

**OFFICE OF THE PREMIER
ANNUAL REPORT
2019/2020**

LEADING THROUGH EXCELLENCE TOWARDS RADICAL SOCIO-ECONOMIC TRANSFORMATION.

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PART **A**

GENERAL INFORMATION

1. DEPARTMENTAL GENERAL INFORMATION

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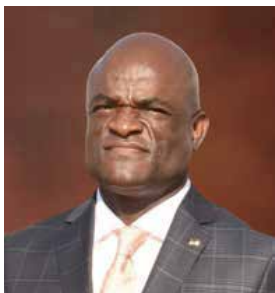
Website address: www.northern-cape.gov.za

2. LIST OF ABBREVIATIONS/ACRONYMS

AC	Audit Committee
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
AO	Accounting Officer
APP	Annual Performance Plan
APAP	Agricultural Policy Action Plan
BMI	Body Mass Index
CFO	Chief Financial Officer
COGHSTA	Cooperative Governance, Human Settlement and Traditional Affairs
COVID	Coronavirus
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service Administration
DG	Director General
EE	Employment Equity
EH&W	Employee Health and Wellness
ETDP	Education, Training and Development Practices
EXCO	Executive Council
G&A	Governance and Administration
HOD	Head of Department
HR	Human Resources
HRA	Human Resources Administration
HRD	Human Resource Development
HIV	Human Immunodeficiency Viruses
ICT	Information Communication Technology
IDP	Integrated Development Plan
IFS	Interim Financial Statements
IPAP	Industrial Policy Action Plan
IT	Information Technology
MISS	Minimum Information Security Standards
MMS	Middle Management Service
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NC	Northern Cape
NCPGDP	Northern Cape Provincial Growth Development Plan
NDP	National Development Plan
NEPF	national Evaluation Planning Framework

NGP	National Growth Plan
OSD	Occupation Specific Dispensation
OTP	Office of the Premier
PFMA	Public Finance Management Act
PGDP	Provincial Growth Development Plan
PGDS	Provincial Growth Development Strategy
PIAU	Provincial Internal Audit Unit
PIMS	Performance Information Management System
PMDS	Performance Management Development System
PMTEC	Provincial Medium Term Expenditure Committee
POA	Programme of Action
PPP	Public Private Partnerships
PSR	Public Sector Risk Management Framework
PT	Provincial Treasury
PSDF	Provincial Spatial Development Framework
QPR	Quarterly Performance Report
SALGA	South African Local Government Association
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SEIA	Socio-Economic Impact Assessment
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
SMMEs	Small, Medium and Micro Enterprises
SMS	Senior Management Services
SMT	System Monitoring Tool
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land Use Management Act
STI	Sexually Transmitted Infection
TB	Tuberculosis
TID	Technical Indicator Description
TR	Treasury Regulations
WIL	Workplace Integrated Learning
WOP	War on Poverty

3. FOREWORD BY THE PREMIER



This Annual Report provides a detailed and balanced account of the work that was performed by the Office of the Premier for the period under review. It marks the fifth reporting cycle for the 2015/19-2019/20 strategic planning period. At the centre and as a solid foundation to good governance, was always the promotion and adherence to sound financial management, monitoring and evaluation. These attributes are fundamental in order to contribute to realising the ideal of a modern developmental state where not only the overall wellbeing of our citizens are catered for but also to ensure ethical, open and transparent utilisation of public resources.

The ever increasing needs of our people and creating the better life for all that we aspire and consistently work towards, require stability and confidence in the ability of the Provincial Executive to remain true to the strategic outcome oriented goal. I am pleased to report that the Northern Cape Provincial Administration has, albeit the many socio economic challenges we face remained relevant and consistent in addressing the challenges of the Northern Cape Province and the Office of the Premier is consistent in providing strategic leadership and good governance to the Northern Cape Provincial Administration.

The adoption of the Provincial Growth and Development Plan 2040 and the drafting of the Provincial Spatial Development Plan places the Provincial Government on a long term trajectory aimed at the development of the economy, the creation of employment and development of especially young people at the core of the planning process.

The annual budget decline thereby affecting the implementation of the approved organisational structure for the OTP in 2019/2020 leaving the department with capacity constraints. Despite this, the Administration has collectively implemented innovative means to ensure that we continue to execute our mandate and remain with our strategic objectives.

This report reflects on the many achievements the Provincial Administration has met under trying conditions and it also provides an honest account of the challenges and constraints we face in the realization of our strategic objectives.

The reporting cycle 2019/20 bears testimony that the Office of the Premier leads in the promotion of accountability and clean governance. We have once again attained another financially unqualified audit opinion (Clean Audit) from the Office of the Auditor-General South Africa (AGSA). This does not only ensures that we conform to all the requisite legislative requirements, but also promotes investor confidence, and more importantly it provides the assurances to the people of the Northern Cape that we dispense our mandate within the prescripts of the law.

We present the 2019/20 report during a very difficult time not only for the Province but for the entire world. We are faced with the dreaded and deadly COVID- 19 Pandemic. This necessitates us to do things differently and calls on all of us to work together. Our innovative and ethical work culture inculcated in our human capital has placed us in a better position to respond to the pandemic in an effective manner. It is business unusual, but we will soldier on and remain true to our commitment to provide quality services and to do so ethically and effectively.

