation	19	(266)	(2,324)
Departmental revenue collected		941	161

2.1 Sales of goods and services other than capital assets

	Note	2016/17 R'000	2015/16 R'000
Sales of goods and services produced by the department	2	102	101
Other sales		102	101
Total		102	101

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

2.2 Sale of capital assets

	Note	2016/17	2015/16
		R'000	R'000
Tangible assets		-	162
Machinery and equipment	39	-	162
Total		-	162

2.3 Transactions in financial assets and liabilities

	Note	2016/17	2015/16
		R'000	R'000
Other Receipts including Recoverable Revenue		136	1,325
Total		136	1,325

2.4 Transfers received

	Note	2016/17	2015/16
		R'000	R'000
Public corporations and private enterprises		969	897
Total		969	897

Restatement was made in the note. Refer to Note 28.4

3. Compensation of employees

3.1 Salaries and Wages

	Note	2016/17	2015/16
		R'000	R'000
Basic salary		87,072	80,098
Performance award		1,579	273
Service Based		148	79
Compensative/circumstantial		2,188	1,743
Periodic payments		-	95
Other non-pensionable allowances		20,399	18,634
Total		111,386	100,922

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

3.2 Social contributions

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Employer contributions			
Pension		11,071	10,298
Medical		4,753	4,392
Bargaining council		19	18
Total		15,843	14,708
Total compensation of employees		127,229	115,630
Average number of employees		261	257

4. Goods and services

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Administrative fees		948	1,127
Advertising		1,106	994
Minor assets	4.1	122	218
Bursaries (employees)		327	429
Catering		4,528	4,686
Communication		4,389	3,739
Computer services	4.2	1,488	1,255
Legal services		885	257
Contractors		923	1,663
Agency and support / outsourced services		16,888	5,154
Entertainment			
Audit cost – external	4.3	4,289	3,536
Fleet services		1,455	1,318
Consumables	4.4	2,104	7,951
Operating leases		15,158	12,296
Property payments	4.5	2,340	4,825
Rental and hiring		230	194
Transport provided as part of the departmental activities		574	1,066
Travel and subsistence	4.6	12,397	11,007
Venues and facilities		446	1,576
Training and development		828	295
Other operating expenditure	4.7	889	1,047
Total		72,314	64,633

Users should be aware that included in this note are payments for services received from other state organs/ state assets such as National School of Governance, Telkom, Mittah Seperepere Convention Centre (MSCC)/ Northern Cape Department of Economic Development and Tourism, Northern Cape Fleet Management Entity and others.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

At reporting date a legal process (Case no: 1980/2015) was work-in-process between the provincial government (lead departments with the mandate over MSCC) and the operator of the centre regarding operational issues. This legal process has been set down for 2017/18 financial year.

Restatement was made in the note. Refer to Note 28.3

4.1 Minor assets

	<i>Note</i>	2016/17	2015/16
	4	R'000	R'000
Tangible assets		122	167
Machinery and equipment		122	167
Intangible assets			
Software		-	51
Total		122	218

4.2 Computer services

	<i>Note</i>	2016/17	2015/16
	4	R'000	R'000
SITA computer services		991	851
External computer service providers		497	404
Total		1,488	1,255

4.3 Audit cost – External

	<i>Note</i>	2016/17	2015/16
	4	R'000	R'000
Regularity audits		4,289	3,536
Total		4,289	3,536

4.4 Consumables

	<i>Note</i>	2016/17	2015/16
	4	R'000	R'000
Consumable supplies		985	1,185
Uniform and clothing		-	58
Household supplies		609	513
Communication accessories		6	-
IT consumables		24	25
Other consumables		346	589
Stationery, printing and office supplies		1,119	6,766
Total		2,104	7,951

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

4.5 Property payments

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Municipal services	4	90	2,628
Property management fees			
Property maintenance and repairs		283	106
Other		1,967	2,091
Total		2,340	4,825

