

**OFFICE OF THE PREMIER
ANNUAL REPORT
2014/2015**



**LEADING THE NORTHERN
CAPE PROVINCE TO
PROSPERITY WITH A
QUALITY LIFE FOR ALL.**



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GENERAL INFORMATION



1. DEPARTMENT'S GENERAL INFORMATION

Full name of the department

Northern Cape Office of the Premier

Physical address of Head Office

JW Sauer Building
Corner of Roper and Quinn Streets
Kimberley

Postal Address of Head Office

Private Bag x5016
Kimberley
8300

Contact telephone numbers

053 838 2950

Fax number

053 838 2502

Email address

ZLangeveldt@ncpg.gov.za
CynthiaJoseph@ncpg.gov.za

Website address

www.northern-cape.gov.za



2. LIST OF ABBREVIATIONS /ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AO	Accounting Officer
APP	Annual Performance Plan
BBBEE	Broad Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China & South Africa
CFO	Chief Financial Officer
CJS	Criminal Justice Systems
DG	Director General
DORA	Division of Revenue Act
DPSA	Department of Public Service Administration
EU	European Union
GIAMA	Government Immovable Asset Management Act
GIS	Government Information Systems
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
ICT	Information Communication Technology
IGR	Intergovernmental Relations
KPA	Key Performance Area
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MPSA	Minister for the Public Service and Administration
MTEC	Medium Term Expenditure Committee



NC OFFICE OF THE PREMIER VOTE 1

MTEF	Medium Term Expenditure Framework
MTS	Provincial Maths, Science and Technology
MTSF	Medium Term Strategic Framework
MPAT	Monitoring Performance Assessment Tool
NC	Northern Cape
NED	Northern Cape Education Department
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
RWOPS	Remuneration for work performed outside Public Service
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
SMME	Small Medium and Micro Enterprises
SMS	Senior Management System
SNE	Special Needs Education
SOPA	State of the Province Address
SP	Strategic Plan
STI	Sexual Transmitted Infection
TB	Tuberculosis
TFR	Total Fertility Rate
TR	Treasury Regulations



3. FOREWORD BY THE PREMIER

This annual report is presented against the backdrop of the attainment of 21 years of our democracy and the 60th commemoration of the Freedom Charter. Over the years we have made massive gains within the socio-economic environment and have recorded growth since the inception of this government in 1994. As a whole the Office of the Premier has played a crucial role in promoting and making practical the key requirements of co-operative governance.

The main task of the office is 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. At the same time this role and the impact it has made needs to be intensified to enable joint planning for seamless delivery of services and development across all three spheres of government as well as between Provincial departments and public entities and agencies that are operating within the Province. The focus will therefore continue to be on strengthening governance, leadership and management in order to steer the Province on a developmental path.

We acknowledge that we have been met with some challenges but these are being dealt with so as to continuously ensure that we do all in our power to create a better life for the people of this Province. As the Northern Cape Provincial Government more emphasis will be placed on strengthening Government's relations with the citizens and to constantly be aware of the citizen's needs, expectations and experiences of Government.

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. Your efforts have borne fruit in allowing the office to obtain a financially unqualified audit opinion. I am convinced that you will take the lessons learnt and apply them in the new financial year in executing your duties.

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 2014/15 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 2014/15 financial year.



Overview of the financial results of the department

Table 1 Departmental receipts

Departmental receipts	2014/2015			2013/2014		
	Estimate (R'000)	Actual Amount Collected (R'000)	(Over)/Under Collection (R'000)	Estimate (R'000)	Actual Amount Collected (R'000)	(Over)/Under Collection (R'000)
Tax Receipts	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-
Sale of goods and services other than capital assets	72	87	(15)	110	88	22
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-
Sale of capital assets	-	125	(125)	90	200	(110)
Financial transactions in assets and liabilities	90	274	(184)	-	48	(48)
Total	162	486	(324)	200	336	(136)

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	2014/2015			2013/2014		
	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	87,471	87,210	261	81 959	79 663	2 296
Institutional Development	71,700	71,700	-	72 477	71 526	951
Policy and Governance	35,628	35,628	-	32 736	28 931	3 805
Total	194,799	194,538	261	187 172	180 120	7 052

The variance is not material as it is 0.3% in relation to the total budget.

Virements

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).

Public Private Partnerships

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

New or proposed activities

During the year under review the Performance Information Monitoring function was taken up by the Office of the Premier, which was previously in part performed by Provincial Treasury.

Supply chain management

During the 2014/15 financial year the department incurred irregular expenditure amounting to R1.4 million. This is a significant decrease of 79% compared to the previous financial year. Continuous efforts are being made to tighten internal controls to prevent the incurrence of irregular expenditure.

Gifts and Donations received in kind from non-related parties

Gifts and donations to the value of R865 000 were received by the Office of the Premier. Refer to Annexure 1D for a detailed breakdown.



Exemptions and deviations received from the National Treasury

No exemptions or 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.

Acknowledgement/s or Appreciation

The accounting Officer hereby takes this opportunity to thank the Honourable Premier for guidance and support provided throughout the financial year. Sincere appreciation to the management team and staff for their dedication and commitment throughout the year. This has made it possible for the Office of the Premier to deliver on its strategic objectives and planned activities for the 2014/2015 financial year.

Approval and sign off

Mr. Justice Bekebeke

Accounting Officer
Office of the Premier

Date: 31 May 2015



5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF 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 the National Treasury.

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2015.

Yours faithfully

Mr. Justice Bekebeke
Accounting Officer
Office of the Premier

Date: 31 May 2015



6. STRATEGIC OVERVIEW

6.1 VISION

A safe, democratic and prosperous province with an empowered and inclusive citizenry.

6.2 MISSION

To provide strategic leadership, direction and coordinated planning, monitoring and evaluation of developmental programmes to provide the quality of life for all.

6.3. VALUES

In order that it may realise its vision and mission the Office of the Premier has adopted the following values and guiding principles:

- Leadership - We will provide leadership in all aspects of provincial government operations and promote evidence-based decision making;
- Transparency and accountability - We will be transparent in all our service delivery process and foster a culture of fairness, honesty and integrity;
- Operational excellence - We are committed to rooting out irregular and corrupt activities and promote continuous learning, professionalism and efficient operations;
- Responsiveness and effectiveness - We will be responsive to the needs of our people and deliver high quality value added services;
- Equity and accessibility - We will improve access to services and treat our people equitably, especially, mainstreaming vulnerable groups; and
- Teamwork and participation - We will work with departments in the province and other stakeholders to streamline and fast track the delivery of public services in the province.
- Upholding the rule of law
- Integration and Coordination
- Professionalism

7. LEGISLATIVE AND OTHER MANDATES

The Office of the Premier is centrally positioned within the provincial government and derives its mandates from the following legislative and regulatory frameworks:

- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
- Broad Based Black Economic Empowerment Act, 2000;
- Child Care Act, 1993 (Act No. 74 of 1993);
- Commission of Enquiry Act (Act No. 60 of 1952);
- Division of Revenue Act, 2013 (Act No. 2 of 2013);
- Electronic Communication and Transaction, 2002 (Act No. 25 of 2002);
- Employment Equity Act, 1998, (Act No. 55 of 1998);
- Government Asset Management Act (Act 19 of 2007);
- Income tax Act 1962;



- Labour Relations Act, 1995 (Act No. 66 of 1995);
- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996);
- National Archives and Records Service Act 43 of 96;
- Northern Cape Planning and Development Act, 1998 (Act No. 7 of 1998);
- Northern Cape Land Administration Act (Act No. 6 of 2002);
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993);
- Pension Fund Act, 1956 (Act No. 24 of 1956);
- Preferential Procurement Policy Framework Act, 2000 (Act No. 2 of 2000);
- Prevention and Combating corruption activities, 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);
- Public Administration 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 Amendment Act, 2007 (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 Land Use Management Act, 2013 (Act No. 16 of 2013);
- State Information and Technology Act 88 of 98;
- Traditional Leadership Governance and Houses of Traditional Leaders Act, 2007 (Act No. 2 of 2007);
- Infrastructure Development Act, 2014 (Act No 23 of 2014)
- Public administration Act, 2014 (Act No. 11 of 2014)
- SPLUMA (Act 16 of 2013)
- Special Economic Zone Act, 2014 (Act no 16 of 2014)
- Human Resource Development South Africa Strategy 2010-2030
- 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
- Medium Term Strategic Framework, 2015-2019;
- Municipal Integrated Development Plans
- Municipal Spatial Development Frameworks
- National Development Plan – Vision 2030
- National Monitoring and Evaluation Framework White Paper of October 2009;
- National Planning Commission White Paper of October 2009;
- National Policy Framework for Women's Empowerment and Gender Equality.2011
- National Skills Development Strategy III, 2011
- National Strategic Plan of Human Immune deficiency Virus (HIV), Sexual Transmitted Infections (STI's) & Tuberculosis (TB) 2012-2016 and Provincial Strategic Plan for HIV, STIs & TB 2012-2016
- National Strategic Planning Green Paper of September 2009;
- New Growth Path, 2010;
- Policy Framework for the Government-wide Monitoring and Evaluation System, Published by The Presidency, November 2007
- Performance Information Handbook, Published by National Treasury, April 2011



- Provincial Growth and Development Strategy 2014
- Provincial Spatial Development Framework, 2012
- The Integrated National Disability Strategy of 1997;
- The Role of Premiers' Offices in Government-wide Monitoring and Evaluation: A Good Practice Guide: Published by The Presidency, July 2008
- Youth Enterprise development Strategy – 2023

CONSTITUTIONAL MANDATES, POWERS AND FUNCTIONS

The Premier exercises the 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;
- 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; and
- calling a referendum in the province in accordance with national legislation;
- appointing the members of the Executive Council, assigning their powers and functions, and by dismissing them;
- transferring to a member of the Executive Council –
- the administration of any legislation entrusted to another member; or
- any power or function entrusted by legislation to another member;
- by ensuring that organs of state, through legislative and other measures, assist and protect and the courts to ensure the independence, impartiality, dignity, accessibility and effectiveness of the courts

OTHER POLICY MANDATES

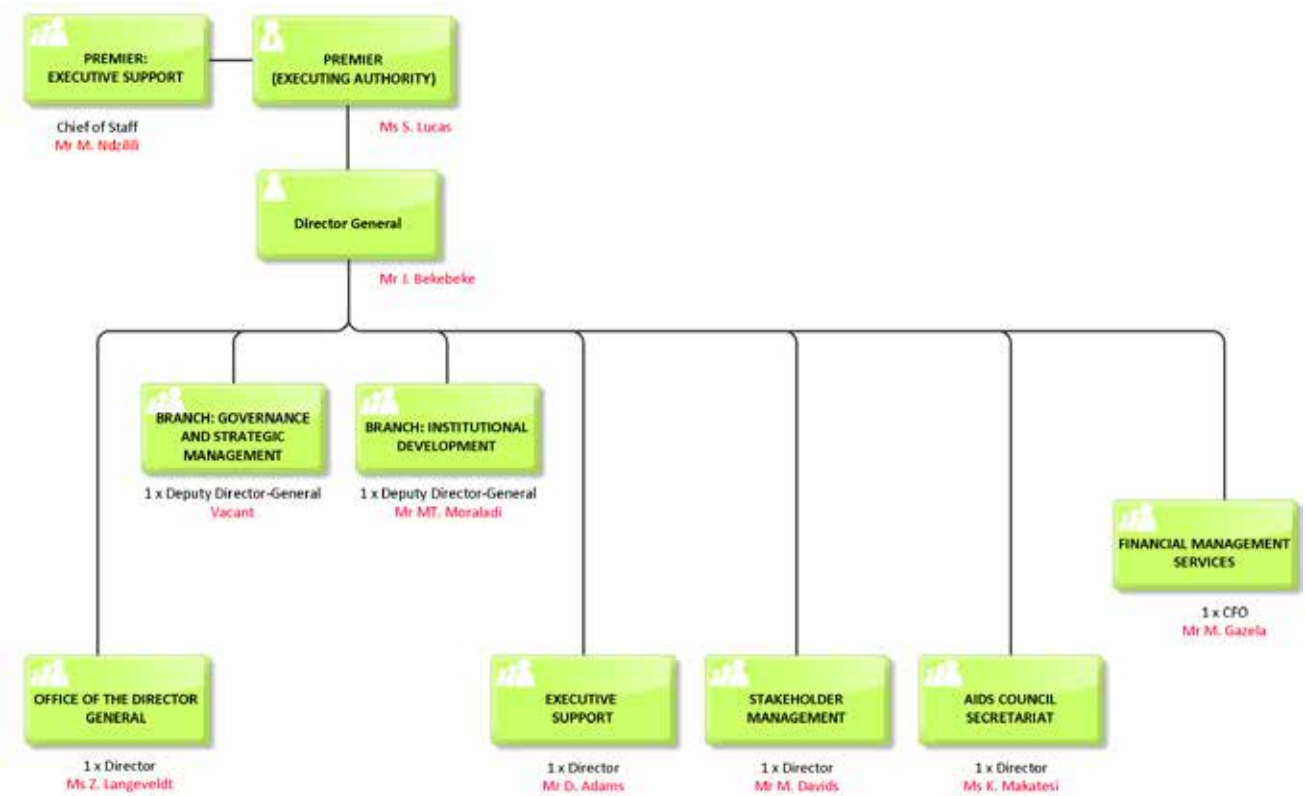
- Provincial Development Plan Vision 2030
- Review of the Provincial Spatial Development Framework
- Medium Term Strategic Framework, 2014-2019
- National Monitoring and Evaluation Framework White Paper of October 2009
- National Strategic Planning Green Paper of September 2009
- The Integrated National Disability Strategy of 1997
- Various agreements negotiated at the Provincial Council, PSCBC and the General Public
- Service Sectoral Bargaining Council
- National Policy Framework for Women's Empowerment and Gender Equality
- Northern Cape Renewable Energy Strategy

The Northern Cape Human Resource Development Strategy 2006-2014



8. ORGANISATIONAL STRUCTURE

MACRO STRUCTURE: OFFICE OF THE PREMIER



9. ENTITIES REPORTING 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

The word 'PART B' is rendered in large, bold, white-outlined letters. Each letter is filled with a different image: 'P' shows a desert landscape with sand dunes; 'A' shows a person in a bright green shirt jumping; 'R' shows a person in a wheelchair; 'T' shows a person in a wheelchair; 'B' shows a modern building with a glass facade. The background is a solid orange color with a subtle pattern of small white dots.

**PERFORMANCE
INFORMATION**



1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with no material findings being reported under the predetermined objectives heading in the report on the legal and regulatory requirements section of the auditor's report.

Refer to page 93 of the Report of the Auditor- General , published as Part E: Financial Information

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The Northern Cape Province is the largest province in geographic size: it covers approximately 372 889 km² which is 30.5% of the total land surface of the country. Despite this, the province hosts the smallest provincial population in South Africa. This makes the province the most sparsely populated in the country (± 3 people per km²).

The province, despite occupying more than 30% of the mass of South Africa, received less than 2.1% of the available National fiscus. This is due to the equitable share formula that is mainly population driven. However, many of the functions in government do not have economies of scale. Also, some other expenditure is proportional to the size of the province, e.g. road construction and maintenance. Due to the long distances the province is forced to have uneconomical small schools, clinics, ect. Travelling costs within the province and to other provinces is similarly more expensive, while officials are out of office for longer periods.

The limited share from the National fiscus places undue strain on the province to still perform the full package of service. Nonetheless, during the year under review the Office of the Premier achieved 96.65% delivery of its performance targets as specified in the 2014/15 Annual Performance Plan, with the other 3.35% of the targets being partially achieved, as captured in the tables below on performance indicators under section 4: performance information by programme.

In the year under review, the Information Technology and Infrastructure Unit assisted the Provincial Departments in developing their IT Governance MPAT 1.4 requirements. The province together with the National departments came second albeit our financial, capacity and resource constraints. ICT still remains a huge challenge in the province as operators are not willing to invest in ICT Infrastructure due to limited profits. Government will need to take the lead, with an old and outdated existing infrastructure and systems, a new strategy must be adopted for ICT, to turnaround the situation.



2.2 SERVICE DELIVERY IMPROVEMENT PLAN

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
<p>The Service Delivery Improvement is linked to 2 Key Services:</p> <p>1. Provide Reliable Data Reports</p>	Sector departments, Municipalities, Managers, Public	<p>Ensure that data for Outcomes 1 to 4 are spatially referenced</p> <p>Create a system that allows web-based access to data. Provide web-based access for 4 user groups (Public, Departmental users, Municipal users, Data Custodians) Target: 30 Public Users, 20 departmental and municipality users</p>	Target: 4/12 outcomes' data is geo-referenced	<p>A GIS Database has been developed. Outcomes 2 (Health), 3 (Safety), 10 (Environment) and 12b (Sport) has been identified and is currently being developed</p> <p>3 user groups (Public, Departmental users, Data Custodians)</p> <p>2542 users on the system</p>
<p>2. Develop a competent and well-skilled human capital through the provision of the following training programmes:</p> <p>Advanced Management Development Programme (AMDP)</p> <p>Organisational Development.</p> <p>Protocol Training</p> <p>Wamkelekile – SMS Induction Programme</p> <p>Anti- corruption (SMS members)</p> <p>Strategic and Change Management</p> <p>Excellent Customer Service</p> <p>Labour Relations Training.</p> <p>Public Service Induction</p>	Departments and officials in departments	<p>Identified beneficiaries missed certain modules due to work commitments.</p> <p>No show for other identified beneficiaries</p> <p>Non submission of POEs which is a requirement to be declared competent</p>	76% of the 1% training Budget was spend on the training interventions during the 3rd quarter	<p>Awarded bursaries for career advancement.</p> <p>AMDP: 28 Officials</p> <p>Protocol: 1 official</p> <p>OD: 8 Officials</p> <p>SMS Induction : 8 SMS members</p> <p>Anti- corruption: 3 SMS members</p> <p>Strategic and Change Management: 16</p> <p>Excellent customer care: 15</p> <p>Labour Relations: 3</p> <p>Public Service Induction : 4</p> <p>internship programme: 10</p> <p>Bursaries: 25</p>



The Constitution of 1996 through the Public Service Regulations and White Papers of the Transformation of the Public Service and of Public Service Delivery (Batho Pele), make provision for SDIPs to improve service delivery. The SDIPs flow from the Strategic Planning process and must be aligned to the department's vision.

Batho Pele arrangements with beneficiaries (Consultation, access etc.)

The Office of the Premier has established a Batho Pele and Service Delivery unit which assists other departments with these issues. i.e. Assessments and submissions of all Service Delivery Improvement Plan for all sector departments to DPSA.

Service delivery information tool

As the Office of the Premier renders services to other departments, there is no need for an information tool. The information is shared in various forums i.e Provincial Batho Pele Forum that meet up to 4 times per cycle.

Complaints mechanism

All complaints are dealt with in the various forums. i.e Presidential Hotline, Complaints/Compliments/Suggestion box, Izimbizo, Outreach programmes (Public Service Month) and Unannounced visits.

Service Standards/Charters

The standards are the tools we can use to measure our performance, and therefore need to be realistic depending on available resources. Citizens should be told about the level and quality of the services they receive.

2.3 ORGANISATIONAL ENVIRONMENT

The Office of the Premier has been experiencing a steady expansion in strategic mandate, without the requisite expansion in organisational architecture. A drastic shift in functions to the Office of the Premier also occurred, including:

- During 2013, the function of Transversal Skills Development was transferred from its previous location at the Department of Education to the Office of the Premier, to ensure greater efficiency and co-ordination within the skills development domain. This sub-programme has become fully operational during the financial year under review.
- During 2014, the Performance Information Monitoring function was taken up by the Office of the Premier, which was previously in part performed by Provincial Treasury.

The review of the organisational architecture of the Department is therefore instrumental in ensuring that the Department is able to optimally leverage resources to be able to deliver on its strategic mandate.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

During the period under review there were no major key developments and/or legislative changes apart from the following:

- Office of the Premier reviewed and aligned the Strategic Plan (SP) and the Annual Performance Plan (APP) of 2014/15-2016/17 to the National Development Plan (NDP).
- The six strategic goals of the SP are closely aligned with the NDP's objectives.



3. STRATEGIC OUTCOME ORIENTED GOALS

GOAL 1: Improved transparency and accountability through coordination, monitoring and evaluation of the Office of the Premier's implementation of policies and providing support to the Executive Council and the Premier

GOAL 2: Objectives and targets of the Northern Cape Provincial Growth and Development Strategy progressively realized through facilitation, monitoring and provision of strategic leadership and guidance to the Provincial Administration

GOAL 3: Improved efficiency through coordinated, integrated policy development, planning and implementation of the Government Programme of Action

GOAL 4: Efficient and effective service delivery established and maintained through sound intergovernmental, inter-departmental and sectoral relations throughout the Provincial Government

GOAL 5: Improved quality of life of all citizens of the province, in particular mainstreaming issues of the vulnerable groups across all government programmes and through promotion of people-centred good governance

GOAL 6: An effective, efficient, developmental Northern Cape Provincial Government through increased service quality and access, human resource management and development, improved business processes and effective anti-corruption initiatives

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 PROGRAMME 1: ADMINISTRATION

The purpose of the programme

This programme is responsible for rendering efficient management, administrative and financial support to the Executive Council, the Premier and the Office of the Premier and to monitor and evaluate departmental implementation of all policies and programmes.

Sub-programmes

It is made up of the following sub-programmes:

Sub-programme 1.1:	Premier Support
Sub-programme 1.2:	Director-General Support
Sub-programme 1.3:	Security & Records Management
Sub-programme 1.4:	Executive Council Support
Sub-programme 1.5:	Financial Management
Sub-programme 1.6:	Provincial Aids Council

The following were the strategic objectives for the year under review:

- Fulfilled constitutional, statutory, political obligations and electoral mandate through providing effective and efficient support and assistance to the Premier.
- Improved provincial government operations through providing strategic coordination, logistical and committee support services to the Head of Departments' structure and other sub structure of the Provincial Administration.



- To enhance efficiency, accountability and transparency through the implementation of sound records management systems.
- To provide a safe and secure work environment.
- Improved effectiveness of Executive Council through rendering of quality secretariat and administrative services to the Executive Council and its Committees and outreach service to communities in the Northern Cape.
- Effective and efficient financial management and administration through supporting the office of the Premier in complying with all relevant legislation and prescripts.
- To strengthen governance, coordination and institutional arrangements for the provincial HIV/AIDS, STIs and TB response.
- To strengthen multi-sectoral HIV, TB AND STIS M&E system to review and monitor the psp implementation progress towards achievement of the set targets and to ensure evidence informed planning and programming.
- Implement a provincial ACSM (advocacy, communication and social mobilisation) prevention strategy to reduce HIV and TB incidence.

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS

Note: The actual achievements and planned targets in this table is based on the indicators according to the APP 2014/15 and Performance Indicators tables below

Strategic Objectives and Performance Indicators:

Sub-programme 1.1: Premier Support					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
Fulfilled constitutional, statutory, political obligations and electoral mandate through providing effective and efficient support and assistance to the Premier.	Percentage of Premier's statutory and political obligations met.	98% (96 of 98)	98% (96 of 98)	98% (96 of 98)	None

To fulfil her constitutional mandate, statutory and political obligations, the Premier honoured all Presidential Coordinating Council, Provincial Inter-Governmental Forum, consultative Executive Council outreach, National and Provincial and government Makgotla, Sectoral, Civil society meetings engagements, and Executive Council engagements among others.