A handwritten signature in black ink, appearing to read 'Zamani Saul', written over a white background.

Dr Zamani Saul
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 2019/20 financial year.

OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT:

Table 1: Departmental Receipts

Departmental receipts	2019/2020			2018/2019		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	91	114	(23)	86	108	(22)
Fines, penalties and forfeits				-	1	(1)
Sale of capital assets	53	8	45			
Financial transactions in assets and liabilities		85	(85)	-	121	(121)
Total	144	207	(63)	136	230	(94)

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	2019/2020			2018/2019		
	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	124,611	122,356	2,255	116,118	110,050	6,068
Institutional Development	100,351	93,320	7,031	89,773	82,677	7,096
Policy and Governance	53,047	44,599	8,448	47,097	45,626	1,471
Total	278,009	260,275	17,734	252,988	238,353	14,635

The positive variance of R17, 734 is mainly attributable to accruals and commitments at reporting date. A rollover application was submitted to Provincial Treasury on those transactions

VIREMENTS/ROLL OVERS

At financial year-end, virements between all three programmes of the vote were processed to defray excess expenditure on goods and services utilising savings from compensation of employees. *Refer to the detailed breakdown of the virements as reflecting on the appropriation statement.* The virements were approved by the Accounting Officer in compliance with provisions of section 43 of the Public Finance Management Act (PFMA). Detailed reports pertaining to the virements were submitted to Provincial Treasury and the Executing Authority in compliance with paragraph 43 (2) of the PFMA.

PUBLIC PRIVATE PARTNERSHIPS

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

DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

None

NEW OR PROPOSED ACTIVITIES

None

SUPPLY CHAIN MANAGEMENT

Refer to Note 21 for relevant disclosures in the AFS

GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

No gifts and donations were received for the 2019/20 financial year

EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

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

EVENTS AFTER THE REPORTING DATE

There were no events after the reporting date

ACKNOWLEDGEMENT/S OR APPRECIATION

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

Approval and sign off


Justice Bekebeke
Accounting Officer
Date: 31 July 2020

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

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

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

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

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

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

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2020.

Yours faithfully



Accounting Officer
Justice Bekebeke
Date: 31 July 2020

6. STRATEGIC OVERVIEW

VISION

A Modern, Growing and Successful Province

MISSION

To govern the Northern Cape Provincial Administration towards alleviating the triple burdens of underdevelopment for the people of the province through a people centered Public Service.

VALUES

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

Values and descriptions

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

7. LEGISLATIVE AND OTHER MANDATES

The Office of the Premier is centrally positioned within the provincial government and derives its mandates from the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); and we are also obligated to align our functions and perform our work, services and tasks in terms of the following pieces of legislation:

- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
- Broad Based Black Economic Empowerment Act, 2003; (Act No. 53 of 2003)
- Child Care Act of 2005;
- Commission of Enquiry Act, 1952 (Act no. 60 of 1952);
- Division of Revenue Act, 2015 (Act no. 1 of 2015);
- Electronic Communication and Transaction Act, 2002 (Act No. 25 of 2002);
- Employment Equity Act, 1998 (Act No. 55 of 1998); as amended (Act No 47 of 2013)
- Framework for Managing Programme Performance Information, Published by National Treasury, May 2007;
- Framework for Strategic Plans and Annual Performance Plans, Published by National Treasury August 2010;
- Framework for the National Skills Development Strategy 2011/12 – 2015/16;
- Government Immovable Asset Management Act, 2007(Act No. 19 of 2007);
- Human Resource Development South Africa Strategy 2010 – 2030;
- Income Tax Act, 1962 (Act No 58 of 1962); as amended 1997
- Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- Labour Relations Act, 1995 (Act No. 66 of 1995); as amended (Act No 6 of 2014)
- Medium Term Strategic Framework, 2015 – 2019;
- Municipal Integrated Development Plans;
- Municipal Spatial Development Frameworks;
- National Archives and Records Service Act, 1996 (Act no. 43 of 1996);
- National Development Plan – Vision 2030
- National Monitoring and Evaluation Framework White Paper of October 2009
- National Policy Framework for Women’s Empowerment and Gender Equality, 2011;
- National Planning Commission White Paper of October 2009
- National Skills Development Strategy III, 2011;
- National Strategic Plan of Human Immune Deficiency Virus (HIV), Sexually Transmitted Infections (STI’s) & Tuberculosis (TB) 2012 – 2016 and Provincial Strategic Plan for HIV, STI’s & TB 2012 – 2016;
- National Strategic Planning Green Paper of September 2009
- New Growth Path, 2010
- Northern Cape Land Administration Act, 2002, (Act no. 6 of 2002);
- Northern Cape Planning and Development Act, 1998 (Act no. 7 of 1998);
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993);
- Pension Fund Act, 1956 (Act no. 24 of 1956);
- Performance Information Handbook, Published by National Treasury, April 2011;
- Policy Framework for the Government – wide Monitoring and Evaluation System, Published by the Presidency, November 2007;
- Preferential Procurement Policy Framework Act, 2000 (Act No. 2 of 2000);
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- Promotion of Administrative of Justice Act, 2000 (Act No. 3 of 2000);
- Provincial Growth and Development Strategy 2014;
- Provincial Spatial Development Framework, 2012;
- Public Administration Management Act, 2014 (Act No. 11 of 2014)
- Public Audit Act 2004; (Act No. 25 of 2004);