4.6 Travel and subsistence

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Local	6	10,744	10,216
Foreign		1,653	791
Total		12,397	11,007

4.7 Other operating expenditure

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Professional bodies, membership and subscription fees	4	17	21
Resettlement costs		100	36
Other		772	990
Total		889	1,047

5. Payments for financial assets

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Debts written off	5.1	41	33
Total		41	33

5.1 Debts written off

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Nature of debts written off			
Staff debts and third parties		41	33
Total		41	33
Total debt written off		41	33

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

6. Transfers and subsidies

	Note	2016/17 R'000	2015/16 R'000
Departmental agencies and accounts	Annex 1B	3	3
Public corporations and private enterprises	Annex 1D	-	5,000
Non-profit institutions	Annex 1F	19,651	18,662
Households	Annex 1G	584	161
Total		20,238	23,826

7. Expenditure for capital assets

	Note	2016/17 R'000	2015/16 R'000
Tangible assets		3,667	3,709
Machinery and equipment	26	3,667	3,709
Intangible assets		42	267
Software	27	42	267
Total		3,709	3,976

7.1 Analysis of funds utilised to acquire capital assets – 2016/17

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	3,667	-	3,667
Machinery and equipment	3,667	-	3,667
Intangible assets	42	-	42
Software	42	-	42
Total	3,709	-	3,709

7.2 Analysis of funds utilised to acquire capital assets – 2015/16

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	3,709	-	3,709
Machinery and equipment	3,709	-	3,709
Intangible assets	267	-	267
Software	267	-	267
Total	3,976	-	3,976

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

7.3 Finance lease expenditure included in Expenditure for capital assets

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Tangible assets			
Machinery and equipment		1,628	1,664
Total		1,628	1,664

8. Cash and cash equivalents

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Cash on hand		10	5
Total		10	5

9. Prepayments and advances

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Prepayments (Not expensed)	9.1	366	126
Total		366	126

9.1 Prepayments (Not expensed)

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Goods and services	9	366	126
Total		366	126

10. Receivables

	<i>Note</i>	2016/17			2015/16		
		Current R'000	Non-current R'000	Total R'000	Current R'000	Non-current R'000	Total R'000
Claims recoverable	10.1	2,561	3,563	6,124	2,224	1,785	4,009
Staff debt	10.2	988	12	1,000	951	16	967
Total		3,549	3,575	7,124	3,175	1,801	4,976

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

10.1 Claims recoverable

	<i>Note 10 and Annex 4</i>	2016/17 R'000	2015/16 R'000
National departments		395	340
Provincial departments		3,754	1,591
Foreign governments			
Public entities		1,937	2,016
Private enterprises		38	62
Total		6,124	4,009

10.2 Staff debt

	<i>Note 10</i>	2016/17 R'000	2015/16 R'000
Ex-Officials		12	16
Current Officials		988	951
Total		1,000	967

11. Voted funds to be surrendered to the Revenue Fund

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Opening balance		3,424	261
As restated		3,424	261
Transfer from statement of financial performance (as restated)		4,280	3,424
Paid during the year		(3,424)	(261)
Closing balance		4,280	3,424

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

	<i>Note</i>	2016/17 R'000	2015/16 R'000
Opening balance		524	497
As restated		524	497
Transfer from Statement of Financial Performance (as restated)		941	161
Own revenue included in appropriation		266	2,324
Paid during the year		(1,723)	(2,458)
Closing balance		8	524

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

13. Bank Overdraft

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Consolidated Paymaster General Account		3,206	1,157
Total		3,206	1,157

14. Payables – current

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Other payables	14.1	3	-
Total		3	-

14.1 Other payables

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Description	14		
Refund to ex-employees on tax debt		3	-
Total		3	-

Refunds to ex-employees for tax debt after tax re-calculation.