Furthermore, emanating from 2014 SOPA (State of the Province Address) and Vote 1's 2014 budget speech, the Premier Support provided guidance and support in its central coordinating role, throughout the financial year on various issues affecting the entire provincial administration on key projects and initiatives around the following key policy priority areas:

- Creating decent jobs
- Education
- The fight against crime
- Women and youth development issues
- Infrastructure development
- Health
- Rural development and agrarian reform



Sub-programme 1.2: Director General Support					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
Improved provincial government operations through providing strategic coordination, logistical and committee support services to the Head of Departments' structure and other sub structure of the Provincial Administration.	Level of compliance with the planning framework through timeous submission of the Strategic Plan, Annual Performance Plan and Budget.	All planning documents signed and submitted on the due date	All planning documents signed and submitted on the due date	All planning documents signed and submitted on the due date	None
	Number of Senior Management Team and Head of Departments reports where organisational performance and provincial assessments are discussed.	N/A	5 Reports	5 Reports	None

The mandate of the office of the Director General (DG) Support, that was achieved, was to ensure improved provincial government operations through providing strategic coordination, logistical and committee support services to the Head of Departments structure and other sub structures of the Provincial Administration.

The unit provided efficient and effective operational, strategic and administrative support to the DG to enable him to execute statutory functions of administering the province through the Head of Department (HOD) forums, Senior Management Team (SMT) meetings, Cluster meetings, Risk Management Committee and Anti-Corruption Management by ensuring that the operations of the office of the DG runs optimally.

To ensure effective corporate governance, the Risk Management within the office of the DG presented the approved risk assessment register to the risk management committee and the audit committee. A risk action plan for the department was compiled, in consultation with risk owners in various sub-programmes, to mitigate high level risks that faced the department. The unit monitored the implementation of the aforementioned action plan by different risk owners during the financial year under review. In consultation with the affected units, DG support also compiled the AG action plans as well as a dash or key control documents processing. Furthermore, the unit coordinated implementation of the aforesaid AG plans by the responsible units through monitoring and assessing implementation progress. All these efforts are aimed at improving audit outcomes.

Through coordination and partnership with internal and external stakeholders, the Director-General invested special attention to key presidential projects which are as follows among others:

- Compliance with 30 days payments in order to improve local economies (Cross reference to finance unit)
- Presidential hotline (Cross reference to communication unit)
- Anti-corruption initiatives
- Monitoring Performance Assessment Tool (MPAT) (Cross reference to the monitoring and evaluation unit)
- Outcome related reports (Cross reference with Policy and Planning)

Strengthening the fight against corruption remained a key priority in the DG Support unit. The Unit coordinated the National Anti-Corruption Hotline Cases and hosted a Fraud Prevention Seminar that was conducted in Kimberley during the year under review. The Office of the Premier on behalf of the Northern Cape Provincial Government released a media statement as part of the Anti Fraud Awareness Day on the 9 December 2014. As part of the development and empowering of the Anti-Corruption Practitioners throughout the province, the office of the DG facilitated the Anti-Corruption Training that was conducted by the Department of Public Service Administration. The training was a huge success and attended by officials from all sector departments.

To stimulate province-wide economic development and growth, the Director General engaged with stakeholders at the Budget Speech Mining Imbizo; attended the Port Nolloth Boegoebaai National Steering Committee; and the development of the Special Economic Zone meetings; the BRICS Expo and Operation Phakisa that focused on unblocking the country's Ocean Economy.



As part of the DG's responsibilities to provide strategic direction, leadership and improved service delivery, the following key engagements at a provincial and national level were attended:

- Executive Council Meetings
- National and Provincial Lekgotla
- Forum of South African Director-Generals
- Technical Presidential Coordination Council
- Presidential Coordination Council
- State of the Nation Address and State of the Province Address
- Premiers Inter-Governmental Forums
- Legal Service Forum
- Governance & Administration Cluster
- Snapshot Frontline Service Site Visits
- Launch of Kamferdam manganese export railway line
- Exco Outreach Programmes
- BRICS conference
- Boegoebaai/Port Nolloth National Steering Committee
- SEZ Steering Committee
- Operation Phakisa

To comply with good corporate governance, the Northern Cape Provincial Administration once again achieved a 100% compliance rate with regards to financial disclosures of the senior management members. The migration of the financial disclosures of senior management members from the paper trail to the electronic system was successfully implemented by the office of the DG.

Sub-programme 1.3: Security & Records Management

Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
1. To enhance efficiency, accountability and transparency through the implementation of sound Records Management Systems 2. To provide a safe and secure working environment	Number of reports on Units monitored to check compliance with the Minimum information security standard (MISS)	N/A	5 Reports	5 Reports	None
	Reports on number of Departments that are provided with Security Services	N/A	5 Reports	4 Reports	(1) did not put forward their
	Number of reports on staff screened/vetted/ signing of Declaration of Secrecy.	N/A	5 Reports	5 Reports	None



The Security and Records management unit continued to ensure that it efficiently, accounted and enhanced transparency through the implementation of sound records management systems, telecommunication and messenger service in the Office of the Premier, thus preserving the corporate memory of the office.

Furthermore, the unit contributed to improved productivity through providing a safe and secure working environment.

To ensure compliance with the minimum information security standards (MISS) the unit, in consultation with managers in various sub-programmes, verified compliance with registry practices. The unit sensitised Senior Managers on document classification to inform units' file plans. The transfer of internal files was successfully managed by the unit.

As part of security support to the province the unit attended all functions plenary meetings to advice on security protocols. Furthermore, the unit attended the Government Sector Security Council meetings and was part of the Annual General Meeting of the Security Forum during the year under review.

Sub-programme 1.4: Executive Council Support					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15	Actual Achievement 2013/14	Reason for Variances
			Planned Target		
Improved effectiveness of Executive Council thorough rendering of quality secretariat and administrative services to the Executive Council and its Committees and outreach service to communities in the Northern Cape	Report on Executive Council and the Clusters engagement where support was rendered.	N/A	5 Reports	5 Reports	None

The Executive Council Support effectively rendered quality secretariat and administrative services to the Executive Council and its Committees and outreach services to communities in the Northern Cape during the year under review.

The Executive Council Secretariat Support in their operational areas namely: Executive Council Services; Executive Council Cluster Committees; Executive Council Outreach Programme executed the Strategic matters assigned to the unit.

For the period under review, Executive Council meetings were concluded and Executive Council Cluster Committee meetings were convened. Matters pertaining to the Medium Term Strategic Framework (MTSF) Outcomes 1 – 14 provided strategic direction and content to the agenda of the Executive Council. The Executive Council visited the Frances Baard, Pixley ka Seme, ZF Mkgawu and Namakwa Districts and issues that were raised and followed through were unemployment, education, health and housing. The Dingleton Resettlement Project continues to be work in progress and The Resettlement Working Group meetings continue to monitor the project implementation. The unit was involved in many engagements between the Dingleton community and the Northern Cape Provincial Government including engagements with Kumba.

To ensure continuous improvement of coordination, reporting, monitoring and evaluation of the administration two Extended Executive Council Makgotla took place during the year under review.

Other matters that the unit was also involved in amongst others were the following:

- Premier's Intergovernmental Forum (Cross reference to Intergovernmental Relations unit)
- Nelson Mandela Day Programme



Sub-programme 1.5: Financial Management					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
Effective and efficient financial management and administration through supporting the office of the Premier in complying with all relevant legislation and prescripts.	Compliance with financial accounting reporting requirements and relevant accounting legislation/prescripts resulting in financial unqualified audit outcomes.	5 Reports	1 Annual Financial Statement 4 Interim Financial Statements	1 Annual Financial Statement 4 Interim Financial Statements	None
	Effectively managed budget in line with budget guidelines and timeframes issued by provincial treasury (98% of budget spent)	96% expenditure of budget	98% expenditure of budget	99.84% expenditure of budget	1.84% This deviation is attributable to efficiency on spending of earmarked funds that were causing changes in previous financial years.
	Reduction of Non-compliance with supply chain management legislation & other relevant prescripts for the office of the Premier through monitoring and capacitating of officials.	5% of cases resolved	4 Reports	4 Reports	None

Financial Accounting

- 1 Annual Financial Statement and four Interim Financial Statements were submitted for the four quarters.
- Twelve monthly financial compliance certificates were submitted to Provincial Treasury.
- Total of 6 971 invoices were processed for this financial year of which 99.9% were paid within 30 days.
- Submitted tax reconciliation for all employees of the department for the month of January 2015.
- Submitted a tax recon for the month of October 2014
- 79 Subsistence & Travel claims were processed in the 4th quarter.
- The processing of all year-end journals for closing the financial year on the Basic Accounting System (BAS) was done during the first and the second quarter.
- The audit by the Finance team of all payments until 31 March 2014 was conducted during the first quarter to detect and report irregular expenditure to be audited by the Auditor General.
- Evidence for the Management Performance Assessment Tool (MPAT) pertaining to standards 4.2.2 Pay Sheet certificate and 4.2.3 payment of suppliers was submitted.



Supply Chain Management

- Twelve monthly Asset management reports were compiled and submitted to Provincial Treasury.
- Eleven monthly reports were submitted to Provincial Treasury regarding the expenditure above R30 000 and R100 000 and of these eleven reports only three in the first quarter exceeded R100 000.
- Nine supplier performance reports were documented.
- Nine registers of interest registers were documented.
- Quarterly stock counts for inventory were conducted in the second and fourth quarter respectively.
- Asset verification rollout was performed by the asset management team in the second, third and fourth quarter.
- The asset stocking processes were conducted in the second quarter which overlapped to the third quarter where it was finalised and another one was conducted in the fourth quarter.
- The procurement plan was submitted to Provincial Treasury during the first quarter
- Submitted the Management Performance Assessment Tool (MPAT) evidence for the MPAT 1.4 cycle to comply with deadlines.
- 2 410 orders were processed after following applicable supply chain management due processes.

Management Accounting

- Twelve monthly reports (budget/expenditure) were compiled and distributed to unit heads timeously.
- Fourteen In-Year Monitoring reports have been compiled, consolidated and submitted to Treasury.
- Revenue reports have been compiled, consolidated and submitted to Treasury.
- Compiled, consolidated and submitted the Section 40(4)(a) 2015-16 financial year to Provincial Treasury.
- Twelve monthly cash flow requisitions were submitted to Provincial Treasury as per the Treasury Regulations and the Public Financial Management Act.
- Performed a second verification of the quarterly reports for the 2014/15 financial year submitted to Provincial Treasury.
- Prepared and submitted the Medium Term Expenditure Committee (MTEC) database to Provincial Treasury.
- Prepared and submitted the first, second and the Final Budget submissions for 2015-16 financial year and the adjustment budget for the 2014/15 financial year to Provincial Treasury.
- Compiled and presented the joint provincial Medium Term Expenditure Committee presentation to Provincial Treasury on 26 September 2014.
- Coordinated the external audit on pre-determined objectives to ensure that there are no material findings/audit outcomes.
- Performed the following year end processes:
 - Virements
 - Shifts
 - Rollover submission for 2013/14 financial year
 - Appropriation statement
- Prepared and submitted the November 2014 Personnel Forecast Model to Provincial Treasury
- Captured departmental budget for 2015-2016 financial year on the system (BAS).

In partnership with other units, finance facilitated and assisted the office of the Auditor General during the audit process evidence by 267 information requests provided.



NC OFFICE OF THE PREMIER VOTE 1

Sub-programme 1.6: Provincial Council of Aids Secretariat

Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
to strengthen governance, coordination and institutional arrangements for the provincial hiv/aids, stis and tb response	Ensure regular and well attended Provincial Council on AIDS coordination meetings to monitor the progress towards achievement of Provincial Strategic Plan and High Level Meetings targets.	N/A	4 Meetings	3 Meetings	(1) Due to elections and appointment of the new administration it was not possible for the Provincial Council on Aids meeting to take place, as the Intergovernmental Forum could not meet
	Strengthen Interdepartmental Council coordination capacity to mobilize and streamline government departments in HIV, TB and STIs response.	N/A	4 Meetings	4 Meetings	None
	Improved capacity of civil society at provincial and district levels to coordinate, implement, and monitor Provincial Strategic Plan and High Level Meeting targets.	N/A	2 Forums per year	3 Forums per year	1 Relevant evidence was submitted for the broader Civil Society Forum meeting which was concluded during the 4th quarter
	Strengthen District and Local Acquired immunodeficiency Syndrome (AIDS) Councils capacity to coordinate the HIV, TB and STIs response at local level.	N/A	5 District AIDS Council meetings	14 Districts AIDS Council meetings	9 The (5) District AIDS Council (DAC) meetings were held. The variance of 9 was for additional DAC meetings held per quarter.
		N/A	12 Local AIDS Council meetings	12 Local AIDS Councils meetings	
Expand relationships with strategic partners (Business, Knowledge Partners) for the effective multisectoral response to HIV, STI's and TB in the province	N/A	Consultation Forum	Consultation Forum	None	



Sub-programme 1.6: Provincial Council of Aids Secretariat					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
To strengthen multi-sectoral HIV, TB AND STIS M&E system to review and monitor the PSP implementation progress towards achievement of the set targets and to ensure evidence informed planning and programming	Ensure compliance in terms of Monitoring & Evaluation, Reporting and Conditional Grants from Department of Health	N/A	4 Reports	3 Reports	(1) The information was not available in the first quarter.
	Establish and operationalize a multi-sectoral M&E system including finalization and implementation of the Provincial Strategic Plan M&E plan at all levels	N/A	M&E Plan	0 M&E Plan	(1) Prioritised in the new financial year.
	Conduct Mid –Term Review of Provincial Strategic Plan Implementation and develop recommendations which will guide development of Provincial Strategic Plan implementation plan for 2014-2016, and mainstreaming of HIV and TB strategic interventions into departmental and sectoral plans	N/A	Mid-term review	0 Mid-term review	(1) South African National Aids Council (SANAC) have not yet confirmed the date for the Mid-Term Review
	Ensure timely submission of quarterly provincial reports on the implementation of the progress towards Provincial Strategic Plan and High Level Meeting targets achievement to Provincial Council on AIDS and South African National AIDS Council	N/A	4 Reports	3 Reports	(1) The reports are depended on submission of various departments and in the first quarter departments did not report. The matter was elevated to the DG to issue a directive to the respective HOD to submit their departmental reports. Positive feedback was received.



Sub-programme 1.6: Provincial Council of Aids Secretariat

Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
Implement a provincial ACSM (advocacy, communication and social mobilisation) prevention strategy to reduce HIV and TB incidence.	Develop and implement a multi-sectoral Advocacy Communication and Social Mobilisation Prevention Strategy.	N/A	Report	Report	None

Focus Area 1: Governance and Coordination

To strengthen governance, coordination and institutional arrangements for the provincial HIV/AIDS, STIs and TB response.

The Provincial Council on AIDS Secretariat ensured that the implementation of the response by all stakeholders was centrally coordinated, monitored and evaluated. The multi-sectoral approach was enhanced by the continued participation of the secretariat in the activities such as the consultative workshop conducted by the Department of Justice in Kuruman on Lesbian Gay Bisexual Transgender and Intersexual (LGBTI), an LGBTI forum held in ZF Mgcawu district in Upington, and a Brown Bag meeting was organised by SANAC.

Focus Area 2: Monitoring and Evaluation and Reporting

To strengthen multi-sectoral HIV, TB and STIs monitoring and evaluation system to review and monitor the provincial strategic plan implementation progress towards achievement of the set targets and to ensure evidence informed planning and programming. Provincial Aids Council Partners forum was formed and assisted with the development of Provincial Monitoring and Evaluation Framework. These partners have been identified namely, Education Training Unit (ETU), Networking HIV/AIDS community of South Africa (NACOSA), Centre for Economic Governance and AIDS in Africa (CEGAA), International Centre of AIDS career and treatment Programme (ICAP SA), South Africa Business Coalition of HIV/AIDS (SABCOHA) and Health System Trust (HST).

The monitoring, evaluation and reporting on the implementation progress towards the achievement of the objectives of the PSP was enhanced by the participation of implementing partners, although there were challenges regarding the submission of reports from sector departments on time in the first quarter of the year. Further coordination efforts were put in place in terms of ensuring compliance by departments through the Employee Health and Wellness unit. The report on the Conditional Grant from Department of Health was developed with the assistance of the CEGAA. The M&E plan was developed and workshopped to the different sectors and government departments during the 4th quarter.

The following events were attended to further strengthened governance and institutional arrangements:

- 4th South Africa Tuberculosis Conference in Durban of which six officials attended;
- World Aids Day Commemoration in Kuruman in December;
- Participation in the National Department of Health Support Visits in the John Taolo Gaetsewe District and
- Participation in the National Report Presentation on the Gender Equality Assessment of Provincial Strategic Plans on HIV, STI's and TB.



4.2 PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

The purpose of the programme

The purpose of this programme is to coordinate and provide strategic leadership to all provincial departments with regards to transversal cooperate issues to enhance transformation of the public service.

Sub-programmes

It is made up of the following sub-programmes:

Sub-programme 2.1:	Strategic Human Resources
Sub-Programme 2.1.1:	Human Resource Administration (HRA)
Sub-Programme 2.1.2:	Efficiency Services
Sub-Programme 2.1.3:	Labour Relations Unit
Sub-Programme 2.1.4:	Employee Health and Wellness
Sub-Programme 2.2:	Strategic Human Capital Development
Sub-Programme 2.2.1:	Human Resource Development Strategic and Transversal Coordination
Sub-Programme 2.2.2:	Performance Management and Capacity Development
Sub-Programme 2.3:	Information Communications Services
Sub-Programme 2.3.1:	Information Technology and Infrastructure
Sub-Programme 2.3.2:	Communication Services
Sub-Programme 2.4:	Legal Services
Sub-Programme 2.5:	Programme Support

The following were the strategic objectives for the year under review:

- Strategic leadership, coordination and monitoring and evaluation with respect to Human Resources Administration with the Northern Cape Provincial Government
- Provincial departments monitored and evaluated for performance and impact in terms of HR planning.
- Provincial Departments monitored and evaluated for performance and impact on organisational design and job evaluation.
- Provincial Departments supported in the improvement of basic operational processes related to service delivery.
- Office of the Premier is strategically geared to achieve its strategic mandate through human capital.
- Office of the Premier management is provided with HR planning information upon which decision-making may be based.
- HR data integrity within the Office of the Premier improved.
- Business processes within the Office of the Premier improved.
- Sound labour relations and industrial stability ensured through effective Dispute Management, Collective Bargaining and support to the Office of the Premier and Provincial Departments.
- Implement the Employee Health and Wellness Strategic Framework.
- Facilitate, coordinate, monitor and evaluate the implementation of and full compliance to skills development legislation and national human resource development strategies, policies and programmes in the province.



- Optimise service Facilitate and coordinate the development of Provincial human resource development strategies, frameworks, policies, programmes and sharing of best practices to support the transformation and development of a dedicated, responsive and productive Public Service e delivery by providing strategic ICT direction to Provincial Government Departments.
- Strategic Facilitate and coordinate the capacitation of Public Servants through competency based generic, functional, leadership, management development and adult education and training programmes direction provided to provincial departments in implementing the provincial communication strategy.
- Facilitate and coordinate Performance Management of employees in the Province..
- Facilitate and coordinate capacity development of Staff in the OTP.
- Optimize service delivery by providing strategic ICT direction to Provincial Government Departments.
- Support ICT systems to enable effective and efficient public service delivery.
- Strategic direction provided to provincial departments in implementing the provincial communication strategy.
- An enabling environment created for the Premier, Executive Council and Director-General to communicate important issues through direct interaction with the public
- Comprehensive, Coordinated Legal Advisory service rendered to the Northern Cape provincial Government and Local Government to ensure compliance with the law.
- An efficient, effective and development – oriented provincial administration.

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS

Note: The actual achievements and planned targets in this table is based on the indicators according to the APP 2014/15 and Performance Indicators tables below

Strategic Objectives and Performance Indicators:

SUB-PROGRAMME 2.1: STRATEGIC HUMAN RESOURCES					
Sub-programme 2.1.1: Human Resource Administration (HRA)					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Strategic Leadership, Coordination and Monitoring and Evaluation with respect to Human Resources Administration within the Northern Cape Provincial Government	Number of reports indicating compliance to Outcome 12	4 reports	5 Reports	5 Reports	None
	No of reports on Conditions of Service	4 reports	5 Reports	5 Reports	None

During the 2014/2015 financial year, the HRA directorate effectively managed all human resource information and ensured that all transactions were processed timeously.

For the period under review forty eight (48) posts were advertised of which thirty five (35) were filled. From this thirty-five (35) posts, fourteen (14) officials were internally promoted, ten (10) contract employees were absorbed into permanent posts, two (2) transfer appointments from other Departments, and nine (9) new appointments.

In terms of Outcome 12, sub-output 3, which deals with the functionality of the PERSAL System, the HRA Directorate continued to improve the accuracy, reliability and integrity of information on the system through the PERSAL Clean-up initiative. The latter initiative ensured a significant drop in the vacancy rate of the Office of the Premier. As part of the Office co-ordination and support role in respect of provincial departments' vacancy rates, as well as the turnaround time to fill vacancies, these were discussed and monitored monthly at the Provincial HR Forum meetings.



In view of recognising employees who has served the government continuously for 20 and 30 years, the Office provided long-service rewards to 5 officials for 20 years and 2 officials for 30 years continuous service.

Sub-programme 2.1.2: Efficiency Services					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Provincial departments monitored and evaluated for performance and impact in terms of HR planning.	Monitoring and evaluation reports on provincial performance in terms of HR planning	N/A	5 Reports	5 Reports	None
Provincial Departments monitored and evaluated for performance and impact on organisational design and job evaluation.	Monitoring and evaluation reports on provincial performance in terms of organisational design and Job Evaluation	4 quarterly reports for organisational design and Job Evaluation each, separately	5 Reports	5 Reports	None
Provincial Departments supported in the improvement of basic operational processes related to service delivery.	Reports on provincial support interventions related to service delivery models, business process mapping and unit costing	N/A	5 Reports	5 Reports	None
Office of the Premier is strategically geared to achieve its strategic mandate through human capital.	All legislatively required HR planning plans and reports are submitted in terms of the set timeframes	N/A	4 reports	5 Reports	1 An additional quarterly supplementary report was drafted on this indicator during the 2nd quarter, due to changes in the legislative framework governing HR planning in the Public Service, i.e. the issuing of a new HR planning Directive, which changed the compliance requirements and related due dates.



Sub-programme 2.1.2: Efficiency Services					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Office of the Premier management is provided with HR planning information upon which decision-making may be based	Management reports on HR plan implementation progress	4 quarterly reports	5 Reports	5 Reports	None
HR data integrity within the Office of the Premier improved.	Alignment reports detailing organisational structure and establishment comparison	N/A	5 Reports	5 Reports	None
Business processes within the Office of the Premier improved	Reports detailing projects around service delivery modelling, mapping of business processes, process enhancement, development of standard operating procedures and unit costing	N/A	5 Reports	5 Reports	None

Due to the issuing of the Department of Public Service and Administration (DPSA) amended Human Resource Planning Directive, sector departments were required to develop the Medium Term Expenditure Framework (2014/2017) Human Resource Plan and submit to Office of the Premier. Full compliance was achieved by the province, as outlined in the supplementary quarterly report for quarter three. The Directorate led the provincial assessment of departmental Medium Term Expenditure Framework HR Plans, as well as the Annual HR Plan Implementation Reports. For the period under review, the directorate exercised its provincial responsibility of monitoring compliance with job evaluations through the Provincial JE Panel. In terms of organisational design, departments were monitored and prioritised departments were supported through the organisational functionality assessment diagnostic process. In terms of the streamlining processes and improving turnaround times through the mapping of business processes for key services, provincial activity, still in its infancy stage, was monitored and reported on.