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

CONSTITUTIONAL MANDATES, POWERS AND FUNCTIONS

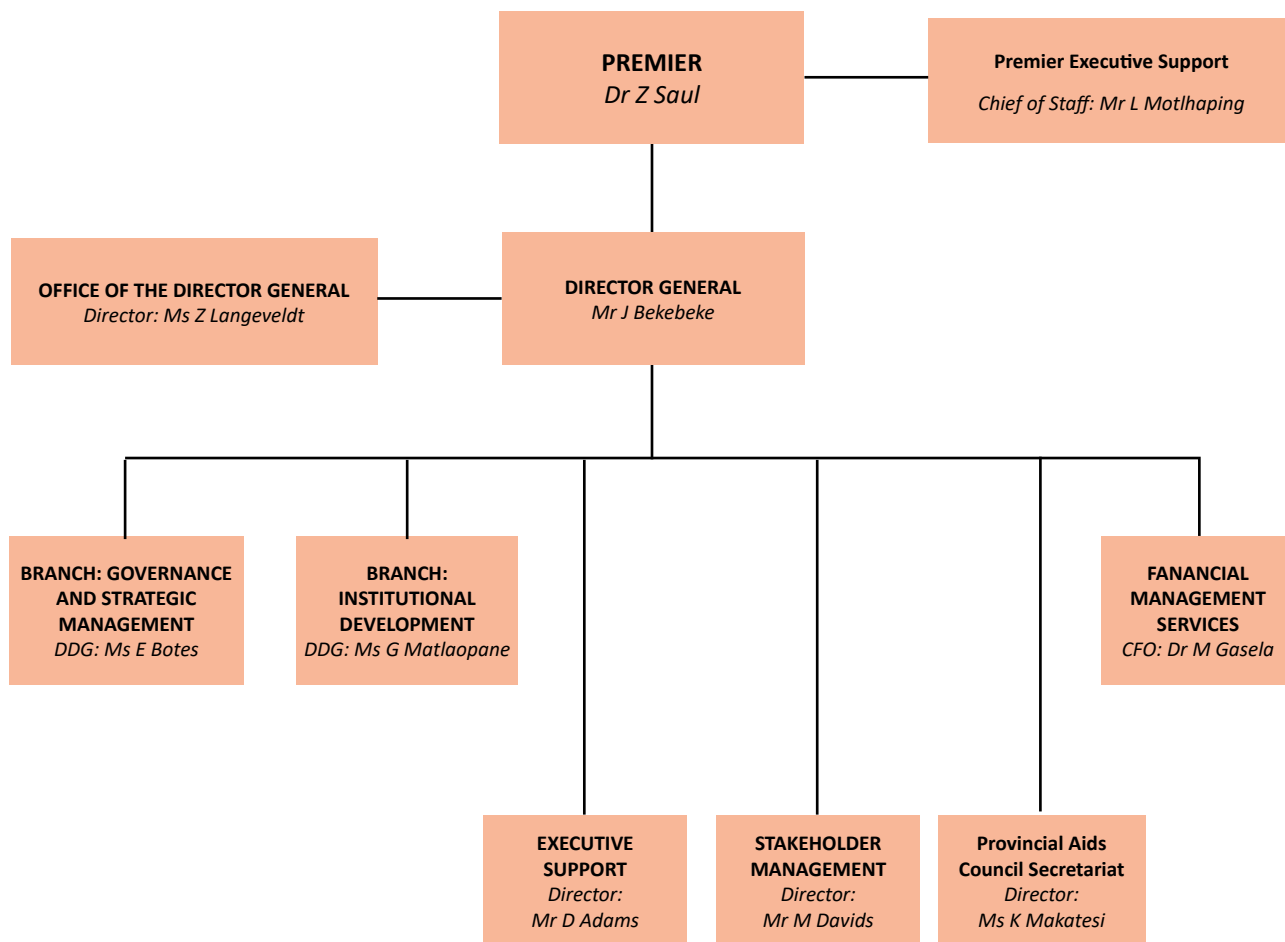
In accordance to Section 125 of the Constitution: The Premier exercises executive authority, together with the other members of the Executive Council, by:

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

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

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

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE PREMIER

The table below report indicates the entities that report to the Premier

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operation
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 previous disadvantaged women to empower them to become economically active.