15. Net cash flow available from operating activities

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Net surplus/(deficit) as per Statement of Financial Performance		5,221	3,585
Add back non cash/cash movements not deemed operating activities		(3,557)	1,294
(Increase)/decrease in receivables – current		(2,148)	(2,044)
(Increase)/decrease in prepayments and advances		(240)	(80)
Increase/(decrease) in payables – current		3	(1)
Proceeds from sale of capital assets		-	(162)
Expenditure on capital assets		3,709	3,976
Surrenders to Revenue Fund		(5,147)	(2,719)
Own revenue included in appropriation		266	2,324
Net cash flow generated by operating activities		1,664	4,879

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

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

	Note	2016/17 R'000	2015/16 R'000
Consolidated Paymaster General account		(3,206)	(1,157)
Cash on hand		10	5
Total		(3,196)	(1,152)

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

Liable to	Nature	Note	2016/17 R'000	2015/16 R'000
Housing loan guarantees	Employees	Annex 2A	39	55
Claims against the department		Annex 2B	6,655	6,566
Intergovernmental payables (unconfirmed balances)		Annex 4	912	617
Total			7,606	7,238

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

The opening balance of intergovernmental payables (unconfirmed balances) was restated. Refer to Note 28.2

18. Commitments

	Note	2016/17 R'000	2015/16 R'000
Current expenditure			
Approved and contracted		16,598	7,336
Approved but not yet contracted		-	-
Capital expenditure			
Approved and contracted		-	-
Approved but not yet contracted		-	-
Total Commitments		16,598	7,336

The following commitments (R1,224,940) is for longer than 1 year:

Pro-Active Health – R25,604

Mokokong Trading – R1,135,464

C Thagale – R63,872

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

19. Accruals and payables not recognised

19.1 Accruals

			2016/17 R'000	2015/16 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	5,203	-	5,203	3,981
Capital assets	162	-	162	191
Other				
Total	5,365	-	5,365	4,172

	Note	2016/17 R'000	2015/16 R'000
Listed by programme level			
Administration		3,704	2,241
Institutional Development		1,378	1,649
Policy & Governance		283	282
Total		5,365	4,172

	Note	2016/17 R'000	2015/16 R'000
Included in the above totals are the following:			
Confirmed balances with other departments		-	777
Total		-	777

19.2 Payables not recognised

			2016/17 R'000	2015/16 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	447	-	447	4,668
Capital assets	-	-	-	29
Other	-	-	-	-
Total	447	-	447	4,697

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	Note	2016/17 R'000	2015/16 R'000
Listed by programme level			
Administration		410	4,437
Institutional Development		15	189
Policy & Governance		22	71
Total		447	4,697

	Note	2016/17 R'000	2015/16 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 4	-	1,017
Confirmed balances with other government entities	Annex 4	-	-
Total		-	1,017

The opening balance of intergovernmental payables (confirmed balances) was restated. Refer to Note 28.2

20. Employee benefits

	Note	2016/17 R'000	2015/16 R'000
Leave entitlement		3,311	2,420
Service bonus (Thirteenth cheque)		2,542	3,359
Performance awards		758	675
Capped leave commitments		2,547	2,824
Long Service Awards		198	158
Other		110	247
Total		9,466	9,683

The opening balance of leave entitlement was restated to ensure better presentation and understandability to users. Refer to Note 28.1

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

	Note	2016/17 R'000	2015/16 R'000
Leave entitlement		305	393
Capped leave commitments		50	74
Total		355	467

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

21. Lease commitments

21.1 Operating leases expenditure

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
2016/17					
Not later than 1 year	-	-	5,414	1,357	6,771
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than five years	-	-	-	-	-
Total lease commitments	-	-	5,414	1,357	6,771

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
2015/16					
Not later than 1 year	-	-	5,414	1,618	7,032
Later than 1 year and not later than 5 years	-	-	-	91	91
Later than five years	-	-	-	-	-
Total lease commitments	-	-	5,414	1,709	7,123

21.2 Finance leases expenditure**

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
2016/17					
Not later than 1 year	-	-	-	1,627	1,627
Later than 1 year and not later than 5 years	-	-	-	2,561	2,561
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	4,188	4,188

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
2015/16					
Not later than 1 year	-	-	-	1,359	1,359
Later than 1 year and not later than 5 years	-	-	-	1,773	1,773
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	3,132	3,132

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

Operating Lease:

The nature of the operating leases is for office accommodation/rental.