Office of the Premier strategically geared to achieve its strategic mandate through human capital, through submission of an approved Annual Adjusted HR Plan (2014-2015), with an amended action plan, as well HR capability assessment documentation with approved improvement plan, as outlined in the relevant supplementary reports and appended evidence. HR planning information was provided to management for decision making through the departmental HR planning committee, as outlined in the relevant supplementary reports. HR data integrity within the Office of the Premier was improved through continuous comparisons between the approved organisational structure and the establishment of the department, in order to ensure greater alignment, using monthly establishment reports as basis, as outlined in the relevant supplementary quarterly and annual reports. The process regarding the mapping of business processes and the development of Standard Operating Procedures within the department was also started, for example with the mapping of the recruitment to ensure PAJA compliance, as well as the designing of draft standard operating procedure for attendance registers, captured within the relevant supplementary reports speaking to activities within the period under review.



Sub-programme 2.1.3: Labour Relations Unit					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Sound labour relations and industrial stability ensured through effective Dispute Management, Collective Bargaining and support to the Office of the Premier and Provincial Departments	Number of reports on Outcome 12 – Labour Relations targets	N/A	5 Reports	5 Reports	None
	Number of reports on Collective Bargaining	N/A	5 Reports	5 Reports	None

The Labour Relations unit has achieved its set objectives during the period under review. There has been significant strides in resolving misconduct cases within the prescribed timeframes as per provisions of Outcome 12, Output 2.3.

For the period under review the Labour Relations unit has dealt with misconduct cases, grievance as well as arbitration cases. The unit has also managed to assist provincial departments in dealing with misconduct cases. This included either providing services such as chairing of disciplinary hearings to initiate cases on behalf of the department.

NUMBER OF REPORTS ON COLLECTIVE BARGAINING

1. PROVINCIAL MEETINGS – CHAMBERS

- In relation to Collective Bargaining Services, there was a slight drop in chamber meetings as no meetings were held for the chamber of the Provincial PSCBC. This could be attributed to parties not having submitted agenda items for discussion.
- Training on the recent labour laws amendments were also arranged on behalf of PSCBC where all provincial departments were invited. Both Employer and Organised labour were inducted regarding the provisions of the enacted Labour Law amendments Act was provided by PSCBC and GPSSBC
- Provincial Labour Relations Forum meetings took place and served as employer caucuses for the preparation of chamber meetings

2. NATIONAL MEETINGS

For the period under review, the unit also attended National Forum like: GPSSBC, PSCBC and the National Labour Relations Forum.

3. TRAINING/INFORMATION SHARING SESSIONS

The unit convened internal information sessions for all units in the Office of the Premier and the primary purpose was to capacitate managers and also to ensure that employees are aware of the rules in the workplace. The following topics that were workshopped during these sessions: 1) Code of Conduct; 2) Late Coming and 3) Abscondment.



Sub-programme 2.1.4: Employee Health and Wellness

Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
			Implement the Employee Health and Wellness Strategic Framework.	Number of operational plans with HIV, TB and Gender and Rights based dimension mainstreamed and operational.	
	Number of compliance reports submitted.	N/A	5 Reports	5 Reports	None
	Number of policy support workshops conducted with departments.	N/A	5 Reports	5 Reports	None
	Number of health and safety departmental compliance reports.	10 Reports	5 Reports	5 Reports	None
	Annual wellness and sports day	N/A	5 Reports	5 Reports	None

During this financial year, the Employee Health and Wellness Unit continued with the coordination of health prevention measures aimed at implementing the National Strategic Plan (NSP) on HIV, TB and STI Management for 2012-2016 including the implementation of the Employee Health and Wellness Strategic Framework. Support interventions during the year took the form of workshops, presentations and collaborative and individual departmental planning sessions.

A total of twelve (12) departments were supported to implement mainstreamed, Gender sensitive and rights based HIV/AIDS and TB operational plans. These departments complied with the MPAT (management performance assessment tool) standards and only four (4) submitted costed operational plans for the period, 1 April 2014- 31 March 2015 in each of the areas of SHERQ Management; Wellness Management; Health and Productivity Management and HIV/AIDS STI and TB Management.

Departmental readiness to implement the Employee Health and Wellness framework and policies were assessed. Ten departments were monitored for compliance on their readiness to implement the framework and policies using the Systems Monitoring Tool. The targeted departments complied with the MPAT standard and submitted their systems monitoring tool.

Intervention through policy support workshops were conducted by Office of the Premier, in collaboration with DPSA with the following departments benefitting: Department of Sport, Arts and Culture; Department of Education; Department of Cooperative Governance, Human Settlements and Traditional Affairs; Department of Economic Development and Tourism; Department of Roads and Public Works; Provincial Treasury; Department of Environment and Nature Conservation; Department of Transport, Safety and Liaison to further strengthen policy implementation in a Gendered and Rights Based mainstreaming of HIV/AIDS STI and TB in departmental operational plans.

We actively monitored the implementation of Safety, Health, Environment, Risk and Quality Management in the departments of Office of the Premier; Health; Cooperative Governance, Human Settlements and Traditional Affairs; Sport, Arts and Culture; Education; Environment and Nature Conservation; Economic Development and Tourism; Social Development.



The Office of the Premier partnered with Gems medical Aid including provincial departments as a workplace contribution by ensuring that public servants come forward for voluntary HIV testing and TB screening annually so as to mobilize them for active healthy lifestyles. We secured the services of external partners to host an annual Wellness and Sports Day in Kimberley. This event benefitted employees and their family members including retired civil servants.

Periodic reporting and our availability to provide onsite technical support to departments has provided the Office of the Premier with a unique opportunity to make timeous, targeted intervention in areas where need is identified. Office of the Premier also offered onsite health screening and therapeutic interventions for its employees and those referred from other departments.

SUB-PROGRAMME 2.2: STRATEGIC HUMAN CAPITAL DEVELOPMENT					
Sub-programme 2.2.1: Human Resource Development and Transversal Coordination					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Facilitate, Coordinate, monitor and evaluate the implementation of and full compliance to skills development legislation and national human resource development strategies, policies and programmes in the Province.	No of quarterly reports indicating compliance with HRD Policy Framework, strategies and programmes within the Province	N/A	5 Reports	5 Reports	None
Facilitate and coordinate the development of Provincial human resource development strategies, frameworks, policies, programmes and sharing of best practices to support the transformation and development of a dedicated, responsive and productive Public Service Facilitate and coordinate the capacitation of Public Servants through competency based generic, functional, leadership, management development and adult education and training programmes	No of quarterly reports indicating Transversal Human Resource Development initiatives for a skilled and capable workforce towards inclusive growth.	N/A	5 Reports	5 Reports	None



Sub-programme 2.2.2: Performance Resource Development and Capacity Development					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Facilitate and coordinate Performance Management of employees in the Province	No of quarterly PMDS monitoring reports indicating compliance with policy prescripts	4 Reports	5 Reports	5 Reports	None
Facilitate and coordinate capacity development of Staff in the OTP.	No of reports outlining capacity development initiatives for employees to increase human capital in the OTP for improved performance	4 Reports	5 Reports	5 Reports	None

Part of the responsibility of the Directorate is to, facilitate, coordinate, monitor and evaluate the implementation of and full compliance to Skills Development Legislation and National Human Resource Development Strategies, Policies and Programmes in the Province. In order to ensure that the Directorate’s mandate is fulfilled, it is imperative to coordinate and manage the Provincial Skills Development Forum (PSDF) as well as the Human Resource Development Council (HRDC) and its activities.

During 2014/15 the PSDF convened and key issues were addressed which included Sector Progress reports. The establishment of the PSDF created a structure for coordination of skills development within the Province and inter alia resulted in enhancement in the following areas:

- Planning and reporting in a collaborative and integrated manner
- Tracking the progress on the implementation of skills development initiatives in the province
- Report the achievements quarterly to the national HRD Council

The HRDC is a high level structure, chaired by the Premier, which ensures constant dialogue and consensus amongst stakeholders on all matters relating to Human Resource Development. The HRD Council considered the following key issues:

- NC HRD Landscape
- PSDF Programme of Action
- Artisan Development

The Northern Cape Human Resource Development Strategy (NCHRDS) 2006-2014 is in the process of being reviewed and the National Skills Authority (NSA) agreed to assist the Province with funding and technical support in this regard. Funding for the strategy review was approved by the DHET in February 2015. Subsequent to that, a meeting was held between (OTP), (NSA) and the appointed service provider on 31 March 2015 to outline the review process.

The Directorate attended National Forum Meetings and participated in other activities to strengthen the support rendered to stakeholders and to ensure that the Province stays abreast of changes within the skills development sector.

The responsibilities of the Directorate also include the coordination, submission, implementation monitoring of HRD Plans and by obtaining reports from Government Departments in the Province. Twelve (12) Departments complied with the submission of Quarterly Training and Expenditure reports for 2014/15.

The Compulsory Induction Programme (CIP) was coordinated to ensure the roll out of Module 1 to address the backlog that existed within the Province and to ensure that probation periods can be confirmed. Assessors and Moderators were capacitated to ensure effective roll out of CIP within the Provincial Departments.



The Department coordinate (four) 4 international training programmes. The Road Administration Programme which was funded by the Japan International Corporation Agency was attended. Officials from various Departments participated in the Indian Technical and Economic Corporation (ITEC) Programme funded by the Indian Government.

During the 2014/15 financial year, seventeen (17) officials have successfully completed the Compulsory Induction Programme (CIP), and their probation periods have been confirmed.

In terms of Performance and Development Management, the Office of the Premier achieved 100% compliance in terms of the submission of SMS Performance Agreements. Draft EPMS policy was finalized and was forwarded to DPSA for perusal and advice before consultation with PSCBC.

The Departmental Workplace Skills Plan was developed and submitted to PSETA by the due date. One hundred and twenty four (124) employees were trained on various short courses and training interventions during the reporting cycle. The Directorate approved 41 bursary applications of which 21 were existing bursars and the remainder was new applications. Office of the Premier appointed four interns during January 2015.

SUB-PROGRAMME 2.3: INFORMATION COMMUNICATIONS SERVICES					
Sub-programme 2.3.1: Information Technology and Infrastructure					
	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
1. Optimize service delivery by providing strategic ICT direction to Provincial Government Departments	Reports on number of Departments with approved ICT Governance Framework and ICT Charter documents	1 Plan Approved	5 Reports	5 Reports	None
	The number of Departments with Information Technology Plan, Infrastructure Plan and Operational Plan	1 Plan Approved	5 Reports	5 Reports	None
2. Support ICT systems to enable effective and efficient public service delivery.	Reports on the Level of ICT governance maturity achieved, measured annually on a 5-point scale, reflecting performance in areas such as policies, strategies, norms and standards	N/A	5 reports	5 Reports	None
	Reports on the number of IT Forum reports	N/A	5 Reports	5 Reports	None
	The number SITA SLA monitoring Reports	N/A	5 reports	5 Reports	None
	Reports on Average turnaround time in days for resolving Helpdesk calls maintained	0.9 days	5 Reports	5 Reports	None
	Reports on number of Departments provided with technical support services	1 Plan approved	5 Reports	5 Reports	None
	Reports on average percentage network uptime and availability as per SITA SLA	97.74% connectivity	5 Reports	5 Reports	None
	The number of Departmental IT Steering Committee reports	N/A	5 Reports	5 Reports	None



In the year under review, the unit provided internal and external support for 1164 faults related to e-mail, antivirus updates, patch management, desktop support, hardware and peripheral technology support amongst other. The unit also managed the Provincial Thusong Service Centres, where there are serious challenges to ensure sustainability, functionality and ultimately business continuity. These centres essentially provide developmental communication and the much needed services at the coal face of departmental service delivery. In Quarter 1, the unit was unable to submit all the required reports timeously due to capacity constraints, however, these outstanding reports were submitted in Quarter 2.

Externally, the IT Unit is at the center of government systems for the Northern Cape Provincial Government, playing a major policy role in establishing norms and standards for the province. This ensures that service delivery mechanisms, integrated systems and access and institutional development initiatives are responsive to the needs of all provincial departments. Furthermore, the unit provides an effective administrative support services to all the provincial government departments with specific focus on Information Technology Governance and technical support in the form of e-mail and network management, through the Provincial Government Information Technology Officers (PGITO) Forum chaired by the unit. The unit also addressed Information Technology Service Delivery challenges through the departmental Information Technology Steering Committee.

The historical under-investment in ICT resourcing within the Northern Cape Provincial Government (NCPG) has resulted in challenges in respect of ICT Service Delivery, significant legacy infrastructure and the utilisation of legacy products and toolsets. We are therefore in an era of fundamental service rethink. Sharing services enables us to do more with less by reducing duplication of effort and expenditure, freeing up money from back office processes to be spent on improving front-line services. The need for the development of a Northern Cape Centralised IT Model Blueprint thus becomes imperative. For this, the unit researched a "Centralised shared IT Model".

Sub-programme 2.3.2: Communication Services

Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Strategic direction provided to provincial departments in implementing the provincial communication strategy	A provincial communications framework and communications system developed and approved.	Review approved document	Develop a 5 year Communications framework	0	In the absence of the Governance and Administration Cluster it has not made it possible for the Office of the Premier to compile and finalise the Framework.
An enabling environment created for the Premier, Executive Council and Director-General to communicate important issues through direct interaction with the public	Reports on Communicating Government initiatives and inform the public on critical decisions that affect the people on a monthly basis.	80 times	5 reports	4 reports	(1) The annual target was five reports but as the year progress it became evident that the need for 4 reports would be sufficient to cover the output for the year.



The role of the unit, amongst others, is to manage and promote the Northern Cape Provincial Government's corporate identity, provide professional media services, ensure accessibility of government to the media and the public, develop and implement government communications plans and promote developmental communications at all levels. A central aspect of the unit's work in the year under review was communication linked to key Northern Cape Government delivery milestones and initiatives arising from the Northern Cape Government programme of action. This includes work done in messaging and content development, media liaison, the production of media and events management services.

Continuous support is given by the unit to the Office of the Premier and the Provincial Government as a whole by inviting media, writing media advisories, media statements, photography, branding and printed products. As well as uploading content received from Departments onto the Provincial Website. Mediums such as Community radio, newspapers, the website and social media in the form of the facebook page were utilised in order to convey these messages. Media monitoring was conducted on a daily basis and newspaper clippings were assessed to determine the trends and public perception of government.

Resolving queries received through the Presidential Hotline, the Communications unit serves as an interface between the various Government Departments and Municipalities. This led the Provincial Government to achieve 99.19% performance results on the hotline cases and that was upholding the 90% resolution rate as stipulated by the Presidency.

The unit also provided content support pertaining to the office and other provincial departments for the update of the website. The unit also played a critical role in collecting and analysing content for the drafting of various speeches for the Premier.

The unit also promoted developmental communication through direct interaction with communities of the Northern Cape and provided the public with access to information.

Sub-programme 2.4: Legal Services					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/4	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Comprehensive, Coordinated Legal Advisory service rendered to the Northern Cape provincial Government and Local Government to ensure compliance with the law.	Number of reports on coordination of sound legal opinion, Promotion of Access to Information Act (PAIA), Promotions of Administrative of Justice Act (PAJA), contracts compiled.	4 Reports	5 Reports	5 Reports	None

During the 2014-15 financial year, the Legal Services Unit effectively coordinated the rendering of provincial legal services in the province.

For the period under review, Provincial Legal Services Forum meetings were held. An annual Provincial Litigation report was compiled, which reflects the litigation trends for the province. Four (4) quarterly reports and one (1) annual report advising on contracts, legal opinions, legislation, litigation, coordination and compliance with Outcome 12 (PAJA and PAIA) were submitted.

In terms of Outcome 12, a provincial Manual on the Promotion of Access to Information Act (PAIA) and a provincial section 32 Report, was compiled and submitted to the South African Human Rights Commission. All Heads of Departments were appointed as Deputy-Information Officers, in line with the national targets.



Sub-programme 2.5: Programme Support					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
An Efficient, Effective and Development – oriented provincial administration	Number of Outcome 12 Quarterly Reports	4 Reports	5 Reports	3 Reports	(2) No report was required for the Lekgotla due to its approach and focus
	Number of G&A Cluster Lekgotla Reports	N/A	3 Reports	1 Report	(2) No report was required for the Lekgotla due to its approach and focus
	Number of Institutional Development Branch Reports	N/A	5 Reports	2 Reports	(3) No meetings were scheduled due to transitional arrangements owing to the elections
	Number of G&A Technical/ Implementation Forum	N/A	5 Reports	3 Reports	(2) No meetings were scheduled due to transitional arrangements owing to the elections

The start of the financial year 2014/15 coincided with the beginning of the electoral cycle 2014 – 2019. As a result the unit provided support to the units of the entire Institutional Development Branch of the Office of the Premier with regards to the alignment of their programmes with the Medium Term Strategic Framework (MTSF) 2014 – 2019. The exercise was aimed at ensuring proper planning and resourcing for the effective implementation of the MTSF in general and Outcome 12 in particular. In addition, through the G & A Technical Cluster, delivery partners were engaged to solicit support and cooperation for the ongoing implementation of the Medium Term Strategic Framework.

Consequently, Outcome 12 Reports were developed for the period under review to highlight progress made towards the achievement of the stated sub-outcomes of Outcome 12 of the Medium Term Strategic Framework 2014 – 2019.

The Institutional Development Branch held a session on the 28th October 2014 as a result two reports on some of the work of Institutional Development. These reports briefly capture progress in relation to Human Resource Development as well as Organisational Development.

The Governance and Administration (G&A) Technical Cluster/Implementation Forum was convened and resolved most issues of the province such as the municipal audit outcomes, the filling of critical posts in municipalities etc.



4.3 PROGRAMME 3: POLICY AND GOVERNANCE

The purpose of the programme

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

Sub-programmes

It is made up of the following sub-programmes:

- Sub-programme 3.1: Intergovernmental Relations; International Relations; Official Development Assistance & Protocol
- Sub-programme 3.2: Monitoring and Evaluation
- Sub-programme 3.3: Provincial Policy Management
- Sub-programme 3.3.1: Special Programmes
- Sub-programme 3.3.2: Policy Coordination, Research and Development
- Sub-programme 3.3.3: Development Planning
- Sub-programme 3.4: Programme Support

The following were the strategic objectives for the year under review:

- Mainstream and co-ordinate horizontal and vertical IGR within the Province.
- Facilitate and coordinate provincial and municipal international relations activities.
- Facilitate and coordinate provincial and municipal international relations & ODA activities (Positioning NCP within the RSA World's Position)
- Facilitate improvement of Protocol implementation and capacity building in the Province (capable state).
- To manage and oversee the implementation of the Programme of Action
- Protection and promotion of human dignity and equality to create an enabling environment for the empowerment of women, children, persons with disabilities and placing Moral Regeneration on the Provincial Agenda.
- Policy coordination, research and development functions performed effectively in the Northern Cape Provincial Administration and the Office of the Premier
- Improved accountability through the establishment and maintenance of integrated planning and reporting mechanisms
- Effective leadership 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).
- To provide leadership, support and coordinate activities of integrated planning in the Provincial Administration, Monitoring and Evaluation through a Provincial Nerve Centre, institutionalising Batho Pele and managing all components within Programme 3.



STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS

Note: The actual achievements and planned targets in this table is based on the indicators according to the APP 2014/15 and Performance Indicators tables below

Strategic Objectives and Performance Indicators:

Sub-Programme 3.1: Intergovernmental Relations; International Relations; Official Development Assistance; & Protocol					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
Facilitate and coordinate provincial and municipal international relations activities.	No of Interventions Implemented to Mainstream Adherence to Provincial IGR Framework Document and ensure of effectiveness of DIGFs.	N/A	5 Reports	2 Reports	(3) The approval of the Inter-Governmental Relations Document was delayed due to unavailability of the management and the Premier's Intergovernmental Forum.
Mainstream and co-ordinate horizontal and vertical IGR within the Province.	Administrative support for Tech. PIGF and PIGF reports	3 Quarterly departmental Inter-Governmental Forum Reports	5 Reports	4 Reports	(1) Due to the non-appointment of the new administration in the 1st quarter meetings could not take place.
Facilitate and coordinate provincial and municipal international relations & ODA activities (Positioning NCP within the RSA World's Position	No. of Provincial Interventions to mainstream International Relations & Official Donor Assistance International Relations Activities to position Northern Cape Province within Republic of South Africa's World Position.	N/A	5 Reports	3 Reports	(2) This was a revised indicator with a target of 5 reports but in the 2nd and 3rd quarter the unit had human capacity challenges.
Facilitate improvement of Protocol implementation and capacity building in the Province (capable state.	No. of measures implemented to ensure Protocol Capacity & Institutionalise Protocol compliance within the Province.	N/A	5 Reports	4 Reports	(1) The activities for the 1st quarter were performed but the report was delayed

The strategic objective of this unit is to provide effective and strategic support to the Premier's Intergovernmental Relations Forum

(PIGF) and in conjunction with the Cabinet Secretariat two Premiers Intergovernmental Relations Forum meetings were successfully coordinated for the year under review.

Furthermore, the unit has reworked the draft Intergovernmental IGR framework document as it is governed by a terms of references, outlining its purpose, members, their responsibilities, rules, and procedures for settling intergovernmental disputes.



The unit has organised eight outbound trips, namely:

- Visit to Sri-Lanka world Youth Conference in Colombia, Sri Lanka
- Visit to Spain Renewable Energy and Cooperative
- Industrialization model study trip
- Visit to Australia Official visit to attend the 2th
- International aids conference which will be held in Melbourne Australia
- Visit New York – official visit to the United States of
- America to attend the World Skateboarding Rider Cup in New York
- Hunting Convention Las Vegas,
- Outbound to Myanmar (Economic Development),
- Outbound to Turkey
- Thailand and the BRICS Investor conference.

Protocol services that were rendered included: Provincial Women Empowerment Summit, Official Opening of Upington Hospital, Announcement of Executive Council, National Youth Day Commemoration hosted in the Province, Post-Election State of the Province Address, the State of the Province Address, the New Age business briefing, The Premier's Golf Day and the mining Indaba 30 March – 13 April 2015. Kimberley Diamond Cup, BRICS Investor Conference, Transnet launch of Kamferdam Manganese Export railway Line (department of Public enterprise), Istanbul Jewellery Chamber (Department of Economic Development), World Aids Day, Hopetown water Treatment plant launch and the launch of the 16 days of no activism campaign for no violence Against Women and Children.

Sub-Programme 3.2: Monitoring and Evaluation					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
To manage and oversee the implementation of the Programme of Action	Number of advisory services provided and supported on the implementation of Monitoring and Evaluation Frameworks and plans in all departments and municipalities.	5 Reports	5 Reports	5 reports	None
	To manage and oversee the implementation of the POA through the provincial nerve centre.	5 Reports	5 reports	5 reports	None
	Number of coordinated, executed and monitored Performance Evaluations and Impact Studies on Service Delivery, Programme Performance and Policy implementation	5 Reports	5 reports	5 reports	None
	Number of coordinated and monitored reports on the implementation of Management Performance Assessment Tool (MPAT).	5 reports	5 reports	5 reports	None
	Number of Reports on frontline service delivery monitoring as well as follow up reports on the implementation of recommendations.	58 Site visits and 1 Frontline Service Delivery Programme for 2014/15	13 Reports	13 Reports	None
	Number of reports on the War on Poverty referrals monitoring.	5 Reports	5 Reports	5 Reports	None



The unit coordinated the Provincial M&E Forums, and also attended National M&E Forums which helped the unit to guide provincial departments on important issues.