PART **B**

PERFORMANCE INFORMATION

1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

Refer to page 84 of the Report of the Auditor General, published as Part E – Financial Information

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The department continued to operate in an environment of chronic budget challenges, which mainly contributed to the national and provincial fiscally constrained operational environment. The availability of funds to capacitate our planning, research, policy development and monitoring and evaluation functions, as well as to upgrade Information Technology Infrastructure remains our biggest challenges. In an effort to address these challenges, the Office of the Premier, once again submitted a proposal to PMTEC. Despite persistent budgetary challenges, the department achieved 69% of its targets as outlined in the Annual Performance Plan of 2019/2020 and partially achieved 22 targets during the year under review. It is worth mentioning that 10% of the overall targets were over-achieved. The State of Disaster: COVID-19 made it difficult for the department to fully realise its intention to achieve all the planned targets during the phase of the reporting period under review.

Given the range of challenges, namely the triple fault lines of poverty, unemployment and inequality, which seem to be persistent despite interventions and measures implemented over the past few years, the 6th Administration crafted a new vision for the Northern Cape Province under the all-encompassing ideal of “a Modern, Growing and Successful Province”. This required the administration to align strategies to the seven priorities derived and informed by the Medium Term Strategic Framework (MTSF) 2019-2024. The in-year commitments made by the 6th Administration were incorporated into the already tabled existing strategic documents for the 2019/2020 financial year. An addendum to the Strategic Plan 2015/2019 and the Annual Performance Plan 2019/20 was submitted to the Provincial Legislature in October 2019.

The legislative mandate of the Office of the Premier is to execute an oversight and coordination role and as such our clients are primarily sector departments and municipalities. Unlike other departments, the Office of the Premier's interaction with the broader public is limited and mostly confined to consultative meetings. This could be delineated as follows: Programme 1: Administration is mainly concerned with internal management and Programme 2: Institutional Development, as well as Programme 3: Policy and Governance, play a transversal role in guiding and supporting provincial departments through their various sub-programmes. In the absence of the implementation of the approved organisational structure, only two significant changes pertaining to the programmes and sub-programmes were filtered into the Annual Performance Plan for 2019/20. These two sub-programmes namely, i) Intergovernmental Relations and ii) Special Programmes (focus on specific target groups such as persons with disabilities, women, children and youth) moved from Programme 3 to Programme 1 and Programme 2 respectively. The uniform budget structure implemented by National Treasury unfortunately prohibited the move of the budget allocation of these two sub-programmes, hence the budget will be reported under Programme 3.

Programme 1: Administration pursued the strategic objective by providing strategic leadership, good governance and support to the provincial administration. The sub-programmes continued to provide executive support to the provincial administration through structures, such as the Executive Council, Clusters as well as the HOD Forum. The department monitored the implementation of the Anti-Corruption Framework to ensure that provincial departments are familiar with the anti-corruption procedures and successfully coordinated the process of Senior Management financial disclosures.

In an effort to build capacity in the Northern Cape Province, the department collaborated with the National School of Governance and trained the provincial anti-corruption and ethics officers.

The Provincial AIDS Council provided leadership, coordination and strategic guidance in the implementation of the Multi-Sectoral Provincial Implementation Plan for HIV/AIDS, TB and STI (2017-2022) and aligned its plans namely, the Provincial Implementation Plan for HIV/AIDS, TB and STI (2017-2022) and the Multi-Sectoral District Implementation Plan with the new provincial vision. The Department managed to engage at District IGR levels to strengthen intergovernmental relations and social cohesion in the province. Protocol services were provided to internal and external stakeholders in support of provincial and national government events.

SMME development and advancing the Broad-Based Economic Empowerment: To develop the local industries and township economies, the Office of the Premier continued to pay all our service providers within the stipulated 30 days in order to improve the cash flow of emerging enterprises. In order to advance the transformational agenda of government, our procurement spend to designated groupings in terms of Preferential Procurement /Broad-Based Economic Empowerment was 94% compared to our planned target of 70%, thereby surpassing stipulations enforced by government.

Provincial Support to Municipalities

A Provincial Operation Clean Audit Task Team was established under the leadership of the Director-General of the Northern Cape Province. Members of the Task Team are Provincial Treasury (which include Internal Audit), COGHSTA, SALGA: Northern Cape and the Local Government Services SETA. As part of the interventions, a programme was developed for visitation to district and local municipalities to brief them on their approach to improve Municipal Audit Outcomes. These visits were led by the Director-General during January and February 2020 and involved the following municipalities:

1. Namakwa District Municipality and Nama-Khoi Municipality;
2. ZF Mgcawu District Municipality /Dawid Kruiper Municipality;
3. John Taolo Gaetsewe District Municipality and Ga-Segonayna Municipality;
4. Frances Baard District Municipality and Sol Plaatje Municipality; and
5. Pixley ka Seme District Municipality and Emthanjeni Municipality

Northern Cape State Mining Company and Remodelling of Department of Roads and Public Works

The possibility of establishing a Northern Cape State Mining Company and remodelling of DRPW are at the exploratory stage. The following are some of the key activities that have taken place thus far:

- ✓ The legal due diligence was conducted on the establishment of the state owned company.
- ✓ Funding was allocated to the Office of the Premier during the Adjustment MEC Budget speech for OTP to conduct feasibility studies on remodelling of DRPW, establishing of the Northern Cape Construction Company and establishing of Northern Cape Mining Company.