Finance Lease:

There is a commitment for fleet management arrangement between the Office of the Premier and the Northern Cape Fleet Management Trade Entity. The finance lease arrangement with the Northern Cape Fleet Management Trade Entity also gives rise to related party relationship and related party transactions which are provided in detail. Refer to Note 23. Cell phones and photocopy machines also form part of finance leases.

No sub-lease arrangement pertaining to our existing leases.

No purchase/ renewal option exists with the Northern Cape Fleet Management Entity

22. Irregular expenditure

22.1 Reconciliation of irregular expenditure

	Note	2016/17 R'000	2015/16 R'000
Opening balance		23,500	23,500
Prior period error		-	-
As restated		23,500	23,500
Add: Irregular expenditure – relating to prior year		5,647	
Add: Irregular expenditure – relating to current year		1,511	-
Less: Amounts not condoned and not recoverable	15	(1,335)	
Closing balance		29,323	23,500

Analysis of awaiting condonation per age classification

Current year	1,511	-
Prior years	27,812	23,500
Total	29,323	23,500

22.2 Details of irregular expenditure – added current year (relating to current and prior years)

Incident	Disciplinary steps taken/criminal proceedings	2016/17 R'000
Non-compliance with Supply Chain Management prescripts (MSCC)	None	1,511
Non-compliance with Supply Chain Management prescripts (MSCC)	None	5,647
Total		7,158

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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An amount of R 5,647,406.66 relating to the 2013/14 to 2015/16 financial years and R 1,510,539.97 for the current year ,was reported as irregular expenditure during the 2016/17 financial year as a result of a technical consultation which was done by the Office of the Auditor-General.

22.3 Details of irregular expenditure not recoverable (not condoned)

Incident	Not condoned by (condoning authority)	2016/17 R'000
Non-compliance with National Treasury Instruction Note which relates to procurement within the threshold R 2,000 – R 10,000	National Treasury	1,335
Total		1,335

An amount of R1 334 680.55 was written off by the Accounting Officer during the 2016/17 financial year after conforming to National Treasury prescribed due processes. At reporting date, National Treasury was busy with the processing and evaluation of the condonation request from the department for the remaining of prior years' irregular expenditure. It is expected for this process to be finalised during 2017/18 financial year.

23. Related party transactions

Trusts under control of the department.	<i>Note</i>	2016/17 R'000	2015/16 R'000
23.1 Trusts under the control of the department		19,651	18,662
Total		19,651	18,662

23.1.1 Northern Cape Premier's Education Trust Fund

The primary objective of the Trust Fund is to make higher education opportunities accessible by providing bursary loans 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 trust deed, the Board of trustees are subject to prior approval by the premier of the Northern Cape Province, who is a patron to the Northern Cape Premier's Education Trust.

Payments made	<i>Note</i>	2016/17 R'000	2015/16 R'000
Payments made		15,205	14,440
Total		15,205	14,440

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

23.1.2 Mme Re Ka Thusa Trust Fund

The main objective of the fund is to promote the economic empowerment of women in the province through provision of grant allocations to the qualifying beneficiaries. The Premier appoints the Board of trustees.

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Payments made		4,446	4,222
Total		<u>4,446</u>	<u>4,222</u>

23.2 Key management personnel

Key management personnel were identified as having related party relationship 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 personnel are entrusted with fiduciary responsibility and significant authority over the reporting entity. Key personnel also include the Premier as an Executing Authority of Vote1.