The development of the Provincial Monitoring and Evaluation Framework is still in draft which means its working progress.

Among others the unit carried out Evaluation and impact studies on service delivery programmes, drafted the Evaluation Plan, conducted a study on Lerato Park, conducted an evaluation on the effectiveness of child Maternal Health in John Taolo Gaetsewe District in collaboration with the Department of Health, the project is in its final stages.

Since the unit successfully launched and implemented the Management Performance Assessment Tool (MPAT) of version 1.3 in the previous financial year the unit has successfully coordinated MPAT steering Committee Meetings, engagement sessions with Key Performance Area (KPA) managers, and also coordinated information sessions with KPA coordinators to advise them on MPAT standards, which led the province to improve on its performance regarding MPAT standards.

Furthermore the unit coordinated the following

- The monitoring of the Frontline Service Delivery program in the province.
- The Frontline Service Delivery improvement plans for Provincial Departments
- The baseline, feedback and improvement monitoring of site visits in the province and conducted the re-scoring of service sites.
- The compilation of the annual Visit Schedule as per the guidelines from the DPME
- The joint review meetings with sector departments in collaboration with the DPME
- And made presentations to the Provincial M&E Forum with regards to progress on the FSDM programme.
- Monitor the implementation of War on poverty/Balelapa household referrals.
- Analysed the reports from departments and municipalities and its impact against the set targets.
- Presented quarterly reports to the Social cluster meetings regarding progress made in the province.

SUB-PROGRAMME 3.3: POLICY MANAGEMENT					
Sub-programme 3.3.1: Special Programmes					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Protection and promotion of human dignity and equality to create an enabling environment for the empowerment of women, children, persons with disabilities and placing Moral Regeneration on the Provincial Agenda.	Quarterly reports on the implementation of the Children's Rights mainstreaming Framework.	N/A	5 Reports	5 Reports	None
	Quarterly reports on the implementation of the Provincial Strategic Framework for Disability Mainstreaming	N/A	5 Reports	5 Reports	None
	Quarterly reports on the implementation of the Gender Mainstreaming Strategy	N/A	5 Reports	5 Reports	None



SUB-PROGRAMME 3.3: POLICY MANAGEMENT					
Sub-programme 3.3.1: Special Programmes					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
	Quarterly monitoring reports on the implementation of the Employment Equity Plan	4 Reports	5 Reports	5 Reports	None
	Quarterly assessment reports on implementation of the Integrated Strategy for Special Programmes in terms of Moral Regeneration	4 Reports	5 Reports	5 Reports	None
	Quarterly assessment reports on implementation of the Integrated Strategy for Special Programmes in terms of Older persons issues	N/A	5 Reports	5 Reports	None

For the year under review the directorate conducted quarterly Special Programmes Machinery Meetings and the following was achieved:

Successful facilitation of three mock parliaments, i.e. for children, women and persons with disabilities, in partnership with the Portfolio Committee on Women, Children, Persons with Disabilities and Older Persons.

Commemoration of key calendar events, through advocacy and awareness campaigns, such as National and International Women's Day, International Day for Persons with Disabilities, National Children's Day, Launch of Older Person's Week, National Interfaith Twenty Years of Freedom Thanksgiving Ceremony and the 16 Days of Activism on No Violence Against Women and Children Campaign with relevant stakeholders.

The newly established Office on the Rights of Older Persons was launched by the Premier.

The Office of the Status of Women launched the Manifesto Framework on Gender Based Violence.

The directorate complied in terms of submission of the following Compliance Reports, the Job Access Strategic Framework, the Gender Implementation Framework, the HOD 8 Principle Action Plan and the Employment Equity Report.

Sub-programme 3.3.2: Policy Coordination, Research and Development					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Policy coordination, research and development functions performed effectively in the Northern Cape Provincial Administration and the Office of the Premier.	Reports on public policy coordination, research and development.	N/A	5 Reports	5 Reports	None
Improved accountability through the establishment and maintenance of integrated planning and reporting mechanisms	Report on the coordination of transversal and internal policies	N/A	5 Reports	5 Reports	None



The Office of the Premier provided strategic leadership with regard to policy coordination in the province.

In order to institutionalise research units of the state in the different departments, the Office of the Premier established the Northern Cape Research Forum to coordinate transversal research matters in the province as directed by the National Development Plan. The province requires a cutting-edge research platform to enable it to respond appropriately to the needs of the citizenry. A major decision taken in 2013 was to establish a reputable research entity with the requisite capacity to serve as the main base for institutionalising Research in the Province. A model that encompasses both state and private sector structures (state owned and independent research companies) was recommended.

Sub-programme 3.3.3: Development Planning					
Strategic Objective	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual	
Effective leadership 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).	Number of Reports on support provided to National /provincial/local spheres of government with regards to the implementation of the Spatial Planning Land Use Management Act, 2013	N/A	5 Reports	5 Reports	None
	Number of Reports on the Implementation of the National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS) and Provincial Spatial Development Framework (PSDF)	5 Reports	5 Reports	5 Reports	None
	Number of reports on the implementation and Development of the Renewable Energy Sector in the Northern Cape	N/A	5 Reports	5 Reports	None
	Annual performance plan document aligned and reviewed.	N/A	1 Document	1 Document	None
	Credible monitoring and strategic reports produced	N/A	5 Reports	5 Reports	None

The unit provided leadership and support to all structures to contribute towards the achievement of the development targets set out in the National Development Plan and ensured improved spatial and economic planning through the harmonisation and alignment of the National Development Plan, National/Provincial Spatial Development Framework (NSDP), Provincial Growth and Development Strategy and Integrated Development Plans of municipalities.

The unit played an essential role in coordinating different strategic programmes such as renewable energy and the implementation of the Spatial Planning and Land Use Management Act of 2013.

The process of planning was coordinated in phases, i.e. Engagements with units, Office of the Premier held a Strategic Planning Session and Senior Management Team engagements to finalise and approve the Departmental Strategic Plan and the Annual Performance Plan for submission to legislature for endorsement. The process of QPR (quarterly performance reports) was done in a well-planned and a coordinated approach.



Sub-Programme 3.4: Programme Support					
Strategic Objectives	Performance Indicator	Actual Achievement 2013/14	Actual performance against target 2014/15		Reason for Variances
			Planned Target	Actual Achievement	
To provide leadership, support and coordinate activities of integrated planning in the Provincial Administration, Monitoring and Evaluation through a Provincial Nerve Centre, institutionalising Batho Pele and managing all components within Programme 3.	Number of quarterly outcomes base reports	N/A	5 Reports	5 Reports	None
	Number of quarterly nerve centre reports	N/A	5 Reports	5 Reports	None
	Number of Programme support reports	N/A	5 Reports	5 Reports	None
	Number of Batho Pele and Service Delivery Reports	N/A	5 Reports	5 Reports	None

The unit managed the implementation of the Outcome Based Priorities through the provincial nerve centre through the following:

- Co-ordinated the development of the Provincial Programme of Action (POA) for the 2014-2019 Medium Term Strategic Framework (MTSF),
- Strategic support and guidance provided to provincial departments on the development of the 2014-2019 POA through training programmes/workshops and POA consultation sessions,
- Developed a POA monitoring tool and reporting matrix to ensure uniformity on the POA development and reporting across the Province as well as establishing provincial baseline data (2014) and targets (2019).
- Guidelines document development outlining the contribution of delivery partners on the cross cutting outcomes,
- Advised departments on the alignment of Strategic Plans, Annual Performance Plans and POA to the MTSF Outcomes through presentations at departmental strategic planning sessions, Outcomes Implementation Forums, Monitoring and Evaluation Forum and other provincial reporting structures.

Furthermore, the following activities with regards to Batho Pele and Service Delivery were undertaken during the year under review:

- Service Delivery Charter Consultation
- Batho Pele Premier's Service Excellence Awards 2013/14
- National Batho Pele Excellence Awards
- Hosted the provincial Batho Pele Forum
- Public Protector Good Governance Week
- Frontline Service Delivery Monitoring
- Service Delivery visits:
 - Visit to Tlhokomelo /Rethusaneng – Thusong Service Centre
 - Snap Shot visit & Engagement with frontline Officials
 - Unannounced visit – Roodepan Thusong Service Centre
 - Betty Gaetsewe Clinic



4.4 STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE

All units are required to submit quarterly assessments of their performance. They must also submit documentary proof of achievements. Any deviation must be explained. The relevant supervisors will then have follow-up discussions with unit heads where there is a risk of under-performance.

Where there is a significant probability of underperformance, these risks are elevated to the risk plan where it is monitored as part of the risk management strategy.

Of the 75 targets 57 were achieved, while 9 were over-achieved. The strategy outlined above will assure that we also will achieve the 18 targets that were partially achieved in this cycle.

It must be noted whilst at a numeric level 18 targets were not achieved, or partially achieved these did not affect the impact of the Office of the Premier to execute its coordination, monitoring and evaluation role. At an impact level achievement of success can be noticed through greater alignment of the Provincial government POA and outcomes monitoring.

4.5 CHANGES TO PLANNED TARGETS

One indicator and one target were aligned with the other indicators in the APP for 2014/15. Nothing that it had no financial implication.

4.6 LINKING PERFORMANCE WITH BUDGETS

Sub- Programme Name	2014/2015			2013/2014		
	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)
Premier Support	17,290	17,290	-	14,045	14,045	0
Director General Support	30,668	30,407	261	28,243	25,947	2,296
Executive Council Support	7,081	7,081	-	6,672	6,672	0
Financial Management	32,432	32,432	-	32,999	32,999	0
Programme 1	87,471	87,210	261	81,959	79,663	2,296
Strategic Human Resources	42,406	42,406	-	36,549	36,549	0
ICT	10,926	10,926	-	9,024	8,373	651
Legal Services	5,448	5,448	-	4,972	4,972	0
Communications	10,419	10,419	-	19,183	18,883	300
Programme Support	2,502	2,502	-	2,749	2,749	0
Programme 2	71,701	71,701	-	72,477	71,526	951
Special Programmes	13,625	13,625	-	12,983	12,983	0
IGR	1,746	1,746	-	2,063	2,063	0
Provincial Policy Management	17,075	17,075	-	15,139	12,619	2,520
Programme Support	3,181	3,181	-	2,551	1,266	1,285
Programme 3	35,627	35,627	-	32,736	28,931	3,805



5. TRANSFER PAYMENTS

5.1 TRANSFER PAYMENTS TO PUBLIC ENTITIES

PSETA – R327 000

SABC – R3 000

At reporting date the amount was unspent by the entity, but has been committed for projects to be executed during 2015/2016 financial year.

5.2 TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects the transfer payments made for the period 1 April 2014 to 31 March 2015

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	13 805	13 805	-
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantaged women to empower them to become economically active	Yes	4 036	4 036	-

6. CONDITIONAL GRANTS

6.1 CONDITIONAL GRANTS AND EARMARKED FUNDS PAID

Office of the Premier did not pay any conditional grants and earmarked funds for the 2014/2015 financial year.

6.2 CONDITIONAL GRANTS AND EARMARKED FUNDS RECEIVED

Office of the Premier did not receive any conditional grants and earmarked funds for the 2014/2015 financial year.



7. DONOR FUNDS

7.1 DONOR FUNDS RECEIVED

Office of the Premier did not receive any donor funds and earmarked funds for the 2014/2015 financial year.

8. CAPITAL INVESTMENT

Capital investment, maintenance and asset management plan

Refer to Note 5.7 for maintenance appropriated and expensed during the financial year. The user asset management plan was compiled and approved for 2014/15 financial year.

Infrastructure projects	2014/2015			2013/2014		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
Upgrades and additions	-	-	-	-	-	-
Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
Maintenance and repairs	160	160	-	168	168	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total	160	160	-	168	168	-

PARTIC



GOVERNANCE



1. INTRODUCTION

The Office of the Premier has committed itself 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 OTP 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

A comprehensive risk assessment was performed for 2014/15 financial year resulting in an approved risk register for the financial year. This register was continuously updated with new emerging risks by the Risk Manager during the financial year. Using the approved risk register, action plans were devised to mitigate prioritised top risks. Furthermore, the approved risk register was also provided to the Internal Audit unit to serve as the basis for the development of their rolling internal audit plans.

A risk management committee, appointed in writing by the Accounting Officer, to assist him to discharge his risk management organisation-wide responsibilities was in place for the entire 2014/15 financial year. The risk management committee is composed of Senior Executive of the organization with appropriate diverse skills mix. The Accounting Officer has appointed an external independent chairperson with effect from 1 March 2015 as required by the Public Sector Risk Management Framework for the purpose of good governance. The committee monitors progress on the implementation of risk mitigation measures to the top risk facing the organisation. The committee, chaired by the Accounting Officer, met four times on the following dates, and the last meeting was chaired by the newly appointed external chairperson: .

Date
7 April 2014
4 August 2014
4 February 2015
30 March 2015

3. FRAUD AND CORRUPTION

The Office is not aware of any fraud that was reported during the year under review.

4. MINIMISING CONFLICT OF INTEREST

- Bid committee members declare their interest per each bid
- A policy for remuneration for work performed outside the public service (RWOPS) was approved and implemented during the financial year
- Senior managers and supply chain management officials disclose their business interests on an annual basis that are noted by the Executing Authority. Noted declarations are forwarded to the Public Service Commission for compliance



5. CODE OF CONDUCT

A code of conduct was developed in previous financial years and it is renewed on an annual basis for any updates/deletions. The updated document is disseminated to all departmental officials for awareness and implementation.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

During the last quarter of the financial year the members of the Health Safety Committee was appointed by the Accounting Officer and this committee will work closely with the existing departmental wide Risk Management Committee. For the duration of the financial year all safety and environmental risks were being managed through the Risk Management Committee.

7. PORTFOLIO COMMITTEES

The department appeared before the Portfolio Committee on Finance during the financial year to present the 2013/14 annual report as well as quarterly performance reports for the 2014/15 financial year.

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
Resolution 1	Ensure that departments move with speed to resolve IT governance and qualification issues		<p>IT governance requirements that do not require additional new funding such the establishment and functioning IT steering committees, development of detailed IT memorandums of understanding between the Office of the Premier and other departments, provision of LAN services, provincial email system, some aspects of IT security such as anti-virus have been implemented. The audit evidence pertaining to the aforementioned IT services was provided to AG's ISA auditors.</p> <p>Compared with its provincial counterparts, the provincial administration is experiencing chronic funding challenges for Information Technology (IT).</p> <p>This makes it very hard for the province to tailor make and implement National IT governance frameworks such as the DPISA's IT governance plan.</p> <p>The plan has specific requirements for IT governance, IT security, disaster recovery and other requirements that needs funding. The following are examples of funding challenges that we experienced to implement the IT governance frameworks amongst others:</p>	No



NC OFFICE OF THE PREMIER VOTE 1

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
			<ul style="list-style-type: none"> All departments are required to have a DGITO as well as an Enterprise Architect to align business with IT and bring about improved service delivery using ICT as an enabler. This architect must understand TOGAF as well as COBIT. Due to their high market value, the province has only one TOGAF certified person; The province will need millions of rand to implement a provincial IT disaster recovery plan such as building a Recovery Site (Hot Site) with two provincial data centres in two separate districts for backup and redundancy purposes. Issues around non implementation of IT disaster recovery plans, appointment of officials such as PGITO and GITO as separate functionaries, DGITO as well as an Enterprise Architect and others will continue to be audit queries until there is funding to implement them. <p>In an effort to minimize our provincial IT challenges, the Office is investigating the feasibility of implementing an "IT shared service model" to leverage and pool IT resources in the province to resolve IT related issues. The office has researched this model and is currently in the process of drafting a concept document. The proposed model will be implemented in the medium to long term (2-5 years) to be fully operational as extensive consultations are required with various provincial stakeholders with different interest.</p> <p>NB: It is important to note, with respect to IT Governance, we (Northern Cape Provincial government) is 3rd in the country albeit our very low provincial MPAT 1.4 scores.</p>	
Resolution 2	Office of the Premier to ensure that appropriate measures are put in place to assist departments with improving their performance targets		<p>With effect from 1 April 2015, the function of reviewing annual performance and strategic plans for all provincial departments as well as consolidating of quarterly reports culminating into the annual report has been moved from Provincial Treasury to the Office of the Premier. This is line with what is happening at National level where the same function has been relocated from National Treasury to the Presidency (Department of Planning, Monitoring and Evaluation). Minimum resources have been provided to the Office of the Premier to execute the relocated function and the office is busy with the recruitment of the appropriate skills sets for the aforementioned function.</p> <p>The aforesaid relocated function shift will put the Office of the Premier in a unique strategic way to directly assist all provincial departments in improving their performance targets as per recommendation of the committee.</p>	Yes



Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
Resolution 3	OTP to ensure that there is coordination and integration of government services		<p>The Office of the Premier continues to execute its coordination responsibilities within the existing governance structures such clusters, various coordinating fora. The Office is also continuing to execute monitoring and evaluation of government services in the provincial administration within the realms of availability capacity. The Office of the Auditor-General reviews work performed in terms of the above through AG's review of the Predetermined Objectives in the annual performance plan, quarterly reports and annual reports.</p> <p>Within funding realities in the Province, we are working towards strengthening the existing coordination, monitoring and evaluation governance capabilities through various interventions such as establishing the Provincial planning commission function amongst others.</p>	Yes

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

None

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 organization-wide business processes for execution by the line function officials.

Internal control

There was no material breakdown of internal controls during the year under review. The internal control environment was sound.



11. INTERNAL AUDIT AND AUDIT COMMITTEES

C.11.1 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:

- Information Technology Governance review
- Management Performance Assessment Tool certification
- Interim Financial Statements review
- Annual Financial Statements review
- Transfer payment controls
- Human Resource Management - Leave
- Audit of Performance Information
- Supply Chain Management
- Fraud Risk evaluation
- Asset management

The internal audit unit also attended and contributed to the departmental risk management committee meetings, ad hoc management meetings as and when requested as well as attending and contributing to the monitoring and evaluation oversight forum as well as the MPAT oversight forum.

C.11.2 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.

During the financial year under review, 4 meetings were convened as per its charter.

The table below discloses relevant information on the audit committee members:

Audit committee member three year contracts expired on 30 September 2014. The Provincial Executive Council renewed some audit committee members and appointed additional audit committee members during December 2014.

Audit committee membership and attendance up to 30 September 2014:



Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Anushka Ramlall	Phd (International Finance), MBA (Finance Management), Post Grad Diploma (Financial Management), B.Com Admin (Political Science)	External	n/a	27 Sep 2011	30 Sep 2014	2
Frans van Der Westhuizen	LLB, B Iuris, Dip Iuris	External	n/a	27 Sep 2011	30 Sep 2014	2
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	27 Sep 2011	30 Sep 2014	2

Audit committee membership and attendance up to 31 March 2015:

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	2
Frans van Der Westhuizen	LLB, B Iuris, Dip Iuris	External	n/a	2 Dec 2014	n/a	2
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	2
Bafedile Lenkoe	Magister in public administration (MPA)	Internal	Chief Director Coghsta	12 Dec 2014	n/a	0
Phemelo Kegakilwe	Bachelor of Veterinary Medicine and Surgery	Internal	Acting Chief Director Department of Agriculture	12 Dec 2014	n/a	1



12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2015.

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.

THE EFFECTIVENESS OF INTERNAL CONTROL

Although the Department committed to improve the system of internal control during the year under review, certain control weaknesses were noted. These control weaknesses resulted into non-compliance and irregular expenditure. The weaknesses were raised in the Internal Audit reports and the Department was required to implement remedial action plans to address these weaknesses.

INTERNAL AUDIT

The Internal Audit function is responsible for independent and objective evaluation of the Department's system of internal control and bring any significant internal control risks and exposure to the attention of management and the Audit Committee. The Internal Audit function has appropriately identified and reported control weaknesses and risk exposure to the satisfaction of the Audit Committee.

The Audit Committee notes the independence and objectivity of Internal Audit function in performing its work according to the requirements of the Internal Audit Charter.

A Combined Assurance Plan has been developed for the department and Internal Audit coordinated its assurance efforts with those of the Auditor-General South Africa.

Internal Audit function has also undergone an external evaluation by the IIASA and has successfully implemented some of the recommendations that came out of the external review during the year of the review.

RISK MANAGEMENT

The departmental has an established risk management process, however the process is still being improved in order to be reliable, adequate and effective. The Department has successfully implemented some of the Audit Committee recommendations and has been in the process of implementing some of the recommendations during the year of the review. The department implemented the recommendation of the Audit Committee to appoint an external risk management committee chairperson.



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

Audit Committee has reviewed the annual financial statements prepared and has accepted the explanations provided by the department. The Audit Committee noted with concern the Irregular expenditure as reported in the financial statements.

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 except for the following:

- The department continued to incur irregular expenditure due to supply chain management non-compliance. The Audit Committee's recommendations related to this matter was partially implemented at date of this report.

The Audit Committee took note of the department's disagreement with the inclusion of non-compliance paragraphs into the audit report and also noted the Auditor-General's explanation that national guidance results in the matter being reported. The Audit Committee recommended that the department and Auditor-General further engage prior to finalisation of the audit report. The Audit Committee notes the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements 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

13 August 2015

PART 1



**HUMAN RESOURCE
MANAGEMENT**



1. LEGISLATION THAT GOVERN HUMAN RESOURCE MANAGEMENT

The information provided in this part is prescribed by the Public Service Regulation (Chapter 1, Part III J.3 and J4).

In addition to the Public Service Regulations, 2001 (as amended on 30 July 2012), the following prescripts direct Human Resource Management within the Public Service:

- Public Service Act 1994, as amended by Act 30 of 2007
- Occupational Health and Safety Act 85 of 1993
- Labour Relations Act 66 of 1995
- Basic Conditions of Employment Act 75 of 1997
- Skills Development Act 97 of 1998
- Employment Equity Act 55 of 1998
- Public Finance Management Act 1 of 1999
- Skills Development Levy Act 9 of 1999
- Promotion of Access to information Act 2 of 2000
- Promotion of Administrative Justice Act (PAJA) of 2000

2. INTRODUCTION

Human capital is a valued asset and human resources are a key element to the success of the Northern Cape Government Administration. In terms of the 2014-15 HR Action Plan portion of the departmental HR plan, as amended and approved, the main HR priorities included the following:

- Employment Equity
- Training and Development
- Employee Health and Wellness
- Organisational Design

The highlighted priorities were aimed at building a workforce geared to deliver on the strategic objectives of the department, which have been progressively expanding and placing new demands in terms of performance and requisite skills. The envisaged impact would therefore be enhanced service delivery, through an Office of the Premier which is well-capacitated to support and strategically guide the provincial administration.

In terms of the newly approved MTEF HR plan, the following priorities have therefore been set:

- Institutionalise transformation of the workforce through Recruitment and Staffing.
- Build management and leadership capability through Training and Development.
- Improve organisational efficiency through Organisational Design.

The Employee Health and Wellness unit organized an annual provincial wellness and sports day during the period under review, which focused on physical activity, health screening, disease management and health education. The event was attended by provincial department employees, pensioners, and employees from national departments with a presence in the province. In addition to the provincial event, OTP also offered on-site health screening and short-term therapeutic interventions for its employees and those referred from other departments.

It may therefore be seen that the above priorities have been developed based on the premise that the right fit, managerial and leadership foundation, as well as organisational architecture are critical to positioning the department to meet its strategic demands.