OTP commenced a procurement process to appoint the successful service provider to conduct the feasibility study. The tender process started in December 2019, was advertised on a national basis, and was finalised in mid-March 2020. However, the implementation phase had to be put on hold because of the nation-wide COVID-19 lockdown and work hereon will commence after the 31 March 2020.

Provincial phased-insourcing of certain categories of workers

The role of OTP in this project is that of coordination and the implementing department is Provincial Treasury. Provincial Treasury embarked on a study to determine the cost benefit of insourcing security services. Whilst the expectation was to assess the security, cleaning, gardening and laundry services, the Provincial Treasury primarily focused its study on security considering that expenditure on this function is the first cost driver after the construction of new buildings.

The insourcing study proceeded as follow:

- ✓ Provincial Treasury had to consider the study that was commissioned by the DPSA on the same subject matter;
- ✓ Information was solicited from departments in terms of already insourced security services;
- ✓ Copies of actual contracts were obtained in instances where departments have outsourced;
- ✓ The accuracy of the information provided was verified; and
- ✓ A preliminary report was presented to the HOD Forum for consideration.

Upon finalisation of the study/investigation, preliminary outcomes will be presented to the Clusters for consideration before serving at the Political Cluster for final endorsement.

Programme 2: Institutional Development is guided by its core purpose to strategically lead the province towards long term planning for human capital, towards a developmentally orientated public service and provision of advisory legal services.

Northern Cape Human Resource Development Strategy and Provincial Skills Audit

The Programme has managed to develop and finalise the Northern Cape Human Resource Development Strategy. As part of this strategy, a Skills Development Plan was developed and included as an annexure. The Plan outlines training intervention key to the economic development of the province that will be prioritised. Unfortunately, due to the pandemic the leadership could not attend to the approval of the strategy before the end of the financial year as envisaged. Once the strategy is approved, the OTP will coordinate the implementation of the skills development initiatives of various stakeholders.

The Programme coordinated the Provincial Skills Audit, the first leg of which was done by Sol Plaatje University commissioned by the Department of Economic Development on SMMEs, has been concluded. The second leg of the project was commissioned by the Office of the Premier, also in partnership with Sol Plaatje University. A project plan and budget was developed. However, the current budget constraints within the Office of the Premier precludes the implementation of the projects.

Centralisation of Bursaries

The investigation, conceptualisation and consultation phases of this commitment were completed during the 2019/20 financial year, which culminated in different departments surrendering R4,9m to augment and leverage resources to the centralised provincial bursary fund. The next phase of the project will be implemented after 31 March 2020, under the guidance of the Premier.

Establishment of a Youth Directorate

The establishment of a unit within OTP to deal with Youth Development and Co-ordination started with a benchmarking process and other provinces were engaged on the matter. OTP's generic structure was also consulted to determine the ideal situation. Co-ordination of this process is at the final stages, and the proposed updated OTPs Organisational Structure was submitted to the Premier for consideration. Once finalised, it will be sent to the Minister of Public Service Administration for the necessary endorsement during the 2020/21 financial year.

Provincial Macro-Organisation of Government

In view of the pronouncements made by the Premier in his inaugural and maiden State of the Province Address, the Programme coordinated the merging of the Department of Environment and Nature Conservation with the Department of Agriculture, Land Reform and Rural Development. The process entailed the establishment of various structures at provincial level and the affected departments to execute the Provincial Macro-Organisation of Government deliverables as outlined in the National Macro-Organisation of Government. The process also entailed the development of the new Department's organisational structure, costing thereof, and consultation of the organisational structure with MPSA, as well as the proclamation of the newly established Department by the President. The new Department was proclaimed by the President and listed on the 27 March 2020.

Human Resource Management

Ongoing support and technical guidance was provided to all provincial departments to ensure that the Northern Cape Administration does not exceed the prescribed 10% vacancy rate. In an effort to enhance governance instruments to guide and strengthen the level of standardised and consistent practices across the province, two provincial policies were developed, namely: the Provincial Overtime Policy and the Termination of Service Policy. The delay in the implementation of the approved organisational structure prevented the department to fully realise its intention to fill all vacant funded posts during the reporting period under review.

In compliance with the HR Planning directive and legislative framework, the department developed and approved the Human Resource Capability Assessment, Human Resource Implementation Progress Report and the Human Resource Plan. Furthermore, HR Planning assessments were conducted and feedback was provided to the relevant provincial departments. Provincial Departments were also supported in terms of the implementation of the Directive on Changes to Organisational Structures.

In addition, the Office of the Premier monitored the provincial departments on the timeframes taken to finalise disciplinary cases, grievances and disputes, through analysing departmental data.

Legal Services

The State Law Advisory Unit is placed in the Office of the Premier to advise and assist the Premier to fulfil the said constitutional obligations. In line with this objective, the Unit makes use of the Legal Service Forum to coordinate the rendering of legal services in the province. Pursuant to this objective, the Forum has drafted a Legal Service Policy that is used as a tool to guide the effective coordination of legal services within the province. The unit is also a member of the Inter-Provincial State Law Advisors Forum, a forum of Provincial State Law Advisors in the country, which was established, amongst other factors, for sharing best practices. In trying to build capacity at local government level, Legal Support Agreements have been signed and presented to Municipal Managers in terms of State Law Advisory services to assist those municipalities that require assistance with legal advice.