Remuneration of key management is as follows:

	<i>Note</i>	2016/17	2015/16
		R'000	R'000
Payments made		19,190	16,237
Total		<u>19,190</u>	<u>16,237</u>

23.3 Disclosure relating to other provincial government departments and entities.

Related party relationship

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

23.3.1 Provincial Departments

Agriculture, Land Reform and Rural Development;
Co-operative Governance, Human Settlements and Traditional Affairs;
Economic Development and Tourism;
Education;
Environment and Nature Conservation;
Health;
Northern Cape Provincial Legislature;
Northern Cape Provincial Treasury;
Roads and Public Works;
Social Development;
Sports, Arts and Culture and
Transport, Safety and Liaison

23.3.2 Provincial Entities

Kalahari Kid Corporation (KKC);
McGregor Museum;
Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA);
Northern Cape Fleet Management;
Northern Cape Gambling Board;
Northern Cape Liquor Board; and
Northern Cape Tourism Authority

24. Key management personnel

	No. of Individuals	2016/17 R'000	2015/16 R'000
Political office bearers	1	2,174	2,174
Officials:			
Level 15 to 16	8	8,068	6,071
Level 14 (incl. CFO if at a lower level)	8	8,948	7,992
Total		19,190	16,237

Included in the amount disclosed for officials on level 14, are the costs for the Acting Executive Manager: Monitoring and Evaluation.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

25. Non-adjusting events after reporting date

Nature of event	2016/17 R'000
Include an estimate of the financial effect of the subsequent non-adjusting events or a statement that such an estimate cannot be made.	-
Total	<u><u>-</u></u>

26. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	17,682				18,076
Transport assets	2,135	-	1,521	(1,281)	2,375
Computer equipment	7,945	-	398	(422)	7,921
Furniture and office equipment	6,990	-	125	(46)	7,069
Other machinery and equipment	612	-	99	-	711
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	<u><u>17,682</u></u>	<u><u>-</u></u>	<u><u>2,143</u></u>	<u><u>(1,749)</u></u>	<u><u>18,076</u></u>

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	6	276

Six (6) assets could not be verified and were reported missing. The Asset Management section is currently investigating the circumstances around the missing equipment.

These assets are recorded in the departmental loss control register while investigation is work in progress.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

26.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Cash*	Non-cash**	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT					
Transport assets	2,312	-	(791)	-	1,521
Computer equipment	370	28	-	-	398
Furniture and office equipment	125	-	-	-	125
Other machinery and equipment	860	-	(837)	76	99
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	3,667	28	(1,628)	76	2,143

During the 2016/17 financial year six (6) assets to the value of R27 992.25 were transferred from the Department of Health. Due legislative processes were followed.

At reporting date an asset valued at R76,480.32 was received and was paid in the subsequent financial year.

*The amount disclosed under Capital Work in Progress relates to Finance Leases. Refer to **Note 7.3***

26.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT				
Transport assets	1,281	-	1,281	969
Computer equipment	-	422	422	-
Furniture and office equipment	-	46	46	-
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	1,281	468	1,749	969

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

26.3 Movement for 2015/16

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	18,736	-	2,045	(3,099)	17,682
Transport assets	3,115	-	1,281	(2,261)	2,135
Computer equipment	8,177	-	386	(618)	7,945
Furniture and office equipment	6,832	-	378	(220)	6,990
Other machinery and equipment	612	-	-	-	612
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	18,736	-	2,045	(3,099)	17,682

26.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2017

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	-	-	9,276	-	9,276
Additions	-	-	-	135	-	135
Disposals	-	-	-	(235)	-	(235)
TOTAL MINOR ASSETS	-	-	-	9,176	-	9,176

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	5,297	-	5,297
TOTAL NUMBER OF MINOR ASSETS	-	-	-	5,297	-	5,297

During the 2016/17 financial year four (4) assets to the value of R13,466.25 were transferred from the Department of Health. Due legislative processes were followed.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

Minor Capital Assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	28	27

Twenty eight (28) assets could not be verified and were reported missing. The Asset Management section is currently investigating the circumstances around the missing equipment.