3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 PERSONNEL RELATED EXPENDITURE

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

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

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2014 and 31 March 2015

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)
1: Administration	87 210	40 528	326	-	46.5	379
2: Institutional development	71 700	40 699	752	-	56.8	442
3. Policy and governance	35 628	25 851	11	-	72.6	497
TOTAL	194 538	107 078	1 089	0	-	426

Table 3.1.2 Personnel costs by salary band for the period 1 April 2014 and 31 March 2015

Salary Band	Personnel Expenditure (R'000)	Personnel Expenditure as a % of total expenditure	No of employees	Average personnel cost per employee (R'000)
Skilled (Levels 3-5)	11 012	10.3	64	172
Highly skilled production (Levels 6-8)	17 236	16.1	61	283
Highly skilled supervision (Levels 9-12)	38 617	36.1	85	454
Senior management (Levels 13-16)	30 696	28.7	31	990
Contract (Levels 3-5)	792	0.7	3	264
Contract (Levels 6-8)	450	0.4	2	225
Contract (Levels 9-12)	2 325	2.2	2	1 162
Contract (Levels 13-16)	3 620	3.4	3	1 207
Periodical Remuneration	2 101	2.0	2	1 051
Abnormal Appointment	229	0.2	7	33
TOTAL	107 078	-	251	-

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2014 and 31 March 2015

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
1:Administration	35 685	88	259	0.6	1216	3	1401	3.5
2:Institutional development	35 879	88	-	-	785	1.9	1306	3.2
3: Policy and governance	23 184	90	7	-	361	1.4	774	3
TOTAL	94 748	89	266	0.2	2362	2.2	3481	3.3

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2014 and 31 March 2015

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 (Levels 3-5)	7 616	7.1	14	0	613	0.6	1075	1
Highly skilled production (Levels 6-8)	16 429	15.3	97	0.1	598	0.6	953	0.9
Highly skilled supervision (Levels 9-12)	33 459	31.2	155	0.2	661	0.6	1083	1
Senior management (Levels 13-16)	23 075	21.6	-	-	490	0.5	370	0.3
Contract (Levels 3-5)	792	0.7	-	-	-	-	-	-
Contract (Levels 6-8)	450	0.4	-	-	-	-	-	-
Contract (Levels 9-12)	2 325	2.2	-	-	-	-	-	-
Contract (Levels 13-16)	10 373	9.7	-	-	-	-	-	-
Periodical Remuneration	-	-	-	-	-	-	-	-
Abnormal Appointment	229	0.2	-	-	-	-	-	-
TOTAL	94 748	88.5	266	0.3	2 362	2.2	3 481	3.2

3.2. EMPLOYMENT AND VACANCIES

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

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

This information is presented in terms of three key variables:

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



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

Table 3.2.1 Employment and vacancies by programme as on 31 March 2015

Programme	Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
1: Administration	111	107	3.6%	-
2: Institutional development	101	92	8.9%	1
3: Policy and governance	59	52	11.9%	-
TOTAL	271	251	7.4%	1

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2015

Salary Band	Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
Lower skilled (Levels 1-2), Permanent	-	-	-	-
Skilled (Levels 3-5), Permanent	70	64	8.6%	-
Highly skilled production (Levels 6-8), Permanent	64	61	4.7%	-
Highly skilled supervision (Levels 9-12), Permanent	93	85	8.6%	-
Senior management (Levels 13-16), Permanent	34	31	8.8%	-
Contract (Levels 1-2), Permanent	-	-	-	-
Contract (Levels 3-5), Permanent	3	3	-	-
Contract (Levels 6-8), Permanent	2	2	-	-
Contract (Levels 9-12), Permanent	2	2	-	-
Contract (Levels 13-16), Permanent	3	3	-	1
TOTAL	271	251	7.4%	1

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2015

Critical Occupations	Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
Administrative related	82	72	12.2%	-
General Assistants and related	4	4	-	-
Client and information clerks / Switchboard/ Reception	3	3	-	-
Communication and information related	2	2	-	-
Executive Authority	1	1	-	-
Financial and Economics related	12	11	8.3%	-
Financial clerks and credit controllers	16	16	-	-
Food services aids and waiters	8	8	-	-
HR & org development & relate professionals	40	40	-	-
HR Clerks	4	4	-	-



Critical Occupations	Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
Information technology related	7	4	42.9%	-
Language Practitioners	1	1	-	-
Legal Admin and related Professionals	5	5	-	-
Library mail and related clerks	14	14	-	-
Messengers porters and deliverers	6	6	-	-
Psychologist	1	1	-	-
Risk management and Security	2	2	-	-
Secretaries & other keyboard operating clerks	20	17	15%	-
Security Officers and related	9	9	-	-
Senior managers	28	27	3.6%	1
Technicians and associate professionals	1	1	--	-
Top Management	5	3	40%	-
TOTAL	271	251	7.4%	1

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 2014

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%	-	-
Salary Level 16	1	1	100%	-	-
Salary Level 15	4	2	50%	2	50%
Salary Level 14	7	7	100%	-	-
Salary Level 13	24	23	96%	1	4%
TOTAL	37	34	92%	3	8%

Table 3.3.2 SMS post information as on 30 September 2014

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%	-	-
Salary Level 16	1	1	100%	-	-
Salary Level 15	4	3	75%	1	25%
Salary Level 14	7	7	100%	-	-
Salary Level 13	24	20	83%	4	17%
TOTAL	37	32	86%	5	14%



Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2014 and 31 March 2015

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level 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	1	-	1
Salary Level 14	-	-	-
Salary Level 13	3	3	-
TOTAL	4	3	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 2014 and 31 March 2015

Reasons for vacancies not advertised within six months
All Senior Management positions are advertised within the period of six months.

Reasons for vacancies not filled within twelve months
The post of DDG: Policy and Governance was advertised but the selection process was held in abeyance due to possible further changes to the organisational structure.

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 2014 and 31 March 2015

Reasons for vacancies not advertised within six months
None

Reasons for vacancies not filled within six months
Due to capacity constrains

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 2014 and 31 March 2015

Salary Band	Number of Posts on approved establishment	Number of Jobs Evaluated	% of Posts Evaluated	Posts Upgraded		Posts Downgraded	
				Number	% of Posts Evaluated	Number	% of Posts Evaluated
Contract (Levels 3-5)	3	-	-	-	-	-	-
Contract (Levels 6-8)	2	-	-	-	-	-	-
Contract (Levels 9-12)	2	-	-	-	-	-	-
Contract (Band A)	3	-	-	-	-	-	-
Skilled (Levels 3-5)	70	-	-	-	-	-	-
Highly skilled production (Levels 6-8)	64	-	-	-	-	-	-
Highly skilled supervision (Levels 9-12)	93	6	6.5%	-	-	-	-
Senior Management Service Band A	21	1	4.8%	-	-	-	-
Senior Management Service Band B	7	-	-	-	-	-	-
Senior Management Service Band C	4	-	-	-	-	-	-
Senior Management Service Band D	2	-	-	-	-	-	-
TOTAL	271	7	2.6%	-	-	-	-

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 2014 and 31 March 2015

Beneficiaries	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
Total	0	0	0	0	0

Employees with a Disability	-	-	-	-	-
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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 2014 and 31 March 2015

Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
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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 2014 and 31 March 2015

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 2014 and 31 March 2015

Salary band	Number of employees at beginning of period-1 April 2014	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2), Permanent	-	-	-	-
Skilled (Levels 3-5), Permanent	59	6	3	4,6%
Highly skilled production (Levels 6-8), Permanent	61	4	1	1,5%
Highly skilled supervision (Levels 9-12), Permanent	81	13	5	5,3%
Senior Management Service Band A, Permanent	21	2	1	4,3%
Senior Management Service Band B, Permanent	7	-	-	-
Senior Management Service Band C, Permanent	2	-	1	0.50%
Senior Management Service Band D, Permanent	2	-	-	-
TOTAL	233	25	11	4,3%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2014 and 31 March 2015

Critical occupation	Number of employees at beginning of period-April 2014	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	65	13	4	5,1%
General Assistants and related	4	-	-	-
Client and information clerks / Switchboard/ Reception	2	1	1	33,3%
Communication and information related	2	-	-	-
Executive Authority	1	-	-	-
Financial and Economics related	11	-	1	9%
Financial clerks and credit controllers	16	-	-	-
Food services aids and waiters	6	1	-	-
Hr & org development & relate professionals	37	4	-	-
HR Clerks	4	-	-	-
Information technology related	4	-	1	25%
Language Practitioners	1	-	-	-
Legal Admin and related Professionals	5	-	-	-
Library mail and related clerks	12	2	2	14,2%
Messengers porters and deliverers	6	-	-	-
Psychologist	1	-	-	-
Risk management and Security	2	-	-	-
Secretaries & other keyboard operating clerks	17	1	-	5,9%
Security Officers and related	9	-	-	-



Critical occupation	Number of employees at beginning of period-April 2014	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior managers	25	2	1	3,7%
Technicians and associate professionals	0	1	-	-
Top Management	3	-	1	33,3%
TOTAL	233	25	11	4,3%

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

Table 3.5.3 Reasons why staff left the department for the period 1 April 2014 and 31 March 2015

Termination Type	Number	% of Total Resignations
Death	1	9
Resignation	6	55
Discharged due to ill-health	1	9
Retirement	2	18
Transfers to other Public Service Departments	1	9
TOTAL	11	100

Table 3.5.4 Promotions by critical occupation for the period 1 April 2014 and 31 March 2015

Occupation	Employees 1 April 2014	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	65	3	4,6	31	47.7
General Assistants and related	4	-	-	4	100
Client and information clerks / Switchboard/Reception	2	-	-	1	50
Communication and information related	2	-	-	2	100
Executive Authority	1	-	-	-	-
Financial and Economics related	11	-	-	8	72.7
Financial clerks and credit controllers	16	-	-	12	75
Food services aids and waiters	6	-	-	5	83.3
Hr & org development & relate professionals	37	4	10,8	29	78.4
HR Clerks	4	-	-	2	50
Information technology related	4	1	25	3	75
Language Practitioners	1	-	-	-	-
Legal Admin and related Professionals	5	-	-	3	60
Library mail and related clerks	12	-	-	9	75
Messengers porters and deliverers	6	-	-	3	50
Psychologist	1	-	-	0	-



Occupation	Employees 1 April 2014	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
Risk management and Security	2	1	50	1	50
Secretaries & other keyboard operating clerks	17	-	-	10	58.8
Security Officers and related	9	-	-	8	88.9
Senior managers	25	1	4	15	60
Technicians and associate professionals	-	-	-	-	-
Top Management	3	-	-	-	-
TOTAL	233	10	4,3	146	62.6

Table 3.5.5 Promotions by salary band for the period 1 April 2014 and 31 March 2015

Salary Band	Employees 1 April 2014	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
Lower skilled (Levels 1-2), Permanent	-	-	-	-	-
Skilled (Levels 3-5), Permanent	59	-	-	46	77
Highly skilled production (Levels 6-8), Permanent	61	2	3,3	40	63
Highly skilled supervision (Levels 9-12), Permanent	81	7	8,6	43	53
Senior management (Levels 13-16), Permanent	32	1	3,1	17	53
TOTAL	233	10	4,3	146	62

3.6. EMPLOYMENT EQUITY

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2015

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	42	11	2	2	32	14	1	6	110
Professionals	4	1	-	-	1	1	-	-	7
Technicians and associate professionals	-	4	-	1	-	-	-	-	5
Clerks	27	11	-	1	42	17	-	6	104
Service and sales workers	-	-	-	-	-	-	-	-	-
Skilled agriculture and fishery workers	-	-	-	-	-	-	-	-	-
Craft and related trades workers	-	-	-	-	-	-	-	-	-
Plant and machine operators and assemblers	-	-	-	-	-	-	-	-	-
Elementary occupations	12	1	-	-	9	2	1	-	25
Total	85	28	2	4	84	34	2	12	251
Employees with disabilities	3	1	-	-	-	-	-	-	4



Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2015

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	3	-	-	-	-	1	-	-	4
Senior Management	6	2	1	2	5	4	1	3	24
Professionally qualified and experienced specialists and mid-management	16	4	-	1	8	3	-	-	32
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	36	11	-	-	38	18	-	7	110
Semi-skilled and discretionary decision making	11	5	-	1	24	6	-	2	49
Unskilled and defined decision making	11	1	-	-	7	2	1	-	22
Total	83	23	1	4	82	34	2	12	241
Contract (Senior Management), Permanent	-	2	1	-	-	-	-	-	3
Contract (Professionally qualified), Permanent	1	-	-	-	-	-	-	-	1
Contract (Skilled technical), Permanent	1	2	-	-	-	-	-	-	3
Contract (Semi-skilled), Permanent	-	1	-	-	2	-	-	-	3
Contract Unskilled and defined decision making	-	-	-	-	-	-	-	-	-
Total Contract Employees	-	-	-	-	-	-	-	-	-
Total	85	28	2	4	84	34	2	12	251

Table 3.6.3 Recruitment for the period 1 April 2014 to 31 March 2015

Occupational Band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	-	-	-	-	-
Senior Management	-	1	-	-	-	-	-	1	2
Professionally qualified and experienced specialists and mid-management	2	-	-	-	1	-	-	-	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	2	-	-	5	3	-	-	14
Semi-skilled and discretionary decision making	-	-	-	-	4	-	-	-	4
Unskilled and defined decision making	-	-	-	-	1	-	1	-	2
TOTAL	6	3	0	0	11	3	1	1	25

Employees with disabilities	-	-	-	-	-	-	-	-	-
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Table 3.6.4 Promotions for the period 1 April 2014 to 31 March 2015

Occupational Band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	1	-	-	1
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	4	-	-	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	1	-	-	2	1	-	-	5
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-
Total	1	1	0	0	2	6	0	0	10
Employees with disabilities	1	-	-	-	-	-	-	-	1

Table 3.6.5 Terminations for the period 1 April 2014 to 31 March 2015

Occupational Bands	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	2	1	-	-	1	-	-	1	5
Semi-skilled and discretionary decision making	1	-	-	-	1	-	-	-	2
Unskilled and defined decision making	-	-	-	-	-	-	-	1	1
Total	4	2	-	-	2	1	-	2	11
Employees with disabilities	-	-	-	-	-	-	-	-	-

Table 3.6.6 Disciplinary action for the period 1 April 2014 to 31 March 2015

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
TOTAL	-	-	-	-	-	-	-	-	-



Table 3.6.7 Skills development for the period 1 April 2014 to 31 March 2015

Occupational Categories	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	14	2	0	0	11	1	0	3	31
Professionals	17	5	1	0	10	4	2	0	39
Technicians and associate professionals	3	3	0	0	8	0	0	1	15
Clerks	7	2	0	0	24	5	0	1	39
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	41	12	1	0	53	10	2	5	124
Employees with disabilities	1	0	0	0	0	0	0	0	1

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 hereunder.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 July 2014

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100%
Salary Level 16	1	1	1	100%
Salary Level 15	2	2	2	100%
Salary Level 14	7	7	7	100%
Salary Level 13	21	21	21	100%
Total	32	32	32	100%

Notes

In the event of a National or Provincial election occurring within the first three months of a financial year all members of the SMS must conclude and sign their performance agreements for that financial year within three months following the month in which the elections took place. For example if elections took place in April, the reporting date in the heading of the table above should change to 31 July 2014.



Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2015

Reasons
All SMS members concluded Performance agreements

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2015

Reasons
Not Applicable

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 2014 to 31 March 2015

Race and Gender	Beneficiary Profile			Cost	
	Number of Beneficiaries	Number of Employees	% of total within group	Cost (R'000)	Average Cost per employee (R)
African, Female	6	251	2.4%	176	29 344
African, Male	4	251	2.3%	77	19 118
Coloured, Female	7	251	1.6%	131	18 825
Coloured, Male	5	251	2.4%	146	29 242
Indian, Female	1	251	0.4%	43	42 801
Indian, Male	0	251	0%	0	0
White, Female	0	251	0%	0	0
White, Male	0	251	0%	0	0
Employees with a disability	0	251	0%	0	0
TOTAL	23	251	9.1%	573	4 656



Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2014 to 31 March 2015

Salary Band	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of actual within salary band	Total cost	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (levels 1-2)	0	0	0%	0	0	0
Skilled (levels 3 – 5)	4	251	1.6%	26 898	6 725	0.03%
Highly skilled production (levels 6 – 8)	5	251	2%	47 448	9 490	0.04%
Highly skilled supervision (levels 9 – 12)	8	251	3.2%	158 843	19 855	0.14%
Contract (Levels 1-2)	0	0	0%	0	0	0
Contract (Levels 3-5)	0	0	0%	0	0	0
Contract (Levels 6-8)	0	0	0%	0	0	0
Contract (Levels 9-12)	0	0	0%	0	0	0
TOTAL	17	251	6.8%	233 189	13 717	0.22%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2014 to 31 March 2015

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	6	251	2.4%	106 863	17 811
General Assistants and related	0	0	0%	0	0
Client and information clerks / Switchboard/ Reception	0	0	0%	0	0
Communication and information related	1	251	0.4%	12 987	12 987
Executive Authority	0	0	0%	0	0
Financial and Economics related	1	251	0.4%	29 736	29 736
Financial clerks and credit controllers	2	251	0.8%	17 478	8 739
Food services aids and waiters	0	0	0%	0	0
Hr & org development & relate professionals	3	251	1.2%	30 422	10 140
HR Clerks	1	251	0.4%	5 846	5 846
Information technology related	0	0	0%	0	0
Language Practitioners	0	0	0%	0	0
Legal Admin and related Professionals	2	251	0.8%	138 955	69 477
Library mail and related clerks	0	0	0%	0	0
Messengers porters and deliverers	1	251	0.4%	9 085	9 085
Psychologist	0	0	0%	0	0
Risk management and Security	0	0	0%	0	0



Critical Occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Secretaries & other keyboard operating clerks	2	251	0.8%	20 770	10 386
Security Officers and related	0	0	0%	0	0
Senior managers	4	251	1.6%	201 185	50 926
Technicians and associate professionals	0	0	0%	0	0
Top Management	0	0	0%	0	0
TOTAL	23	251	9.2%	573 327	225 133

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2014 to 31 March 2015

Salary Band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band	Total Cost (R'000)	Average cost per employee	
Band A	5	23	22%	241	48 183	0.2
Band B	1	7	14%	99	99 224	0.09
Band C	0	2	0%		0	0
TOTAL	6	32	19%	340	147 407	0.11

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 2014 and 31 March 2015

Salary Band	01-Apr-12		31-Mar-13		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	-	-	-	-	-	-
Skilled (Levels 3-5)	-	-	-	-	-	-
Highly skilled production (Levels 6-8)	-	-	-	-	-	-
Highly skilled supervision (Levels 9-12)	-	-	-	-	-	-
Senior management (Levels 13-16)	-	-	-	-	-	-
TOTAL	0	0	0	0	0	0

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2014 and 31 March 2015

Major Occupation	01-Apr-14		31-Mar-15		Change	
	Number	% of total	Number	% of total	Number	% change
Administrative office workers	-	-	-	-	-	-
Professionals and managers	-	-	-	-	-	-
TOTAL	0	0	0	0	0	0

3.10. LEAVE UTILISATION

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

Table 3.10.1 Sick leave for the period 1 January 2014 to 31 December 2014

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)	372	81.5	45	24.6	8	227
Highly skilled production (Levels 6-8)	432	82.9	51	27.9	8	444
Highly skilled supervision (Levels 9-12)	474	82.7	62	33.9	8	838
Senior management (Levels 13-16)	226	85.8	20	10.9	11	795
Contract (Levels 3-5)	5	100	1	0.5	5	3
Contract (Levels 6-8)	1	-	1	0.5	1	1
Contract (Levels 9-12)	11	72.7	1	0.5	11	22
Contract (Levels 13-16)	11	81.8	2	1.1	6	35
TOTAL	1 532	82.8	183	100	8	2365

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2014 to 31 December 2014

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)	52	100	4	28.6	13	35
Highly skilled production (Levels 6-8)	87	100	3	21.4	29	85
Highly skilled supervision (Levels 9-12)	201	100	5	35.7	40	364
Senior management (Levels 13-16)	13	100	2	14.3	7	43
TOTAL	353	100	14	100	25	527

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 2014 to 31 December 2014

Salary Band	Total Days Taken	Number of Employees using annual leave	Average per Employee
Skilled (Levels 3-5)	1606	64	25
Highly skilled production (Levels 6-8)	1518	61	25
Highly skilled supervision (Levels 9-12)	2009	85	24
Senior management (Levels 13-16)	763	31	25



Salary Band	Total Days Taken	Number of Employees using annual leave	Average per Employee
Contract (Levels 3-5)	46	3	15
Contract (Levels 6-8)	22	1	22
Contract (Levels 9-12)	44	2	22
Contract (Levels 13-16)	39	3	13
TOTAL	6 047	250	24

Table 3.10.4 Capped leave for the period 1 January 2014 to 31 December 2014

Salary Band	Total days of capped leave taken	Number of Employees who took Capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 December 2014
Skilled (Levels 3-5)	7	1	7	10
Highly skilled production (Levels 6-8)	2	1	2	15
Highly skilled supervision (Levels 9-12)	4	1	4	37
Senior management (Levels 13-16)	8	1	8	34
TOTAL	21	4	5	24

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

Table 3.10.5 Leave pay-outs for the period 1 April 2014 and 31 March 2015

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)
Capped leave payouts on termination of service for 2014/15	403	10	40300
Current leave payout on termination of service for 2014/15	92	5	18400
TOTAL	495	15	33000

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
All employees at the OTP are equally at risk. There is no discernable category with a higher inherent risk.	The Employee Health and Wellness unit performs health risk assessments

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Senior Manager Employee Health and Wellness unit Mr Bonnie Thekisho



Question	Yes	No	Details, if yes
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		6 (Full time Equivalent) R 1, 439, 516. 02
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.	X		HIV Counselling and Testing Programme; Health Screening; Implemented an IEC (Information, Education and Communication) Programme
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		The committee has 12 members; Chairperson: Tsholofelo Seetelo Secretary: Job Moshou Labour: Kedibone Neo Senior Manager: Edward Springbok Representative: Anna Sickles Representative: Caroline Comagae Representative: Jacobus Van Wyk Representative: Sipho Gxotha Representative: William Ntumelang Representative: O' Brian Lubidla Representative: Derrick Leburu Representative: Npmbulelo Mashibini
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		Management commitment to Gender sensitivity and rights based mainstreaming; Promoting a non-discriminatory work environment; Programmes to promote stigma mitigation
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		Zero tolerance for discrimination based on HIV/AIDS status Approved the implementation of a workplace HIV policy
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	X		Established an Occupational Health facility. Hosted an annual GEMS wellness screening Implemented on site HCT screening
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/ indicators.	X		Utilised the GEMS Health Trends report and the Health Risk Management report for targeted intervention.