A number of legal agreements were drafted and reviewed, and litigation cases, legal opinions, legislative frameworks and processes were successfully handled.

Human Capital Development

Youth development and capacity building is an important area and as such the Office of the Premier had planned to enrol 10 unemployed youth in the developmental programmes during the 2019/20 financial cycle, but enrolled 19 unemployed in terms of Internships and Work Integrated Learning programmes. Furthermore, the office initiated a Legal Internship programme as part of capacity building and empowerment of legal graduates towards their admission as Attorneys. A total of fourteen (14) legal interns participated in the Legal Internship programme, and were placed at various law firms within the Northern Cape Province. Five of these interns were afforded permanent positions in government and the private sector. The office further funded the training of unemployed youth in basic refrigeration and security training in Kimberley, Colesburg, De Aar and Petrusville. The Programme started during the 2018 financial year and was concluded in February 2020.

Innovation and technological development interventions

The under-investment in Information Communication Technology (ICT) over the past few decades resulted in critical service delivery challenges due to the lack of a robust provincial network, which was further exacerbated by the absence of effective and efficient ICT systems. To address these challenges, the Office of the Premier embarked on various ICT initiatives.

The adoption (2017-18) and approval of a Provincial Information Technology Shared Services Centre (ITSSC) by the Heads of Departments, followed by a Concept Implementation Plan (2019-20) that was developed for Provincial Treasury for their consideration and possible seed funding. The adoption and approval of a Virtual Private Network (VPN) were concluded in 2018 for the Province and the implementation and commissioning thereof commenced in 2019.

A provincial project on Technology Refresh, Business Continuity and Shared Provincial Disaster Recovery Plan Project was approved in 2018. This is a three-year project, which commenced in the year under review, with Business Impact Assessments and Risk Assessments for all departments. The slow pace of implementation by the service provider (SITA Pty Ltd), poor cooperation by certain departments, led to the non-adherence to the project schedule, thereby resulting in having to abort the project. Work with respect to the first milestone, namely the Business Impact Assessments and Risk Assessments is 80% complete, in the new financial year the remaining 20% will be undertaken.

The Office of the Premier lobbied and secured the support of the Department of Communications and Digital Technologies (two senior managers) for the development of a Provincial Broadband Strategy. In addition, the Government Technical Advisory Centre (GTAC) responded positively and submitted a concept note (fee) to the value of R760, 000.00 for the development of a Provincial Broadband Strategy. There is ongoing oversight on provincial broadband initiatives and these include WiFi Hotspots amongst others.

Sol Plaatje University (SPU) committed to support the review of the Northern Cape Information Society Strategy, which will focus on digitisation, more especially, e-Government. The Northern Cape Innovation Forum (NCIF), is currently led by SPU and a project team has been appointed to drive the Health Records Management Project. Site visits to various hospitals have been conducted, and a Draft Project Charter was developed.

The Web Development team devised an Internal Bursary Application software solution to bring about efficiencies in the awarding of bursaries. To improve turnaround on the recruitment process, software enhancements were commissioned to the existing Recruitment Solution to allow online vacancy applications by the public. The solution will be used in all provincial departments in the new financial year.

The Office of the Premier, assisted departments in ensuring an online web presence through the development and or review of their respective departmental websites. Due to the COVID-19 pandemic in the 4th quarter, efforts for the development of provincial departmental websites were redirected to develop a provincial COVID19 Website.

Resources with respect to skills and budget are critical challenges in effectively driving the 4th Industrial Revolution agenda of the Northern Cape Province. The need to rethink ICT and investigate innovative and cost effective options in driving connectivity and service delivery improvement using technology as an enabler is thus critical.

Special Programmes is responsible to mainstream, coordinate, monitor and evaluate programmes in terms of Women, Children and People with Disabilities to address inequalities and restore the moral fibre of society. As such, the Office of the monitored the provincial departments on the implementation of policy recommendations as per policy analysis conducted and whether it found expression in their Annual Performance Plans. A number of programmes were coordinated for the recognition, promotion and protection of the rights of Women, Children and Persons with Disabilities during the year under review.

Programme 3: Policy and Governance is responsible to coordinate, guide and facilitate the implementation of the government programme of action aligned to the National Development Plan (NDP) Vision 2030 and the Medium Term Strategic Framework (MTSF) 2014-19.

Provincial Performance Monitoring and Evaluation Directorate plays a crucial role in the monitoring of Programme Performance Information as well as implementation of the provincial priorities through providing support and guidance on the co-ordination of quarterly reporting on performance. The Directorate continued to provide support and guidance to all provincial departments on the Implementation of Provincial Quarterly Performance Reports, the eQPR System and the Performance Information Monitoring System reporting tool for integrated reporting.

The release of the MFST 2019-2024 was delayed considerably thus making it difficult for the Office of the Premier to effectively assist the sector departments in ensuring alignment of their Strategic and Annual Performance Plans to the MTSF. The MTSF 2019-2024 also informs the approval of the Northern Cape MTSF 2019 -2024 POA and the POA 2019/20 was not finalised due to the late release of the MTSF by DPME. This resulted in the quarterly performance assessments on the implementation of the Provincial POA not being completed. However, a report on the progress of the SOPA commitments were compiled and progress was monitored.