These assets are recorded in the departmental loss control register while investigation is work in progress.

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2016

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	-	-	9,696	-	9,696
Prior period error	-	-	-	-	-	-
Additions	-	-	-	167	-	167
Disposals	-	-	-	(587)	-	(587)
TOTAL MINOR ASSETS	-	-	-	9,276	-	9,276

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	105	-	5,738	-	5,843
TOTAL NUMBER OF MINOR ASSETS	-	105	-	5,738	-	5,843

26.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2017

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	697	-	697
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	697	-	697

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2016

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	32	-	32
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	32	-	32

26.6 S42 Movable capital assets

MAJOR ASSETS SUBJECTED TO TRANSFER IN TERMS OF S42 OF THE PFMA - 31 MARCH 31 MARCH 2017

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No. of Assets				(5)		(5)
Value of the assets (R'000)				(51)		(51)

MINOR ASSETS SUBJECTED TO TRANSFER IN TERMS OF S42 OF THE PFMA - 31 MARCH 31 MARCH 2017

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No. of Assets				(2)		(2)
Value of the assets (R'000)				(6)		(6)

Five (5) major assets valued at R50 719.67 and two (2) minor assets valued at R6 521.14 were transferred to Department of Health during the transfer of officials to that department.

27. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	6,893	-	42	(952)	5,983
TOTAL INTANGIBLE CAPITAL ASSETS	6,893	-	42	(952)	5,983

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

Intangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the intangible capital assets per the asset register are assets that are under investigation:		
Software	-	-

27.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Cash R'000	Non-Cash R'000	(Develop- ment work in progress – current costs) R'000	Received current year, not paid (Paid current year, received prior year) R'000	Total R'000
SOFTWARE	42	-	-	-	42
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	42	-	-	-	42

27.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017

	Sold for cash R'000	Non-cash disposal R'000	Total disposals R'000	Cash Received Actual R'000
SOFTWARE		(952)	(952)	-
TOTAL DISPOSALS OF INTANGIBLE CAPITAL ASSETS	-	(952)	(952)	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

27.3 Movement for 2015/16

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	6,893	-	-	-	6,893
TOTAL INTANGIBLE CAPITAL ASSETS	6,893	-	-	-	6,893

28. Prior period errors

28.1 Employee benefits

Nature of prior period errors

	Note	2015/16 R'000
Erroneous non-inclusion of few leave balances under leave entitlement category	20	316
Net effect		316

When implementing prior years' action plans on leave management, it came to management's attention that an error occurred in the valuation of leave entitlement at 31 March 2016 reporting date.

	Note	2015/16 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

28.2 Intergovernmental payables

Nature of prior period errors

	Note	2015/16 R'000
Incorrect classification of intergovernmental payables	Annexure 4, Notes 17.1 & 19.1	1,017
Net effect		1,017

Management erroneously classified one intergovernmental payable as "unconfirmed" instead of classifying it as "confirmed at reporting date.

The net effect of the incorrect classification is that intergovernmental payables were understated by R1,017,000 and contingent liabilities were overstated by the same amount (R1,017,000).

This intergovernmental payable has since been paid during the current financial year in terms of the contractual arrangement that existed between Office of the Premier and another state organ.

	Note	2015/16 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.

28.3 Goods and services

Nature of prior period errors

	Note	2015/16 R'000
Incorrect classification of bursaries	4	429
Net effect		429

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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Management erroneously included an amount under Training and staff development instead of Bursaries (employees). The net effect of the incorrect classification is that Training and staff development was overstated by R429,000 and Bursaries (employees) was understated by the same amount (R429,000). The classification error was between the two items within a note which has no impact on the overall total of Goods and services. The restatement was performed to ensure better presentation and understandability to the users.