3.12. LABOUR RELATIONS

Table 3.12.1 Collective agreements for the period 1 April 2014 and 31 March 2015

Total number 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 2014 and 31 March 2015

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	1	14.3%
Verbal warning	1	14.3%
Written warning	1	14.3%
Final written warning	2	28.6%
Salary Suspended	1	14.3%
Fine	-	-
Demotion	-	-
Dismissal	-	-
Not guilty	-	-
Case withdrawn	1	14.3%
Total	7	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2014 and 31 March 2015

Type of misconduct	Number	% of total
RWOPS	1	2.5%
Insolence	1	2.5%
Absenteeism	5	12.8%
Leaking of information	1	2.5%
Insubordination	1	2.5%
None compliance (EPMDS)	28	71.8%
Abscondment	2	2.5%
Fraud	-	-
Total	39	100%

Table 3.12.4 Grievances logged for the period 1 April 2014 and 31 March 2015

Grievances	Number	% of Total
Number of Grievances Resolved	8	100%
Number of grievances not resolved	0	0%
Total number of grievances lodged	8	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2014 and 31 March 2015

Disputes	Number	% of Total
Not finalised	1	50%
Number of disputes upheld	0	0%
Number of disputes withdrawn	1	50%
Total number of disputes lodged	2	100%



Table 3.12.6 Strike actions for the period 1 April 2014 and 31 March 2015

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2014 and 31 March 2015

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

3.13. SKILLS DEVELOPMENT

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

Table 3.13.1 Training needs identified for the period 1 April 2014 and 31 March 2015

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	50	0	16	2	18
	Male	52	0	16	3	19
Professionals	Female	1	0	1	3	4
	Male	5	0	5	2	7
Technicians and associate professionals	Female	3	0	3	14	17
	Male	0	0	0	5	5
Clerks	Female	58	0	19	11	30
	Male	83	0	27	3	30
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	3	0	0	0
	Male	0	1	0	0	0
Gender sub totals	Female	112	3	39	30	69
	Male	140	1	48	13	61
Total		252	4	87	43	130



Table 3.13.2 Training provided for the period 1 April 2014 and 31 March 2015

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	50	0	18	20	38
	Male	52	0	26	6	32
Professionals	Female	1	0	0		0
	Male	5	0	3	3	6
Technicians and associate professionals	Female	3	0	0	0	0
	Male	0	0	1	2	3
Clerks	Female	58	0	19	18	37
	Male	83	0	9	9	18
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	3	0	0	0
	Male	0	1	0	0	0
Gender sub totals	Female	112	3	37	0	0
	Male	140	1	39	0	0
Total		0	4	76	58	134

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 2014 and 31 March 2015

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	



3.15 UTILISATION OF CONSULTANTS

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2014 to 31 March 2015

Project Title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
None			
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
None			

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of historically disadvantaged individuals (HDI's) for the period 1 April 2014 to 31 March 2015

Project Title	% ownership by HDI groups	% management by HDI groups	Number of consultants from HDI groups that worked on the project
None			

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2014 to 31 March 2015

Project Title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
None			
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
None			

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDI's) for the period 1 April 2014 to 31 March 2015

Project Title	% ownership by HDI groups	% management by HDI groups	Number of consultants from HDI groups that worked on the project
None			

3.16. SEVERANCE PACKAGES

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2014 and 31 March 2015

No Severance Packages granted

PART 1

The word 'PART 1' is rendered in a large, bold, sans-serif font. Each letter is filled with a different photograph of a rural landscape. The 'P' shows a field of tall grasses under a blue sky. The 'A' features a windmill in a field. The 'R' depicts a field of tall grasses. The 'T' shows a field of tall grasses. The '1' is a solid blue color. The 'E' shows a field of purple flowers with a white church steeple in the background.

**FINANCIAL
INFORMATION**



1. REPORT OF THE AUDITOR GENERAL

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

REPORT ON THE FINANCIAL STATEMENTS

INTRODUCTION

1. I have audited the financial statements of the Office of the Premier set out on pages 92 to 157, which comprise the appropriation statement, the statement of financial position as at 31 March 2015, 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, comprising a summary of significant accounting policies and other explanatory information.

ACCOUNTING OFFICER'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the Modified Cash Standard prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR-GENERAL'S RESPONSIBILITY

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

OPINION

6. 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 2015 and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standard prescribed by the National Treasury and the requirements of the PFMA

EMPHASIS OF MATTERS

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

RESTATEMENT OF CORRESPONDING FIGURES

8. As disclosed in note 39.3.1 to the financial statements, the corresponding figures for 31 March 2014 have been restated as a result of an error discovered during the year ended 31 March 2015 in the financial statements of the Office of the Premier at, and for the year ended, 31 March 2014.



MATERIAL LOSSES

9. As disclosed in note 30.2 to the financial statements, material losses to the amount of R8 935 000 were incurred as a result of the disposal of the software that the department could not use anymore.

ADDITIONAL MATTERS

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

UNAUDITED SUPPLEMENTARY SCHEDULES

11. The supplementary information set out on pages 51 to 86 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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

PREDETERMINED OBJECTIVES

13. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2015:
 - Programme 2: Institutional Development on pages 31 to 42
 - Programme 3: Policy and Governance on pages 43 to 49
14. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
15. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPI).
16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. 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

ADDITIONAL MATTER

18. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

ACHIEVEMENT OF PLANNED TARGETS

19. Refer to the annual performance report on pages 31 to 42 and 43 to 49 for information on the achievement of the planned targets for the year.



COMPLIANCE WITH LEGISLATION

20. I performed procedures to obtain evidence that the department had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

PROCUREMENT AND CONTRACT MANAGEMENT

21. Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation (TR) 16A6.1.
22. Information technology related goods and services, classified as mandatory, were not procured through State Information Technology Agency as required by TR 16A6.3 (e).

EXPENDITURE MANAGEMENT

23. Effective steps were not always taken to prevent irregular expenditure, as required by section 38(1) (c) (ii) of the PFMA and TR 9.1.

INTERNAL CONTROL

24. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. 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 non-compliance with legislation included in this report.

LEADERSHIP

25. Management did not exercise oversight responsibility regarding related internal controls to ensure compliance with supply chain management laws and regulations.

FINANCIAL AND PERFORMANCE MANAGEMENT

16. There was a lack of proper exercise by management over controls addressing some of the findings that were similarly raised in the prior year.

Auditor-General



A U D I T O R - G E N E R A L
S O U T H A F R I C A

Auditing to build public confidence



ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015

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**NC: OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2015**

Appropriation per programme									
	2014/15					2013/14			
	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									
1. Administration	90,106	-	(2,635)	87,471	87,210	261	99.7%	81,959	79,663
2. Institutional Development	70,752	-	948	71,700	71,700	-	100.0%	72,477	71,526
3. Policy and Governance	33,941	-	1,687	35,628	35,628	-	100.0%	32,736	28,931
Subtotal	194,799	-	-	194,799	194,538	261	99.9%	187,172	180,120
TOTAL	194,799	-	-	194,799	194,538	261	99.9%	187,172	180,120



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APPROPRIATION STATEMENT
for the year ended 31 March 2015

	2014/15		2013/14	
	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
TOTAL (brought forward)	194,799	194,538	187,172	180,120
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	486		336	
NRF Receipts	-		-	
Aid assistance	-		187	
Actual amounts per statement of financial performance (total revenue)	195,285		187,695	
ADD				
Aid assistance	-		187	
Prior year unauthorised expenditure approved without funding	-		-	
Actual amounts per statement of financial performance (total expenditure)		194,538		180,307



NC OFFICE OF THE PREMIER VOTE 1

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APPROPRIATION STATEMENT for the year ended 31 March 2015

Appropriation per economic classification	2014/15						2013/14		
	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	173,126	-	(667)	172,459	172,198	261	99.8%	164,557	158,844
Compensation of employees	109,556	-	(2,217)	107,339	107,078	261	99.8%	93,112	92,991
Salaries and wages	97,224	-	(2,215)	95,009	94,748	261	99.7%	81,526	81,412
Social contributions	12,332	-	(2)	12,330	12,330	-	100.0%	11,586	11,579
Goods and services	63,570	-	1,550	65,120	65,120	-	100.0%	71,445	65,853
Administrative fees	65	-	-	65	65	-	100.0%	79	79
Advertising	2,233	-	307	2,540	2,540	-	100.0%	2,783	2,483
Minor assets	1,025	-	-	1,025	1,025	-	100.0%	1,388	190
Audit costs: External	2,845	-	1	2,846	2,846	-	100.0%	3,629	3,630
Catering: Departmental activities	2,906	-	1,340	4,246	4,246	-	100.0%	3,972	3,972
Communication	3,708	-	(271)	3,437	3,437	-	100.0%	3,652	3,352
Computer services	1,578	-	1	1,579	1,579	-	100.0%	989	988
Legal services	589	-	111	700	700	-	100.0%	63	63
Contractors	1,694	-	25	1,719	1,719	-	100.0%	2,102	2,102
Agency and support / outsourced services	9,671	-	(1,288)	8,383	8,383	-	100.0%	21,564	18,666
Fleet services	1,608	-	(2)	1,606	1,606	-	100.0%	1,187	320
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	304	1,159
Inventory: Materials and supplies	-	-	-	-	-	-	-	35	47



NC: OFFICE OF THE PREMIER
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APPROPRIATION STATEMENT
for the year ended 31 March 2015

Consumable supplies	1,682	-	1	1,683	1,683	-	1,403	100.0%	1,686
Consumable: Stationery, printing and office supplies	6,187	-	(62)	6,125	6,125	-	829	100.0%	546
Operating leases	8,720	-	(596)	8,124	8,124	-	9,565	100.0%	8,757
Property payments	4,813	-	13	4,826	4,826	-	4,221	100.0%	3,621
Transport provided: Departmental activity	628	-	26	654	654	-	334	100.0%	336
Travel and subsistence	11,920	-	502	12,422	12,422	-	9,435	100.0%	9,435
Training and development	1,088	-	1	1,089	1,089	-	718	100.0%	717
Operating payments	(86)	-	1,440	1,354	1,354	-	795	100.0%	1,306
Venues and facilities	459	-	1	460	460	-	2,320	100.0%	2,320
Rental and hiring	237	-	-	237	237	-	78	100.0%	78
Transfers and subsidies	18,190	-	368	18,558	18,558	-	18,071	100.0%	18,071
Departmental agencies and accounts	330	-	-	330	330	-	309	100.0%	309
Departmental agencies and accounts	330	-	-	330	330	-	309	100.0%	309
Non-profit institutions	17,841	-	-	17,841	17,841	-	17,452	100.0%	17,452
Households	19	-	368	387	387	-	310	100.0%	310
Social benefits	19	-	368	387	387	-	310	100.0%	310
Payments for capital assets	3,483	-	149	3,632	3,632	-	4,389	100.0%	3,050
Machinery and equipment	2,883	-	719	3,602	3,602	-	3,720	100.0%	3,031
Transport equipment	1,131	-	-	1,131	1,131	-	1,285	100.0%	-
Other machinery and equipment	1,752	-	719	2,471	2,471	-	2,435	100.0%	3,031
Intangible assets	600	-	(570)	30	30	-	669	100.0%	19
Payments for financial assets	-	-	150	150	150	-	155	100.0%	155
	194,799	-	-	194,799	194,538	261	187,172	99.9%	180,120



NC OFFICE OF THE PREMIER VOTE 1

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APPROPRIATION STATEMENT for the year ended 31 March 2015

	2014/15						2013/14		
	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 1: Administration									
Sub programme									
1. Premier Support	17,945	(76)	(579)	17,290	17,290	-	100.0%	14,045	14,045
2. Executive Council Support	6,973	76	32	7,081	7,081	-	100.0%	6,672	6,672
3. Director General Support	32,560	-	(1,892)	30,668	30,407	261	99.1%	28,243	25,947
4. Financial Management	32,628	-	(196)	32,432	32,432	-	100.0%	32,999	32,999
Total for sub programmes	90,106	-	(2,635)	87,471	87,210	261	99.7%	81,959	79,663
Economic classification									
Current payments	88,851	-	(3,168)	85,683	85,422	261	99.7%	79,932	77,040
Compensation of employees	43,003	-	(2,214)	40,789	40,528	261	99.4%	35,902	35,902
Salaries and wages	38,159	-	(2,213)	35,946	35,685	261	99.3%	31,419	31,419
Social contributions	4,844	-	(1)	4,843	4,843	-	100.0%	4,483	4,483
Goods and services	45,848	-	(954)	44,894	44,894	-	100.0%	44,030	41,138
Administrative fees	49	-	-	49	49	-	100.0%	79	79
Advertising	1,165	-	2	1,167	1,167	-	100.0%	277	277
Minor assets	972	-	-	972	972	-	100.0%	1,323	125
Audit costs: External	2,844	-	1	2,845	2,845	-	100.0%	3,629	3,630
Catering: Departmental activities	2,414	-	(6)	2,408	2,408	-	100.0%	3,279	3,279
Communication	2,957	-	(200)	2,757	2,757	-	100.0%	3,150	2,850
Computer services	387	-	1	388	388	-	100.0%	339	338



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APPROPRIATION STATEMENT
for the year ended 31 March 2015

Legal services	495	-	495	495	-	100.0%	7	7
Contractors	996	-	1,035	1,035	-	100.0%	1,639	1,639
Agency and support / outsourced services	9,079	-	7,466	7,466	-	100.0%	3,692	3,194
Fleet services	1,593	-	1,591	1,591	-	100.0%	1,184	317
Inventory: Fuel, oil and gas	-	-	-	-	-	-	304	1,159
Inventory: Materials and supplies	-	-	-	-	-	-	2	14
Consumable supplies	1,224	2	1,226	1,226	-	100.0%	1,188	1,471
Consumable: Stationery, printing and office supplies	843	4	847	847	-	100.0%	356	73
Operating leases	7,729	(596)	7,133	7,133	-	100.0%	9,565	8,757
Property payments	4,511	(1)	4,510	4,510	-	100.0%	4,015	3,415
Transport provided: Departmental activity	563	-	563	563	-	100.0%	172	174
Travel and subsistence	7,685	(26)	7,659	7,659	-	100.0%	6,593	6,593
Training and development	324	2	326	326	-	100.0%	283	282
Operating payments	(218)	1,440	1,222	1,222	-	100.0%	642	1,153
Venues and facilities	126	(1)	125	125	-	100.0%	2,239	2,239
Rental and hiring	110	-	110	110	-	100.0%	73	73
Transfers and subsidies	22	97	119	119	-	100.0%	56	56
Departmental agencies and accounts	3	-	3	3	-	100.0%	3	3
Departmental agencies	3	-	3	3	-	100.0%	3	3
Non-profit institutions	-	-	-	-	-	-	-	-
Households	19	97	116	116	-	100.0%	53	53
Social benefits	19	97	116	116	-	100.0%	53	53
Payments for capital assets	1,233	286	1,519	1,519	-	100.0%	1,816	2,412
Machinery and equipment	1,233	286	1,519	1,519	-	100.0%	1,816	2,412



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**APPROPRIATION STATEMENT
for the year ended 31 March 2015**

Transport equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other machinery and equipment	1,233	-	1,519	1,519	1,519	-	-	-	-	1,816	2,412	-
Intangible assets	-	-	-	286	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	150	150	150	-	-	-	-	155	155	-
	90,106	-	87,471	(2,635)	87,210	261				81,959	79,663	
												100.0%
												100.0%
												99.7%

**APPROPRIATION STATEMENT
for the year ended 31 March 2015**

	2014/15							2013/14		
	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	17,934	(76)	(655)	17,203	17,203	-	100.0%	14,045	14,045	
Compensation of employees	9,066	(76)	(624)	8,366	8,366	-	100.0%	7,074	7,074	
Goods and services	8,868	-	(31)	8,837	8,837	-	100.0%	6,971	6,971	
Transfers and subsidies	-	-	76	76	76	-	100.0%	-	-	
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	-	-	76	76	76	-	100.0%	-	-	
Payments for capital assets	11	-	-	11	11	-	100.0%	-	-	
Machinery and equipment	11	-	-	11	11	-	100.0%	-	-	
Intangible assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	17,945	(76)	(579)	17,290	17,290	-	100.0%	14,045	14,045	



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APPROPRIATION STATEMENT
for the year ended 31 March 2015

1.2 Executive Council Support	2014/15					2013/14			
	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	6,973	76	32	7,081	7,081	-	100.0%	6,672	6,672
Compensation of employees	4,269	76	-	4,345	4,345	-	100.0%	4,263	4,263
Goods and services	2,704	-	32	2,736	2,736	-	100.0%	2,409	2,409
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	6,973	76	32	7,081	7,081	-	100.0%	6,672	6,672



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1.3 Director General Support	2014/15						2013/14		
	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	31,936	-	(2,174)	29,762	29,501	261	99.1%	26,755	24,459
Compensation of employees	16,941	-	(502)	16,439	16,178	261	98.4%	14,010	14,010
Goods and services	14,995	-	(1,672)	13,323	13,323	-	100.0%	12,745	10,449
Transfers and subsidies	7	-	19	26	26	-	100.0%	21	21
Departmental agencies and accounts	3	-	-	3	3	-	100.0%	3	3
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	4	-	19	23	23	-	100.0%	18	18
Payments for capital assets	617	-	113	730	730	-	100.0%	1,312	1,312
Machinery and equipment	617	-	113	730	730	-	100.0%	1,312	1,312
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	150	150	150	-	100.0%	155	155
	32,560	-	(1,892)	30,668	30,407	261	99.1%	28,243	25,947

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1.4 Financial Management	2014/15						2013/14		
	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	32,008	-	(371)	31,637	31,637	-	100.0%	32,460	31,864
Compensation of employees	12,727	-	(1,088)	11,639	11,639	-	100.0%	10,555	10,555
Goods and services	19,281	-	717	19,998	19,998	-	100.0%	21,905	21,309
Transfers and subsidies	15	-	2	17	17	-	100.0%	35	35
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	15	-	2	17	17	-	100.0%	35	35
Payments for capital assets	605	-	173	778	778	-	100.0%	504	1,100
Machinery and equipment	605	-	173	778	778	-	100.0%	504	1,100
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	(196)	32,432	32,432	-	100.0%	32,999	32,999
	32,628	-	(196)	32,432	32,432	-	100.0%	32,999	32,999





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		2014/15						2013/14		
		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										
1. Strategic Human Resources		40,627	-	1,779	42,406	42,406	-	100.0%	36,549	36,549
2. Information Communication Technology		12,300	(803)	(571)	10,926	10,926	-	100.0%	9,024	8,373
3. Legal Services		5,537	(200)	111	5,448	5,448	-	100.0%	4,972	4,972
4. Communication Services		9,004	1,003	411	10,418	10,418	-	100.0%	19,183	18,883
5. Programme Support		3,284	-	(782)	2,502	2,502	-	100.0%	2,749	2,749
Total for sub programmes		70,752	-	948	71,700	71,700	-	100.0%	72,477	71,526
Economic classification										
Current payments		55,501	-	874	56,375	56,375	-	100.0%	57,266	56,965
Compensation of employees		40,883	-	(184)	40,699	40,699	-	100.0%	36,844	36,844
Salaries and wages		36,062	-	(183)	35,879	35,879	-	100.0%	32,224	32,224
Social contributions		4,821	-	(1)	4,820	4,820	-	100.0%	4,620	4,620
Goods and services		14,618	-	1,058	15,676	15,676	-	100.0%	20,422	20,121
Administrative fees		-	-	-	-	-	-	-	-	-
Advertising		1,024	-	305	1,329	1,329	-	100.0%	2,469	2,169
Minor assets		14	-	-	14	14	-	100.0%	40	39
Audit costs: External		1	-	-	1	1	-	100.0%	-	-



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Catering: Departmental activities	544	-	266	810	-	100.0%	151	151
Communication	617	-	(60)	557	-	100.0%	366	366
Computer services	1,142	-	-	1,142	-	100.0%	641	641
Consultants: Business and advisory services	-	-	-	-	-	-	-	-
Legal services	94	-	111	205	-	100.0%	56	56
Contractors	383	-	(14)	369	-	100.0%	158	158
Agency and support / outsourced services	426	-	-	426	-	100.0%	14,068	14,068
Fleet services	8	-	-	8	-	100.0%	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	32	32
Consumable supplies	264	-	(1)	263	-	100.0%	88	88
Consumable: Stationery, printing and office supplies	5,241	-	(66)	5,175	-	100.0%	349	349
Operating leases	991	-	-	991	-	100.0%	-	-
Property payments	271	-	14	285	-	100.0%	198	198
Transport provided: Departmental activity	22	-	26	48	-	100.0%	-	-
Travel and subsistence	2,370	-	475	2,845	-	100.0%	1,263	1,263
Training and development	752	-	-	752	-	100.0%	417	417
Operating payments	110	-	-	110	-	100.0%	110	110
Venues and facilities	280	-	2	282	-	100.0%	16	16
Rental and hiring	64	-	-	64	-	100.0%	-	-
Transfers and subsidies	14,132	-	211	14,343	-	100.0%	13,923	13,923
Departmental agencies and accounts	327	-	-	327	-	100.0%	306	306
Departmental agencies	327	-	-	327	-	100.0%	306	306
Non-profit institutions	13,805	-	-	13,805	-	100.0%	13,504	13,504



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Households	-	211	211	211	-	100.0%	113	113
Social benefits	-	211	211	211	-	100.0%	113	113
Payments for capital assets	1,119	(137)	982	982	-	100.0%	1,288	638
Machinery and equipment	519	433	952	952	-	100.0%	619	619
Transport equipment	-	-	-	-	-	-	-	-
Other machinery and equipment	519	433	952	952	-	100.0%	619	619
Intangible assets	600	(570)	30	30	-	100.0%	669	19
Payments for financial assets								
Total	70,752	948	71,700	71,700	-	100.0%	72,477	71,526



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2.1 Strategic Human Resources	2014/15						2013/14		
	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	26,475	-	1,779	28,254	28,254	-	100.0%	22,650	22,650
Compensation of employees	22,638	-	1,481	24,119	24,119	-	100.0%	20,971	20,971
Goods and services	3,837	-	298	4,135	4,135	-	100.0%	1,679	1,679
Transfers and subsidies	14,132	-	-	14,132	14,132	-	100.0%	13,899	13,899
Departmental agencies and accounts	327	-	-	327	327	-	100.0%	306	306
Non-profit institutions	13,805	-	-	13,805	13,805	-	100.0%	13,504	13,504
Households	-	-	-	-	-	-	-	89	89
Payments for capital assets	20	-	-	20	20	-	100.0%	-	-
Machinery and equipment	20	-	-	20	20	-	100.0%	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	40,627	-	1,779	42,406	42,406	-	100.0%	36,549	36,549



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2.2 Information Communication Technology	2014/15						2013/14		
	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	11,201	(803)	(449)	9,949	9,949	-	100.0%	7,736	7,735
Compensation of employees	7,584	(803)	(460)	6,321	6,321	-	100.0%	5,848	5,848
Goods and services	3,617	-	11	3,628	3,628	-	100.0%	1,888	1,887
Transfers and subsidies	-	-	15	15	15	-	100.0%	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	15	15	15	-	100.0%	-	-
Payments for capital assets	1,099	-	(137)	962	962	-	100.0%	1,288	638
Machinery and equipment	499	-	433	932	932	-	100.0%	619	619
Intangible assets	600	-	(570)	30	30	-	100.0%	669	19
Payments for financial assets	-	-	-	-	-	-	-	-	-
	12,300	(803)	(571)	10,926	10,926	-	100.0%	9,024	8,373



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	2014/15					2013/14			
	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	5,537	(200)	111	5,448	5,448	-	100.0%	4,972	4,972
Compensation of employees	5,234	(200)	-	5,034	5,034	-	100.0%	4,638	4,638
Goods and services	303	-	111	414	414	-	100.0%	334	334
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	5,537	(200)	111	5,448	5,448	-	100.0%	4,972	4,972



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2.4 Communication Services	2014/15							2013/14	
	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	9,004	1,003	411	10,418	10,418	-	100.0%	19,159	18,859
Compensation of employees	2,457	1,003	-	3,460	3,460	-	100.0%	2,840	2,840
Goods and services	6,547	-	411	6,958	6,958	-	100.0%	16,319	16,019
Transfers and subsidies	-	-	-	-	-	-	-	24	24
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	24	24
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	9,004	1,003	411	10,418	10,418	-	100.0%	19,183	18,883