Furthermore, the Directorate co-ordinated the submission of the departmental draft Strategic Plans and Annual Performance Plans in accordance with the DPME requirements and process flow. As part of the MTSF and Programme of Action, the 25 Year Review for the Northern Cape Province started in 2018/19 and was concluded and submitted to National Government in June 2019. The development of a Provincial Web-based reporting system is progressing well but the planned roll-out was delayed due to required changes towards a more integrated approach.

The Provincial Evaluation Plan: 2018/19-2020/21 could unfortunately not be reviewed as planned during the reporting period because DPME embarked on a review of the NEPF and related guidelines, which was released during the last week of March 2020. The Monitoring and Evaluation Framework was also not concluded as it is depended on the finalisation of the PGDP, which is awaiting approval.

Policy and Planning Directorate

In terms of the Northern Cape Provincial Growth and Development Plan (NCPGDP) and Provincial Spatial Development Framework (PSDF), the following unfolded:

After the National and Provincial Elections in May 2019, it became necessary to review the NCPGDP to align it to the seven priorities derived from the Electoral Mandate as articulated in the Medium Term Strategic Framework (MTSF) 2019-2024 as well as the Provincial Vision and emerging priorities, namely:

- Economic Transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
- Social cohesion and safe communities
- A capable, ethical and developmental state
- A better Africa and World

Despite the continued capacity constraints within Programme 3, the Department has managed to revise and streamline the four Pillars and 14 Outcomes to reflect the new provincial vision and seven 2019-2024 MTSF Priorities. The Directorate started with a comprehensive PGDP Peer Review Process and the document was circulated to relevant academics, district and local municipalities for peer review and inputs. Additional inputs towards the PGDP were drafted in accordance with the inputs from Sol Plaatje University. The pandemic unfortunately had a negative impact on the finalisation of the PGDP Peer Review Process during the period under review.

Establishment of the War Room to reduce unemployment

The Provincial Growth and Investment Council , which included the WAR ROOM (WAR Room as the nerve centre) was developed and involved thorough consultation with various stakeholders. Likewise, the Smart CITY Integrated Planning Committee terms of reference were developed and similar engagement processes were embarked upon. The COVID-19 pandemic unfortunately had an impact on the approval of these terms of reference but the matter was escalated to the Private Office of the Premier for finalisation. Furthermore, the advertisement for the appointment of the Council Members had to be delayed given the onset and effects of the pandemic. The Trade and Investment Book has been compiled.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Provide Reliable Data Reports	Provincial Departments	No sharing of data or limited historical data is kept	Develop a database for data sharing provincial web-based reporting system	PIMS system has been developed and successfully implemented. A provincial web-based reporting system has been developed. Planned roll-out was delayed due to required changes towards a more integrated approach

Batho Pele arrangements with beneficiaries (Consultation access etc.)

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

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Batho Pele Forums	Inclusive of active National Departments and Municipalities	Two quarterly Batho Pele Forum convened were a learning platform was created, which allowed stakeholders to share initiatives, experiences and lessons learnt on improved service delivery.

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Suggestion box and walk ins Presidential hotline which is managed by Communication within the Office of the Premier	Appropriate policies and procedures Process and Technology Support Capabilities	99% resolved of all complaints

2.3 ORGANISATIONAL ENVIRONMENT

Since the approval of the organisational structure in 2017, the only additional posts created were that of Policy and Planning, for which Provincial Treasury made funding available. The delay of the implementation of the approved structure led to a high vacancy rate. The capacity constraints, in terms of human and financial resources, affected the overall performance of the department. In some instances, management mitigated it through allocating additional functions to staff at management level and the appointment of acting personnel.

Furthermore, management and organised labour met to discuss the fact that employees are overloaded with additional responsibilities, without the added responsibilities being evaluated, which could affect their levels of compensation. It was subsequently resolved to fill identified critical funded vacant posts and agreed that these critical vacancies should be graded through job

evaluation. Work on the job evaluation process has started. However, the Efficiency Service Unit could not progress as planned due to their human resource constraints. As an alternative, the Office of the Premier requested assistance from our provincial departments but given their own capacity challenges, the job evaluation process has not received the support it deserves.

The 6th Administration of the Northern Cape has introduced a new vision, “A Modern, Growing and Successful Province” which articulates a fresh perspective and requires a outlook and paradigm that is not content with the status-quo and existing operations. DPSA is mandated to review the Generic Functional Structure for all the Offices of the Premier to ensure consistency and common understanding with regards to what constitute core and support functions.

It is in this context that the Department resolved to review the approved organisational structure to ensure alignment to the mandate and strategic objectives of the Offices of the Premier, as well as the new developments in the 6th Administration. However, the review process of the departmental organisational structure can only happen after DPSA has concluded the review process for the Generic Functional Structure for all Offices of the Premier.