	Note	2015/16 R'000
Expenditure		-
Net effect		<u>-</u>

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

28.4 Revenue

Nature of prior period errors

	Note	2015/16 R'000
Erroneous non-inclusion of revenue under Transfers received	4	897
Net effect		<u>897</u>

Management erroneously included an amount under Transaction in financial assets and liabilities instead of Transfers received. The net effect of the incorrect classification is that Transactions in financial assets and liabilities was overstated by R897,000 and Transfers received was understated by the same amount (R897,000). The classification error was between the two items within a note which has no impact on the overall total of Revenue. The restatement was performed to ensure better presentation and understandability to the users.

	Note	2015/16 R'000
Expenditure		-
Net effect		<u>-</u>

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

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 1A

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2015/16 R'000
	Adjusted Appropriation R'000	Roll Overs R'000	Adjust- ments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds Transferred %	
South African Broadcasting Corporation	3	-	-	3	3	100%	3
Public Sector Education and Training Authority	-	-	-	-	-	-	-
TOTAL	3	-	-	3	3	100%	3

ANNEXURE 1B

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE			2015/16 R'000
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds Transferred %	Capital R'000	
Private Enterprises Transfers	-	-	-	-	-	-	-	5,000
Enterprise Factory	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	5,000

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 1C
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

	TRANSFER ALLOCATION				EXPENDITURE		2015/16 Appropriation Act R'000
	Adjusted Appropriation Act	Roll overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	
	R'000	R'000	R'000	R'000	R'000	%	
NON-PROFIT INSTITUTIONS							
Transfers							
Premiers Bursary trust Fund	15,205	-	-	15,205	15,205		14,440
Mme Re Ka Thusa Trust Fund	4,446			4,446	4,446		4,222
TOTAL	19,651	-	-	19,651	19,651		18,662

ANNEXURE 1D
STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				EXPENDITURE		2015/16 Appropriation Act R'000
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	
HOUSEHOLDS							
Transfers							
Leave Payouts	584	-	-	584	584	100%	161
TOTAL	584	-	-	584	584	100%	161

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 1E

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2016/17	2015/16
		R'000	R'000
Received in cash			
De Beers	State of the Province Address	-	50
Agriculture	Business Breakfast Table	-	10
Economic Development	Business Breakfast Table	-	10
Provincial Treasury	Business Breakfast Table	-	10
Sports Arts and Culture	Business Breakfast Table	-	10
Social Development	Business Breakfast Table	-	10
Roads and Public Works	Business Breakfast Table	-	10
Education	Business Breakfast Table	-	10
Transport Safety & Liaison	Business Breakfast Table	-	30
Environment & Nature Conversation	Business Breakfast Table	-	10
Health	Business Breakfast Table	-	10
CoGHSTA	Business Breakfast Table	-	10
Legislature	Business Breakfast Table	-	10
Sol Plaatje	Business Breakfast Table	-	20
SDPS	Business Breakfast Table	-	10
ABSA	Cash Donation	-	10
Khumani	Cash Donation	-	150
Shoprite	Gifts for the elderly	-	45
		-	45
Subtotal		-	470
Received in kind			
National Skills Authority	Public Sector Training Forum	-	150
The New Age	Conference	-	770
	State of the Province Address		
Subtotal		-	920
TOTAL		-	1,390

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1F
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP	2016/17	2015/16
	R'000	R'000
Paid in cash		
Gifts, donations and sponsorships made from the Discretionary Fund	332	278
Financial assistance	21	106
Subtotal	353	384
Made in kind		
Gifts, donations and sponsorships made from the Discretionary Fund	1,455	2,221
Corporate gifts	111	110
Social responsibility	144	316
Funeral Assistance	24	10
Hospital hampers	9	11
Subtotal	1,743	2,668
TOTAL	2,096	3,052