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2.5 Programme Support	2014/15					2013/14			
	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	3,284	-	(978)	2,306	2,306	-	100.0%	2,749	2,749
Compensation of employees	2,970	-	(1,205)	1,765	1,765	-	100.0%	2,547	2,547
Goods and services	314	-	227	541	541	-	100.0%	202	202
Transfers and subsidies	-	-	196	196	196	-	100.0%	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	196	196	196	-	100.0%	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,284	-	(782)	2,502	2,502	-	100.0%	2,749	2,749





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	2014/15						2013/14		
	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 3: Policy and Governance									
Sub programme									
1. Special Programmes	13,944	-	(319)	13,625	13,625	-	100.0%	12,983	12,983
2. Intergovernmental Relations	1,191	-	556	1,747	1,747	-	100.0%	2,063	2,063
3. Provincial Policy Management	16,654	-	421	17,075	17,075	-	100.0%	15,139	12,619
4. Programme Support	2,152	-	1,029	3,181	3,181	-	100.0%	2,551	1,266
Total for sub programmes	33,941	-	1,687	35,628	35,628	-	100.0%	32,736	28,931
Economic classification									
Current payments	28,774	-	1,627	30,401	30,401	-	100.0%	27,359	24,839
Compensation of employees	25,670	-	181	25,851	25,851	-	100.0%	20,366	20,245
Salaries and wages	23,003	-	181	23,184	23,184	-	100.0%	17,883	17,769
Social contributions	2,667	-	-	2,667	2,667	-	100.0%	2,483	2,476
Goods and services	3,104	-	1,446	4,550	4,550	-	100.0%	6,993	4,594
Administrative fees	16	-	-	16	16	-	100.0%	-	-
Advertising	44	-	-	44	44	-	100.0%	37	37
Minor assets	39	-	-	39	39	-	100.0%	25	26
Audit costs: External	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	(52)	-	1,080	1,028	1,028	-	100.0%	542	542
Communication	134	-	(11)	123	123	-	100.0%	136	136



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Computer services	49	-	49	49	-	100.0%	-	9	9
Legal services	-	-	-	-	-	-	-	-	-
Contractors	315	-	315	315	-	100.0%	-	305	305
Agency and support / outsourced services	166	325	491	491	-	100.0%	-	3,804	1,404
Fleet services	7	-	7	7	-	100.0%	-	3	3
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	1	1
Consumable supplies	194	-	194	194	-	100.0%	-	127	127
Consumable: Stationery, printing and office supplies	103	-	103	103	-	100.0%	-	124	124
Operating leases	-	-	-	-	-	-	-	-	-
Property payments	31	-	31	31	-	100.0%	-	8	8
Transport provided:	43	-	43	43	-	100.0%	-	162	162
Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	1,865	53	1,918	1,918	-	100.0%	-	1,579	1,579
Training and development	12	(1)	11	11	-	100.0%	-	18	18
Operating payments	22	-	22	22	-	100.0%	-	43	43
Venues and facilities	53	-	53	53	-	100.0%	-	65	65
Rental and hiring	63	-	63	63	-	100.0%	-	5	5
Transfers and subsidies	4,036	60	4,096	4,096	-	100.0%	-	4,092	4,092
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Departmental agencies	-	-	-	-	-	-	-	-	-
Non-profit institutions	4,036	-	4,036	4,036	-	100.0%	-	3,948	3,948
Households	-	60	60	60	-	100.0%	-	144	144
Social benefits	-	60	60	60	-	100.0%	-	144	144



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Payments for capital assets	1,131	-	1,131	-	100.0%	1,285	-
Machinery and equipment	1,131	-	1,131	-	100.0%	1,285	-
Transport equipment	1,131	-	1,131	-	100.0%	1,285	-
Other machinery and equipment	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-
Payments for financial assets	33,941	-	35,628	-	100.0%	32,736	28,931

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3.1 Special Programmes	2014/15						2013/14		
	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	9,908	-	(333)	9,575	9,575	-	100.0%	9,035	9,035
Compensation of employees	9,059	-	(484)	8,575	8,575	-	100.0%	7,963	7,962
Goods and services	849	-	151	1,000	1,000	-	100.0%	1,072	1,073
Transfers and subsidies	4,036	-	14	4,050	4,050	-	100.0%	3,948	3,948
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	4,036	-	-	4,036	4,036	-	100.0%	3,948	3,948
Households	-	-	14	14	14	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	13,944	-	(319)	13,625	13,625	-	100.0%	12,983	12,983



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3.2 Intergovernmental Relations	2014/15						2013/14		
	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	1,191	-	510	1,701	1,701	-	100.0%	2,019	2,019
Compensation of employees	918	-	457	1,375	1,375	-	100.0%	1,735	1,735
Goods and services	273	-	53	326	326	-	100.0%	284	284
Transfers and subsidies	-	-	46	46	46	-	100.0%	44	44
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	46	46	46	-	100.0%	44	44
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	1,191	-	556	1,747	1,747	-	100.0%	2,063	2,063



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APPROPRIATION STATEMENT
for the year ended 31 March 2015

3.3 Provincial Policy Management	2014/15						2013/14		
	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	16,654	-	421	17,075	17,075	-	100.0%	15,139	12,619
Compensation of employees	15,273	-	(496)	14,777	14,777	-	100.0%	10,313	10,193
Goods and services	1,381	-	917	2,298	2,298	-	100.0%	4,826	2,426
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	16,654	-	421	17,075	17,075	-	100.0%	15,139	12,619



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APPROPRIATION STATEMENT for the year ended 31 March 2015

3.4 Programme Support	2014/15						2013/14		
	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	1,021	-	1,029	2,050	2,050	-	100.0%	1,166	1,166
Compensation of employees	420	-	704	1,124	1,124	-	100.0%	355	355
Goods and services	601	-	325	926	926	-	100.0%	811	811
Transfers and subsidies	-	-	-	-	-	-	-	100	100
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	100	100
Payments for capital assets	1,131	-	-	1,131	1,131	-	100.0%	1,285	-
Machinery and equipment	1,131	-	-	1,131	1,131	-	-	1,285	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	2,152	-	1,029	3,181	3,181	-	100.0%	2,551	1,266



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NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2015

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	87,471	87,210	261	0.3%
	Institutional Development	71,700	71,700	-	0.0%
	Policy & Governance	35,628	35,628	-	0.0%
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	172,459	172,198	261	0.2%
	Compensation of employees	107,339	107,078	261	0.2%
	Goods and services	65,120	65,120	-	0.0%
	Transfers and subsidies	18,558	18,558	-	-
	Departmental agencies and accounts	330	330	-	0.0%
	Non-profit institutions	17,841	17,841	-	0.0%
	Households	387	387	-	0.0%
	Payments for capital assets	3,632	3,632	-	0.0%
	Machinery and equipment	3,602	3,602	-	0.0%
	Intangible assets	30	30	-	0.0%
	Payments for financial assets	150	150	-	0.0%



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STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2015**

	Note	2014/15 R'000	2013/4 R'000
REVENUE			
Annual appropriation	<u>1</u>	194,799	187,172
Departmental revenue	<u>2</u>	486	336
Aid assistance	<u>3</u>	-	187
TOTAL REVENUE		195,285	187,695
EXPENDITURE			
Current expenditure		172,198	159,031
Compensation of employees	<u>4</u>	107,078	92,991
Goods and services	<u>5</u>	65,120	65,853
Aid assistance	<u>3</u>	-	187
Total current expenditure			
Transfers and subsidies		18,558	18,071
Transfers and subsidies	<u>7</u>	18,558	18,071
Total transfers and subsidies			
Expenditure for capital assets		3,632	3,050
Tangible assets	<u>8</u>	3,602	3,031
Intangible assets	<u>8</u>	30	19
Total expenditure for capital assets			
Payments for financial assets	<u>6</u>	150	155
TOTAL EXPENDITURE		194,538	180,307
SURPLUS/(DEFICIT) FOR THE YEAR		747	7,388
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		261	7,052
Annual appropriation		261	7,052
Departmental revenue and NRF Receipts	<u>2</u>	486	336
SURPLUS/(DEFICIT) FOR THE YEAR		747	7,388



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STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2015

	Note	2014/15 R'000	2013/14 R'000
ASSETS			
Current assets		1,450	7,087
Unauthorised expenditure	<u>9</u>	-	-
Cash and cash equivalents	<u>10</u>	5	330
Prepayments and advances	<u>11</u>	46	586
Receivables	<u>12</u>	1,399	6,171
Non-current assets		1,533	662
Receivables	<u>12</u>	1,533	662
TOTAL ASSETS		2,983	7,749
LIABILITIES			
Current liabilities		2,980	7,546
Voted funds to be surrendered to the Revenue Fund	<u>13</u>	261	7,052
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	<u>14</u>	457	475
Bank overdraft	<u>15</u>	2,221	-
Payables	<u>16</u>	41	19
Non-current liabilities		-	-
Payables	<u>16</u>	-	-
TOTAL LIABILITIES		2,980	7,546
NET ASSETS		3	203
	Note	2014/15 R'000	2013/14 R'000
Represented by:			
Recoverable revenue		3	203
TOTAL		3	203



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STATEMENT OF CHANGES IN NET ASSETS for the year ended 31 March 2015

	Note	2014/15 R'000	2013/14 R'000
Recoverable revenue			
Opening balance		203	203
Transfers:			
Debts recovered (included in departmental receipts)		(200)	-
Closing balance		<u>3</u>	<u>203</u>
TOTAL		<u><u>3</u></u>	<u><u>203</u></u>



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CASH FLOW STATEMENT
for the year ended 31 March 2015

	Note	2014/15 R'000	2013/14 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		195,160	187,495
Annual appropriated funds received	1.1	194,799	187,172
Departmental revenue received	2	361	136
Aid assistance received	3	-	187
Net (increase)/decrease in working capital		4,463	(4)
Surrendered to Revenue Fund		(7,556)	(5,515)
Current payments		(172,198)	(159,626)
Payments for financial assets		(150)	(155)
Transfers and subsidies paid		(18,558)	(18,071)
Net cash flow available from operating activities	17	1,161	4,124
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(3,632)	(2,455)
Proceeds from sale of capital assets	2.2	125	200
Net cash flows from investing activities		3,507	(2,255)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(200)	-
Net cash flows from financing activities		(200)	-
Net increase/(decrease) in cash and cash equivalents		(2,546)	1,869
Cash and cash equivalents at beginning of period		330	(1,539)
Cash and cash equivalents at end of period	18	(2,216)	330



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**ACCOUNTING POLICIES
for the year ended 31 March 2015**

Summary of significant accounting policies	
<p>The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated.</p> <p>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.</p> <p>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.</p>	
1	<p>Basis of preparation</p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard.</p>
2	<p>Going concern</p> <p>The financial statements have been prepared on a going concern basis.</p>
3	<p>Presentation currency</p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.</p>
4	<p>Rounding</p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
5	<p>Foreign currency translation</p> <p>Cash flows arising from foreign currency transactions are translated into South African Rands using the exchange rates prevailing at the date of payment / receipt.</p>
6	<p>Comparative information</p>
6.1	<p>Prior period comparative information</p> <p>Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.</p>
6.2	<p>Current year comparison with budget</p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>
7	<p>Revenue</p>
7.1	<p>Appropriated funds</p> <p>Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).</p> <p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p>



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ACCOUNTING POLICIES
for the year ended 31 March 2015

	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.
7.2	Departmental revenue Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
7.3	Accrued departmental revenue Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when: <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. The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.
8	Expenditure
8.1	Compensation of employees
8.1.1	Salaries and wages Salaries and wages are recognised in the statement of financial performance on the date of payment.
8.1.2	Social contributions Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. 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.
8.2	Other expenditure 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.
8.3	Accrued expenditure payable 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. Accrued expenditure payable is measured at cost.
8.4	Leases
8.4.1	Operating leases Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. The operating lease commitments are recorded in the notes to the financial



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**ACCOUNTING POLICIES
for the year ended 31 March 2015**

	statements.
8.4.2	<p>Finance leases</p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> • 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	<p>Aid assistance received</p> <p>Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.</p> <p>Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.</p>
9.2	<p>Aid assistance paid</p> <p>Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.</p>
10	<p>Cash and cash equivalents</p> <p>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.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.</p>
11	<p>Prepayments and advances</p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p> <p>Advances are expensed in the statement of financial performance once employees have accounted for it.</p> <p>Prepayments are expensed when the project has been completed.</p>
12	<p>Loans and receivables</p> <p>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.</p>
13	<p>Investments</p> <p>Investments are recognised in the statement of financial position at cost.</p>



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14	<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	<p>Capital Assets</p>
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 is measured at fair value as at the date of acquisition.</p> <p>Where the cost of immovable capital assets cannot be determined accurately, 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 as 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 (included leased fixed properties) of the Province are in the asset register of the Department of Roads and Public Works, not the Office of the Premier, for the 2014/15 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 accurately, 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>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. Updated journals/books acquired through subscription for updates of an existing book are recorded in the notes to the annual financial statements at the fair</p>



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**ACCOUNTING POLICIES
for the year ended 31 March 2015**

	value of the original book.
16.3	<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 accurately, 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>
17	Provisions and Contingents
17.1	<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>
17.2	<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>
17.3	<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>
17.4	<p>Commitments</p> <p>Commitments 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>
18	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position until</p>



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	<p>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>
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</p>



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ACCOUNTING POLICIES for the year ended 31 March 2015

	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.
23	<p>Agent-Principal arrangements</p> <p>Should the department have this arrangements, it will be disclosed as follows: a description of the nature, circumstances and terms related to the agency-principal arrangements in the relevant note to the financial statements.</p>
24	<p>Departures from the MCS requirements</p> <p>In case of departures, the following information 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>
25	<p>Capitalisation reserve</p> <p>The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the Provincial Revenue Fund when the underlying asset is disposed and the related funds are received</p>
26	<p>Recoverable revenue</p> <p>Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
27	<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 are recorded in the notes to the financial statements when the transaction is not at arm's length.</p>
28	<p>Inventories (Effective from 1 April 2016)</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 replacement value.</p>



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2015

1 Annual Appropriation

1.1 Annual Appropriation

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

	Final Appropriation	Actual Funds Received	2014/15 Funds not requested/ not received	2013/14 Appropriation received
	R'000	R'000	R'000	R'000
Administration	87,471	90,106	(2,635)	81,959
Institutional Development	71,700	70,752	948	72,477
Policy & Governance	35,628	33,941	1,687	32,736
Total	194,799	194,799	-	187,172

2 Departmental revenue

	Note	2014/15 R'000	2013/14 R'000
Sales of goods and services other than capital assets	2.1	87	88
Sales of capital assets	2.2	125	200
Transactions in financial assets and liabilities	2.3	274	48
Total revenue collected		486	336
Departmental revenue collected		486	336

2.1 Sales of goods and services other than capital assets

	Note	2014/15 R'000	2013/14 R'000
Sales of goods and services produced by the department	2		
Other sales		87	88
Sales of scrap, waste and other used current goods			
Total		87	88



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2015**

2.2 Sale of capital assets

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Tangible assets	<u>2</u>		200
Machinery and equipment	29	125	200
Total		125	200

2.3 Transactions in financial assets and liabilities

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Other Receipts including Recoverable Revenue	<u>2</u>	274	48
Total		274	48

3 Aid assistance

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Opening Balance		-	-
Prior period error		-	-
As restated		-	-
Transferred from statement of financial performance		-	187
Transfers to or from retained funds		-	-
Paid during the year		-	(187)
Closing Balance		-	-

3.1 Analysis of balance by source

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Aid assistance from RDP	3	-	187
Aid assistance from other sources		-	-
CARA		-	-
Closing balance		-	187



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4 Compensation of employees

4.1 Salaries and Wages

	<i>Note</i>	2014/15	2013/14
		R'000	R'000
Basic salary		71,987	63,482
Performance award		573	434
Service Based		105	117
Compensative/circumstantial		2,424	1,502
Period payments		2,401	-
Other non-pensionable allowances		17,258	15,877
Total		94,748	81,412

4.2 Social contributions

	<i>Note</i>	2014/15	2013/14
		R'000	R'000
Employer contributions			
Pension		8,833	7,991
Medical		3,481	3,574
Bargaining council		16	14
Total		12,330	11,579

Total compensation of employees

107,078	92,991
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Average number of employees

253	245
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5 Goods and services

	<i>Note</i>	2014/15	2013/14
		R'000	R'000
Administrative fees		65	79
Advertising		2,540	2,483
Minor assets	<u>5.1</u>	1,025	190
Catering		4,251	3,972
Communication		3,437	3,352
Computer services	<u>5.2</u>	1,579	988
Consultants: Business and advisory services		-	-
Legal services		700	63
Contractors		1,719	2,102
Agency and support / outsourced services		8,383	18,666
Audit cost – external	<u>5.3</u>	2,846	3,630
Fleet services		1,606	320
Inventory	<u>5.4</u>	-	1,206
Consumables	<u>5.5</u>	7,803	2,232
Operating leases		8,124	8,757
Property payments	<u>5.6</u>	4,826	3,621
Rental and hiring		237	78
Transport provided as part of the departmental activities		654	336
Travel and subsistence	<u>5.7</u>	12,422	9,435
Venues and facilities		460	2,320
Training and development		1,089	717
Other operating expenditure	<u>5.8</u>	1,354	1,306
Total		65,120	65,853

Operating lease item pertaining to 2013/14 financial year is retrospectively restated as a result of re-classification of photocopy machines and cell phones as finance leases. Refer to note 31 for detailed information on the restatement.



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5.1 Minor assets	Note	2014/15	2013/14
	<u>5</u>	R'000	R'000
Tangible assets			
Machinery and equipment		1,025	190
Total		<u><u>1,025</u></u>	<u><u>190</u></u>
5.2 Computer services	Note	2014/15	2013/14
	<u>5</u>	R'000	R'000
SITA computer services		917	979
External computer service providers		662	9
Total		<u><u>1,579</u></u>	<u><u>988</u></u>
5.3 Audit cost – External	Note	2014/15	2013/14
	<u>5</u>	R'000	R'000
Regularity audits		2,846	3,630
Total		<u><u>2,846</u></u>	<u><u>3,630</u></u>
5.4 Inventory	Note	2014/15	2013/14
	<u>5</u>	R'000	R'000
Fuel, oil and gas		-	1,159
Materials and supplies		-	47
Total		<u><u>-</u></u>	<u><u>1,206</u></u>
5.5 Consumables	Note	2014/15	2013/14
	<u>5</u>	R'000	R'000
Consumable supplies		1,678	1,686
Uniform and clothing		8	3
Household supplies		566	643
Building material and supplies		8	-
IT consumables		33	422
Other consumables		1,063	618
Stationery, printing and office supplies		6,125	546
Total		<u><u>7,803</u></u>	<u><u>2,232</u></u>



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5.6	Property payments			
		<i>Note</i>	2014/15	2013/14
		<u>5</u>	R'000	R'000
	Municipal services		2,321	1,510
	Property maintenance and repairs		160	168
	Other		2,345	1,943
	Total		4,826	3,621
5.7	Travel and subsistence			
		<i>Note</i>	2014/15	2013/14
		<u>5</u>	R'000	R'000
	Local		11,774	8,354
	Foreign		648	1,081
	Total		12,422	9,435
5.8	Other operating expenditure			
		<i>Note</i>	2014/15	2013/14
		<u>5</u>	R'000	R'000
	Professional bodies, membership and subscription fees		30	40
	Resettlement costs		64	11
	Other		1,260	1,255
	Total		1,354	1,306
6	Payments for financial assets			
		<i>Note</i>	2014/15	2013/14
			R'000	R'000
	Debts written off	6.1	150	155
	Total		150	155
6.1	Debts written off			
		<i>Note</i>	2014/15	2013/14
		6	R'000	R'000
	Nature of debts written off			
	Staff Debt		-	29
	Intergovernmental debt		150	126
	Total		150	155
7	Transfers and subsidies			
			2014/15	2013/14
			R'000	R'000
		<i>Note</i>		
	Departmental agencies and accounts	<i>Annex 1A</i>	330	309
	Non-profit institutions	<i>Annex 1B</i>	17,841	17,452
	Households	<i>Annex 1C</i>	387	310
	Total		18,558	18,071



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8 Expenditure for capital assets

	Note	2014/15 R'000	2013/14 R'000
Tangible assets		3,602	3,031
Machinery and equipment	29	3,602	3,031
Intangible assets		30	19
Software	30	30	19
Total		3,632	3,050

The expenditure for capital payments for 2013/14 financial year under machinery & equipment has been restated as a result of re-classification of photocopier machines and cell phones as finance leases. Refer to note 31 for the detailed information on the prior year error.

8.1 Analysis of funds utilised to acquire capital assets – 2014/15

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	3,602	-	3,602
Machinery and equipment	3,602	-	3,602
Intangible assets	30	-	30
Software	30	-	30
Total	3,632	-	3,632

8.2 Analysis of funds utilised to acquire capital assets – 2013/14

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	3,031	-	3,031
Machinery and equipment	3,031	-	3,031
Intangible assets	19	-	19
Software	19	-	19
Total	3,050	-	3,050



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9 Unauthorised expenditure

9.1 Reconciliation of unauthorised expenditure

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Opening balance		-	4,557
Prior period error		-	-
As restated		-	4,557
Less: Amounts approved by Parliament/Legislature with funding		-	(4,557)
Unauthorised expenditure awaiting authorisation / written off		-	-

10 Cash and cash equivalents

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Consolidated Paymaster General Account		-	325
Cash on hand		5	5
Total		5	330

11 Prepayments and advances

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Staff advances		46	80
Prepayments		-	506
Total		46	586

12 Receivables

		R'000	R'000	R'000	2014/15 R'000	2013/14 R'000
		Less than one year	One to three years	Older than three years	Total	Total
Claims recoverable	<i>Note 12.1</i>	774	1,444	-	2,218	5,785
	<i>Annex 3</i>					
Staff debt	<i>12.2</i>	625	89	-	714	1,048
Total		1,399	1,533	-	2,932	6,833



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12.1 Claims recoverable

	Note	2014/15	2013/14
	12	R'000	R'000
National departments		340	46
Provincial departments		1,547	5,498
Public entities		262	148
Private enterprises		69	93
Total		2,218	5,785

12.2 Staff debt

	Note	2014/15	2013/14
	12	R'000	R'000
Ex-Officials		89	231
Current Officials		625	817
Total		714	1,048

13 Voted funds to be surrendered to the Revenue Fund

	Note	2014/15	2013/14
		R'000	R'000
Opening balance		7,052	5,190
Prior period error	13.1	-	-
As restated		7,052	5,190-
Transfer from statement of financial performance (as restated)		261	7,052
Paid during the year		(7,052)	(5,190)
Closing balance		261	7,052

14 Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2014/15	2013/14
		R'000	R'000
Opening balance		475	464
Prior period error	14.1	-	-
As restated		475	464
Transfer from Statement of Financial Performance (as restated)		486	336
Paid during the year		(504)	(325)
Closing balance		457	475



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15 Bank Overdraft

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Consolidated Paymaster General Account		2,221	-
Total		2,221	-

16 Payables – current

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Clearing accounts	<u>16.1</u>	-	19
Other payables	<u>16.2</u>	41	-
Total		41	19

16.1 Clearing accounts

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Suspense Account – PERSAL		-	19
Total		-	19

16.2 Other Payables

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Donation – Roads & Public Works	16	20	-
Donation – Education		20	-
Refund and deposits for Transport, Safety & Liaison		1	-
Total		41	-

17 Net cash flow available from operating activities

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Net surplus/(deficit) as per Statement of Financial Performance		747	7,388
Add back non cash/cash movements not deemed operating activities		414	(3,264)
(Increase)/decrease in receivables – current		3,901	(4,592)
(Increase)/decrease in prepayments and advances		540	12
(Increase)/decrease in other current assets		-	4,557
Increase/(decrease) in payables – current		22	19
Proceeds from sale of capital assets		(125)	(200)
Expenditure on capital assets		3,632	2,455
Surrenders to Revenue Fund		(7,556)	(5,515)
Net cash flow generated by operating activities		1,161	4,124



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18 Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2014/15 R'000	2013/14 R'000
Consolidated Paymaster General account		(2,221)	325
Cash on hand		5	5
Total		(2,216)	330

19 Contingent liabilities and contingent assets

19.1 Contingent liabilities

	Note	2014/15 R'000	2013/15 R'000
Liable to			
	Nature		
Housing loan guarantees	Employees	Annex 2A 55	55
Claims against the department		Annex 2B 2,814	3,609
Intergovernmental payables (unconfirmed balances)	Annex 4	-	465
Total		2,869	4,129

There is uncertainty to the payment timing pertaining to some contingent liabilities due to the dependencies to the court roll and finalisation thereto.