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 2A
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2017 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening balance 1 April 2016 R'000	Guarantees draw downs during the year R'000	Guarantees repayments/cancelled/reduced/released during the year R'000	Revaluations R'000	Closing balance 31 March 2017 R'000	Guaranteed interest for year ended 31 March 2017 R'000	Realised losses not recoverable i.e. claims paid out R'000
	Housing	-	55	-	16	-	39	-	-
	Nedbank	-	55	-	16	-	39	-	-
	Subtotal	-	55	-	16	-	39	-	-
	TOTAL	-	55	-	16	-	39	-	-

ANNEXURE 2B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2017

Nature of Liability	Opening Balance 1 April 2016 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 2017 R'000
Claims against the department					
Damages	6,566	739	(650)		6,655
Total	6,566	739	(650)		6,655

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 3
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 20YY/ZZ *	
	31/03/2017	31/03/2016	31/03/2017	31/03/2016	31/03/2017	31/03/2016	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Education	-	-	726	313	726	313		
Health	1,862	-	-	128	1,862	128		
Roads and Public Works	-	-	766	616	766	616		
Social Development	-	32	-	-	-	32		
Sports Arts and Culture	8	38	-	-	8	38		
Transport Safety and Liaison	321	312	-	-	321	312		
Treasury	-	152	-	-	-	152		
Environment and Nature Conservation	2	-	-	-	2	-		
CoGHSTA	69	-	-	-	69	-		
	2,262	534	1,492	1,057	3,754	1,591		

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 20YY/ZZ *	
	31/03/2017	31/03/2016	31/03/2017	31/03/2016	31/03/2017	31/03/2016	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Other Government Entities								
NIHE	-	-	33	33	33	33		33
NCEDA	-	-	-	107	-	107		107
EWSETA	-	-	1,875	1,875	1,875	1,875		1,875
Infinite	-	-	10	10	10	10		10
Santam	-	-	25	53	25	53		53
SAPS	-	-	340	340	340	340		340
Planning Monitoring and Evaluation	56	-	-	-	56	-		-
UMSOBOMVU	-	-	2	-	2	-		-
NCFTME	-	-	29	-	29	-		-
TOTAL	56	-	2,314	2,418	2,370	2,418		2,418
	2,318	534	3,806	3,475	6,124	4,009		4,009

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

ANNEXURE 4
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2016/17 *
	31/03/2017	31/03/2016	31/03/2017	31/03/2016	31/03/2017	31/03/2016	
	R'000	R'000	R'000	R'000	R'000	R'000	Payment date up to six (6) working days before year end
DEPARTMENTS							
Current							
Health	-	74	-	-	-	74	
Justice	-	-	188	14	188	14	
SAPS	-	-	215	175	215	175	
Sports Arts & Culture	-	106	-	-	-	106	
NCEDA	-	1,017	-	-	-	1,017	
NCFMTE	-	193	-	-	-	193	
National School of Government	-	357	-	-	-	357	
Subtotal	-	1,747	403	189	403	1,936	

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

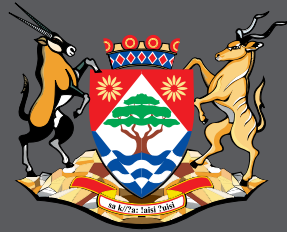
GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2016/17 *	
	31/03/2017	31/03/2016	31/03/2017	31/03/2016	31/03/2017	31/03/2016	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Non-current								
Roads & Public Works	-	-	-	141	-	141		
Justice	-	-	175	175	175	175		
Education	-	47	-	-	-	47		
SAPS	-	-	-	112	-	112		
NCFMTE	-	-	159	-	159	-		
National School of Government	-	-	175	-	175	-		
Subtotal	-	47	509	428	509	475		
TOTAL	-	1,794	912	617	912	2,411		

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2016/17 *	
	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	Payment date up to six (6) working days before year end	Amount R'000
GOVERNMENT ENTITY								
OTHER GOVERNMENT ENTITY								
Current								
Subtotal								
Non-current								
Subtotal								
TOTAL	-	1,794	912	617	912	2,411		

The opening balance of Intergovernmental payables was restated. Refer to Note 28.2

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