There is no possibility of any reimbursement in the aforementioned contingent liabilities.

20 Commitments

	Note	2014/15 R'000	2013/14 R'000
Current expenditure			
Approved and contracted		13,777	20,469
Capital expenditure			
Approved and contracted		-	444
Total Commitments		13,777	20,913

The following commitments (R 3,751) is for longer than 1 year:

SAS – R 414
SITA – R 2,555
C Tlhagale – R 144
MPCC's – R 638

Included in the commitments are contracts awarded to travel agents, car rental agency and



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also a qualifying vetting agency. The contract values of the three service providers are included at nil values.

21 Accruals and payables not recognised

			2014/15 R'000	2013/14 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	11,527	-	11,527	7,755
Capital assets	205	-	205	1,181
Total	11,732	-	11,732	8,936

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Listed by programme level			
Administration		10,652	6,485
Institutional Development		895	1,708
Policy & Governance		185	743
Total		11,732	8,936

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Confirmed balances with other departments	<i>Annex 4</i>	485	417
Total		485	417

22 Employee benefits

	<i>Note</i>	2014/15 R'000	2013/14 R'000
Leave entitlement		3,441	2,805
Service bonus (Thirteenth cheque)		2,868	2,415
Performance awards		789	835
Capped leave commitments		2,148	2,037
Other		200	91
Total		9,446	8,183

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



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	<i>Note</i>	2014/15 R'000	2013/14 R'000
Leave entitlement		225	266
Capped leave commitments		68	89
Total		293	355

23 Lease commitments

23.1 Operating leases expenditure

2014/15	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	4,331	2,001	6,332
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than five years	-	-	-	-	-
Total lease commitments	-	-	4,331	2,001	6,332

2013/14	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	4,804	2,674	7,478
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than five years	-	-	-	-	-
Total lease commitments	-	-	4,804	2,674	7,478

23.2 Finance leases expenditure**

2014/15	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	1,347	1,347
Later than 1 year and not later than 5 years	-	-	-	856	856
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	2,203	2,203



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2013/14	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	1,280	1,280
Later than 1 year and not later than 5 years	-	-	-	1,417	1,417
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	2,697	2,697

Operating lease:

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

The 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 in **Note 25 (Related Parties)**. 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 Trading Entity.

No restrictions imposed by on the department through any lease arrangement (such as restrictions relating to enhancements, repairs and maintenance, sub-leasing and disposal).

No reduction in the lease payments was granted in lieu of actual cash from the sale of the asset in a sale and leaseback arrangement.

The 2013/14 disclosures are restated as a result of the classification of photocopy machines and cell phones as finance leases and not operating leases. The effect of the restatement is that the finance lease expenditure is increased in the 2013/14 financial year. Refer to note 31 for detailed information on the prior year error.



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24 Irregular expenditure

24.1 Reconciliation of irregular expenditure

	Note	2014/15 R'000	2013/14 R'000
Opening balance		22,008	15,228
Prior period error		-	-
As restated		22,008	15,228
Add: Irregular expenditure – relating to current year		1,492	6,780
Less: Prior year amounts condoned		-	-
Closing balance		23,500	22,008

Analysis of awaiting condonation per age classification

Current year	1,492	6,780
Prior years	22,008	15,228
Total	23,500	22,008

24.2 Details of irregular expenditure – current year

Incident	Disciplinary steps taken/criminal proceedings	2014/15 R'000
Non-compliance with Supply Chain Management prescripts due to the nature of the department.	Investigation in progress	1,492
Total		1,492

25 Related party transactions

The following are related parties of the Department.

	2014/15 R'000	2013/14 R'000
Total	18,558	18,071
Total	18,558	18,071



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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 Premiers Education Trust Fund.

Payments made	Note	2014/15	2013/14
		R'000	R'000
		13,805	13,504
Total		13,805	13,504

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.

Payments made	Note	2014/15	2013/14
		R'000	R'000
		4,036	3,948
Total		4,036	3,948

Key Management Personnel

Key management personnel were identified as having a 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 of the reporting entity. Furthermore, such key management personnel are entrusted with fiduciary responsibility and significant authority over the reporting entity.

Remuneration of key management personnel is as follows:



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Payments made	Note	2014/15	2013/14
		R'000	R'000
		14,604	13,788
Total		14,604	13,788

Northern Cape Fleet Management Trading Entity

In terms of the fleet arrangement with the Northern Cape Fleet Management Trading Entity, the trading entity acquires fleet on behalf of the Provincial Government which it then leases to Provincial Departments. At reporting date, eleven (11) cars were allocated to the Office of the Premier. Payments made to the entity amounts to R 1,004,281.28.

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:

Provincial Departments

Agriculture, Land Reform and rural Development

Co-operative Governance, Human Settlements and Traditional Affairs

Economic Development

Education

Environment and Nature Conservation

Health

Northern Cape Provincial Legislature

Northern Cape Provincial Treasury

Roads and Public Works

Social Development

Sports, Arts and Culture

Transport, Safety and Liaison



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Provincial Entities

Housing Fund

Kalahari Kid Corporation (KKC)

McGregor Museum

Ngwao Boswa Kapa Bokone

Northern Cape Arts and Culture Council

Northern Cape Economic Development, Trade and Investment Promotion (NCEDA)

Northern Cape Gambling Board

Northern Cape Liquor Board

Northern Cape Political Party Fund

Northern Cape Tourism Authority

Related party transactions

Refer to annexures 3 and 4 for amounts owing and owed by the departments and entities.

26 Key management personnel

	No. of Individuals	2014/15 R'000	2013/14 R'000
Political office bearers			
Officials:	1	2,082	2,214
Level 15 to 16	4	4,770	3,757
Level 14	8	7,752	7,817
Total		14,604	13,788

27 Provision

	Note	2014/15 R'000	2013/14 R'000
Microsoft licences		239	214
Litigation		1,319	1,037
Long Service Awards		98	-
Total		1,656	1,251



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27.1 Reconciliation of movement in provision – 2014/15

	Litigation	Microsoft licences	Long Service Awards	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	1,037	214	-	1,251
Provisions raised	981	25	98	1,104
Settlement of provision with/without cost to the department	(699)	-	-	(699)
Closing balance	1,319	239	98	1,656

Reconciliation of movement in provisions – 2013/14

	Groupwise	Litigation	Microsoft licences	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	222	21	-	243
Provisions raised	-	968	214	1,182
Settlement of provision without cost to the department	(222)	(6)	-	(228)
Change in provision due to change in estimation inputs	-	54	-	54
Closing balance	-	1,037	214	1,251

Litigation

This provision relates to legal fees and other probable litigation fees whose obligating events are claims that have been logged against the Office of the Premier at reporting date through its lawyers. These claims are in various stages of the court roll. Accumulated legal knowledge and experience have been used in the estimation of the aforesaid amounts. There is uncertainty on the payment timing of the aforementioned provisions due to certain dependencies such as the court roll etc.

Microsoft licences

This provision relates to Microsoft licences that were downloaded and used for certain computer equipment during the financial year. The uncertainty pertaining this provision relates to payment timing most probable during the course of the next two financial years



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Long Service Awards

This provision is applicable to all those that are employed either on full-time, part-time or occasional basis in terms of the Public Service Act, 1994, as amended and fall within the scope of the Public Service Co-Ordinating Bargaining Council. The Determination and Directive is made by the Minister for Public Service and Administration in terms of the provisions of section 3(5)(a) and 5(6)(b) of the Public Service Act, 1994; as amended.

28 Non-adjusting events after reporting date

No post balance sheet events were detected after reporting date.

	2014/15
Nature of event	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	-

29 Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	18,224	1,352	(840)	18,735
Transport assets	3,540	-	(425)	3,115
Computer equipment	7,865	674	(362)	8,177
Furniture and office equipment	6,213	672	(53)	6,832
Other machinery and equipment	606	6	-	612
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	18,224	1,352	(840)	18,736



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29.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	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	3,602	-	(1,119)	(1,131)	1,352
Transport assets	1,640	-	(509)	(1,131)	-
Computer equipment	674	-	-	-	674
Furniture and office equipment	1,014	-	(342)	-	672
Other machinery and equipment	274	-	(268)	-	6
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	3,602	-	(1,119)	(1,131)	1,352

29.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	840	-	840	125
Transport assets	425	-	425	125
Computer equipment	362	-	362	-
Furniture and office equipment	53	-	53	-
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	840	-	840	125



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2015**

29.3 Movement for 2013/14

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	16,586	1,131	1,932	(1,425)	18,224
Transport assets	2,631	1,131	856	(1,078)	3,540
Computer equipment	7,702	-	510	(347)	7,865
Furniture and office equipment	5,647	-	566	-	6,213
Other machinery and equipment	606	-	-	-	606
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	16,586	1,131	1,932	(1,425)	18,224

29.3.1 Prior period error

	Note 39.3	2013/14 R'000
Nature of prior period error		
Relating to 2013/14		1,726
Incorrect allocation of finance lease as current expenditure – operating leases		297
Incorrect allocation of finance lease as current expenditure – communications		298
Transport asset received on 31 March 2014		1,131
Total		1,726

The 2013/14 disclosure note is restated as a result of reclassification of photocopy machines and cell phones as finance leases not as operating leases respectively. Assets received on 31 March 2014 were adjusted to balance with the asset register. The ultimate effect of the restatement is nil on the disclosure note. Refer to note 31 for detailed information of this prior year error.



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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29.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2015

	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	-	-	-	8,896	-	8,896
Additions	-	-	-	1,030	-	1,030
Disposals	-	-	-	262	-	262
TOTAL MINOR ASSETS	-	-	-	9,664	-	9,664

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	5,636	-	5,636
TOTAL NUMBER OF MINOR ASSETS	-	-	-	5,636	-	5,636

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2014

	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	-	-	-	8,824	-	8,824
Prior period error	-	-	-	-	-	-
Additions	-	-	-	189	-	189
Disposals	-	-	-	(117)	-	(117)
TOTAL MINOR ASSETS	-	-	-	8,896	-	8,896



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	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	3,804	-	3,804
TOTAL NUMBER OF MINOR ASSETS	-	-	-	3,804	-	3,804

30 Intangible Capital Assets

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2015**

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	15,531	30	(8,935)	6,626
TOTAL INTANGIBLE CAPITAL ASSETS	15,531	30	(8,935)	6,626

A Provision for 50 Microsoft licences has been raised referer to note 27.

30.1 Additions

**ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED
31 MARCH 2015**

	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	30	-	-	-	30
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	30	-	-	-	30



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2015

30.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
SOFTWARE	8,935	-	(8,935)	-
TOTAL DISPOSALS OF INTANGIBLE CAPITAL ASSETS	8,935	-	(8,935)	-

30.3 Movement for 2013/14

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	15,512	-	19	-	15,531
TOTAL INTANGIBLE CAPITAL ASSETS	15,512	-	19	-	15,531

31 Prior period errors

Operating and finance lease

2013/14

Nature of prior period error

Relating to 2013/14
Incorrect classification of finance leases as
operating leases

Total **595**

The Department incorrectly classified the lease arrangements pertaining to photocopy machines and cell phones as operating leases in the prior financial year. Upon further investigation and re-application of lease classification factors, it was confirmed that significant risks and rewards associated with ownership of the aforesaid leased assets rest with the lessee, not the lessor as initially classified. The implication of this is that the lease arrangement should have been classified as finance leases, not operating leases.



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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31.1	Correction of prior period errors	<i>Note</i>	2013/14
			R'000
	Expenditure:		
	Goods and Services: Operating leases		(297)
	Goods and Services: Communications		(298)
	Expenditure for Capital Assets: Machinery & Equipment		595
	Net effect		-

The above presents the effect and correction of the error at item level at the earliest prior period presented. The retrospective restatement corrected the following notes relating to 2013/14:

Note 29 – Movable Tangible Assets

Note 5 – Goods and Services

Note 8 – Expenditure for Capital Assets

Note 23.1 – Operating Lease expenditure

Note 23.2 – Finance Lease expenditure

The retrospective restatement has not impacted on the unauthorised expenditure and voted funds to be surrendered to Provincial Treasury as it was just a correction of expenditure within economic classification. It is not practicable to show the effect of the misclassification in all the affected years. However, fair presentation was not compromised as the lease commitments were always disclosed in all those years. Additions of leased assets are not recognised in the asset register and ultimately taken out in the tangible asset disclosure note, the effect is nil on the asset register.

	<i>Note</i>	2013/14
		R'000
Assets:		
Movable Tangible Capital Assets: Machinery and Equipment		595
Net effect		595



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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31.2 Prior period error
Library books

	Note	2013/14 R'000
Nature of prior period error		
Omission of library books in the opening balance of minor assets	29.4	1,739
Total		1,739

During 2014/15 financial year, through its own internal control systems, the department detected that it omitted to include the value and quantity of library books under minor asset category in the asset disclosure note of 2013/14 and 2013/12 Annual Financial Statements (AFS). The department appropriately included and disclosed library books under minor asset category during 2011/12 financial year at a value of R1 627 603.59 (quantity 1 530).

Library books were initially classified, recognised and measured as assets by departments, in terms of the AFS National Treasury guide, during 2011/12 financial year. Before the 2011/12 dispensation, library books were treated as consumables and expensed in the statement of financial performance. Library books under major asset category were disclosed appropriately in all the affected financial years and are not affected by the aforementioned omission.

Corrections of prior period errors

	Note	2013/14 R'000
Expenditure:		
Goods and Services: Minor assets		-
		-
		-
Net effect		-



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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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The prior period error does not have an effect on expenditure because the initial 1 530 minor library books that were classified as assets in 2011/12 were fair valued to R1 627 603.59 since books were expensed in terms of the pre-2011/12 dispensation on books. Furthermore all subsequent additions were expensed appropriately since the books under consideration in this prior year error are in the minor asset category.

	<i>Note</i>	2013/14
		R'000
Assets:		
Movable Tangible Capital Assets: Other		-
Net effect		-

The following disclosures should have been included as a narration below minor assets note to the affected two financial years as follows:

2012/13:

- Quantity: 1,605
- Value: R 1,673,615.24

2013/14

- Quantity: 1,709
- Value: R 1,738,875.82

Cross reference to disclosure note 29.4.

The retrospective restatement has not impacted on the authorised expenditure and voted funds to be surrendered to Provincial Treasury.



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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31.3 Prior period error
Transport Assets

	Note	2013/14 R'000
	29.4	
Nature of prior period error		1,131
Adjusting the note for capital assets additions to balance with assets register		1,131
Total		1,131

During 2013/14 financial year, the Office of the Premier received a capital asset on 31 March 2014 and subsequently updated the asset register. Assets were accrued for during 2013/14 as the payment was only processed in the 2014/15 financial year. The asset note for 2013/14 included the narrative "Assets to the value of R 1,131,017.20 was received at reporting date and has been accrued accordingly" relating to this asset. However, this was not added to the additions of the note in order for the asset register to tie with the note.

Correction of prior period errors

	Note	2013/14 R'000
Expenditure		
Assets:		
Movable Tangible Capital Assets: Transport Assets		-
		-
		-
Net effect		-

The prior period error does not have an effect on expenditure because the initial payment was made in 2014/15.

The retrospective restatement has not impacted on the authorised expenditure and voted funds to be surrendered to Provincial Treasury.



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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 1A
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2013/14	
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act	R'000
	R'000	R'000	R'000	R'000	R'000	%		
South African Broadcasting Corporation	3	-	-	3	3	100%		3
Public Sector Education and Training Authority	327	-	-	327	327	100%		306
	330	-	-	330	330	100%		309

The transfer made to Public Sector Education and Training Authority (PSETA) valued at R 327,000 has not been utilised at reporting date. However a written commitment was received from PSETA indicating that the aforesaid transfer has been committed for discretionary projects that will be rolled out during 2015/16 financial year.

The R 3,000 paid to the South African Broadcasting Corporation (SABC) relates to licences pertaining to the 2014/15 financial year.

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1B
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

	TRANSFER ALLOCATION				EXPENDITURE		2013/14 Appropriation Act R'000
	Adjusted Appropriation Act R'000	Roll overs R'000	Adjust- ments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	
NON-PROFIT INSTITUTIONS							
Transfers							
Premiers Bursary Trust Fund	13,805	-	-	13,805	13,805	100%	13,504
Mme Re Ka Thusa Trust Fund	4,036	-	-	4,036	4,036	100%	3,948
Total	17,841	-	-	17,841	17,841	100%	17,452





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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 1C
STATEMENT OF TRANSFERS TO HOUSEHOLDS**

	TRANSFER ALLOCATION				EXPENDITURE		2013/14 Appropriation Act 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 %	
HOUSEHOLDS							
Transfers							
Leave Payouts	387	-	-	387	387	100%	310
Total	387	-	-	387	387	100%	310

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 1D
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED**

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2014/15		2013/14	
		R'000		R'000	
Received in cash					
Belgorosite	TNA breakfast	-	-	-	3
Old Mutual	TNA breakfast	-	-	-	9
ABSA	TNA breakfast	-	-	-	89
Kumba Iron Ore	TNA breakfast	-	-	-	174
ABSA	Batho Pele Awards	-	-	-	30
Black Mountain	State of the Province Address	125	-	-	-
De Beers	State of the Province Address	150	-	-	-
Assmang	State of the Province Address	50	-	-	-
De Beers	State of the Province Address	50	-	-	-
Assmang	Human Resource Development	250	-	-	-





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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2015

Agriculture	Business Breakfast table	20	-
Economic Development	Business Breakfast table	20	-
Provincial Treasury	Business Breakfast table	20	-
Sports Arts and Culture	Business Breakfast table	20	-
Social Development	Business Breakfast table	20	-
Roads and Public Works	Business Breakfast table	20	-
Education	Business Breakfast table	20	-
Subtotal		765	305

Received in kind			
FNB	TNA Breakfast	-	30
Standard Bank	TNA Breakfast	-	100
Assmang	Premiers Golf day	100	-
Subtotal		100	130
TOTAL		865	435

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 1E
STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING BALANCE R'000	REVENUE R'000	EXPENDI- TURE R'000	CLOSING BALANCE R'000
Received in cash					
FINLAND – INSPIRE	INSPIRE Project	-	187	(187)	-
Subtotal		-	187	(187)	-
TOTAL		-	187	(187)	-





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

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2014/15	2013/14
	R'000	R'000
Paid in cash		
Gifts, donations and sponsorships made from the Discretionary Fund	425	393
Financial Assistance	317	65
Subtotal	742	458
Made in kind		
Gifts, donations and sponsorships made from the Discretionary Fund	1,990	1,419
Corporate gifts	196	56
Social responsibility	258	332
Funeral assistance	177	59
Farewell gifts	-	8



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Mothers & Fathers day gifts	-	34
Hospital hampers	5	5
Christmas gifts	-	9
Subtotal	2,626	1,922
<hr/>		
TOTAL	3,368	2,380
<hr/>		



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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 2A
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2015 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2014	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced/ released during the year	Revaluations	Closing balance 31 March 2015	Guaranteed interest for year ended 31 March 2015	Realised losses not recoverable i.e. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Housing Nedbank	Guarantee in respect of	-	55	-	-	-	55	-	-
	Subtotal	-	55	-	-	-	55	-	-
	TOTAL	-	55	-	-	-	55	-	-

**ANNEXURE 2B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2015**

Nature of Liability	Opening Balance 1 April 2014 R'000	Liabilities incurred during the year R'000	Liabilities paid/cancell ed/reduced during the year R'000	Liabilities recoverabl e (Provide details hereunder) R'000	Closing Balance 31 March 2015 R'000
Claims against the department					
Damages	3,609	330	(1,125)	-	2,814
Subtotal	3,609	330	(1,125)	-	2,814
TOTAL	3,609	330	(1,125)	-	2,814





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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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ANNEXURE 3
CLAIMES RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2014/15	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014	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
Department								
Agriculture	313	-	-	313	313	313	-	-
CoGHSTA	-	391	-	-	-	391	-	-
Economic Development	-	313	-	-	-	313	-	-
Education	-	76	313	313	313	389	-	-
Environment & Nature Conservation	-	355	-	-	-	355	-	-
Health	-	-	26	1,234	26	1,234	-	-
Roads & Public Works	-	397	528	396	528	793	-	-
Social Development	-	-	-	313	-	313	-	-
Sports, Arts & Culture	-	-	-	313	-	313	-	-



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Transport Safety & Liaison	367	-	-	313	367	313	-
Treasury	-	130	-	643	-	773	-
Rural Development	-	-	-	46	-	46	-
	680	1,662	867	3,884	1,547	5,546	-
Other Government Entities							
NYDA	-	-	-	148	-	148	-
MSCC	-	-	-	89	-	89	-
Lefatshe	2	-	-	2	2	2	-
NCTA	-	-	107	-	107	-	-
NIHE	-	-	33	-	33	-	-
SAPS	-	-	340	-	340	-	-
GEPF	-	-	121	-	121	-	-
TNA Media	68	-	-	-	68	-	-
	70	-	601	239	671	239	-
TOTAL	750	1,662	1,468	4,123	2,218	5,785	-



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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 4
INTER-GOVERNMENT PAYABLES**

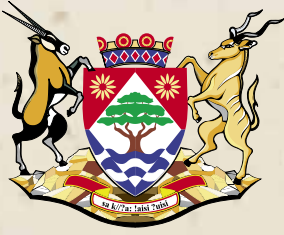
GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2014/15	
	31/03/2015	31/03/2014	31/03/2015	31/03/2014	31/03/2015	31/03/2014	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
Roads and Public Works	-	193	-	142	-	335	-	-
Legislature	7	-	-	2	7	2	-	-
Treasury	-	-	-	136	-	136	-	-
Environment & Nature Conservation	-	33	-	20	-	53	-	-
Economic Development	-	-	-	126	-	126	-	-
Justice	1	191	-	39	1	230	-	-
Education	47	-	-	-	47	-	-	-



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SAPS	112	-	-	112	-	-
Subtotal	167	417	-	167	882	-
Non-current						
Roads & Public Works	141	-	-	141	-	-
Legislature	2	-	-	2	-	-
Justice	175	-	-	175	-	-
Subtotal	318	-	-	318	-	-
Total	485	417	-	485	882	-



Tel: 053 838-2600,
Fax: 053 838-2767
JW Sauer Building,
Cnr Roper & Quinn Road,
Kimberley, 8301

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