2.4 Key Policy Developments and Legislative Changes

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

3. STRATEGIC OUTCOME ORIENTED GOALS

Outcome Orientated Goal 1	Empowered citizenry
Goal Statement	Promote equality, empowerment of the vulnerable sectors of society and drive children’s’ rights, rights of the elderly and persons with disability through inclusive government programmes and interventions.
Linkages	Constitution, NDP, SPLUMA, MTSF 2014-19, NSP and PSP 2012-2016
Impact/Outcome	To improve the quality of life of citizens
Outcome Orientated Goal 2	Inclusive growing economy
Goal Statement	Create a coordinated, collaborative, diversified, economic partnership in an enabled environment through: <ul style="list-style-type: none"> • Beneficial strategic partnership to advance provincial growth and development in realising the NDP vision 2030. • Effective intergovernmental relations and international relations to promote the Northern Cape’s competitive advantage. • Pursuing programmes that enhance/promote a common national identity within a diverse society to enhance social cohesion.
Linkages	Constitution, NDP(Radical/ Socio Economic Transformation), SPLUMA, MTSF 2014-19, NSP and PSP, PGDS
Impact/Outcome	Decrease in unemployment in specifically the youth, Increased provincial GDP growth

Outcome Orientated Goal 3	Collaborative Planning:
Goal Statement	To provide effective leadership to the province and society by: <ul style="list-style-type: none"> • Driving the provincial vision and strategic, life-changing government priorities which include the fight against and response to HIV & TB; • Coordinate, integrate and mainstream planning across all spheres of government in partnership with all stakeholders, effectively improving Provincial Intergovernmental Relations; and • Building government's research capacity, data management and analysis to inform policy development, monitoring and evaluation of the outcomes based priorities in unblocking service delivery.
Linkages	Legislative framework, policies, directives, NDP, MTSF, IGR framework and New Growth Path, PGDS
Impact/Outcome:	Accelerated and integrated service delivery
Outcome Orientated Goal 4	Efficient, effective and developmental public service
Goal Statement	To enhance the performance of government by making the public service and local government a career of choice through: <ul style="list-style-type: none"> • process reengineering, • strengthening of delegations and accountability, • improving intergovernmental coordination and improving relations between provincial and local government Building a capable and developmental public service through service delivery innovation and capacity building to drive change and social transformation To improve our financial capability through lobbying for funding, mobilisation of donor funding, studying the utilisation of resources, investment and tapping into existing natural resources.
Linkages	MDG, NDP, Outcome 12, PFMA, Treasury Regulations and SPLUMA
Impact/Outcome	Increased productivity by all departments as measured through productivity measurement tools. Increased departments with unqualified audit opinions.
Outcome Orientated Goal 5	An empowered and influential work force
Goal Statement	Improved performance through strategic and co-ordinated skills development for improved service delivery and economic growth in the Province
Linkages	NDP, Outcome 5, Outcome 12, NGP, IPAP, HRD SA, SMS Handbook, APAP, NSDIII, Ministerial directive
Impact/Outcome	A multi-skilled, high performing and professional, service delivery oriented workforce.

4. PERFORMANCE INFORMATION BY PROGRAMME

4.1 PROGRAMME 1: ADMINISTRATION

The Purpose of the Programme

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

It is made up of the following sub-programmes:

Sub-programme 1.1: Premier Support

Sub-programme 1.2: Director-General Support

Sub-programme 1.2.1: DG Support

Sub-programme 1.2.2: Security and Records Management

Sub-programme 1.2.3: Provincial Council on AIDS-Secretariat

Sub-programme 1.3: Executive Council

Sub-programme 1.2.1: Executive Council Support

Sub-programme 1.2.2: Inter-Governmental Relations

Sub-programme 1.4: Financial Management

Sub-programme 1.1: Premier Support

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

Sub-programme 1.2: Director General Support

Sub-programme 1.2.1: DG Support

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

Sub-programme 1.2.2: Security & Records Management

Purpose: To preserve the corporate memory of the Office of the Premier and provide for a safe working environment.

Sub-programme 1.2.3: Provincial Council on AIDS - Secretariat

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

Sub-programme 1.3.1: Executive Council Support

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

Sub-programme 1.3.1: Inter-Governmental Relations

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

Sub-programme 1.4: Financial Management

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

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

Programme 1: Administration, through its sub-programmes, was able to achieve most of the planned targets for the period under review. The programme had twenty one performance indicators, with fifteen achieved and six not achieved but partially achieved. The COVID-19 pandemic made it difficult for the programme to fully realise its intention to achieve all the planned targets during the last month of the year under review.

The details of the progress made against the strategic objectives, performance indicators and targets are outlined in the tables below:

STRATEGIC OBJECTIVES

Strategic Objective: To provide strategic leadership, good governance and support to the provincial administration.					
Strategic Objective Performance Indicator	Actual Achievement 2018/19	Planned target 2019/20	Actual Achievement 2019/20	Deviation from the planned target to Actual Achievement for 2019/20	Comment on deviation
Implementation of sound financial management within department evidenced by annual unqualified audit outcomes	Unqualified audit opinion with no findings (clean audit)	Unqualified audit opinion with no findings audit report	Unqualified audit opinion with no findings (clean audit)	Clean audit	As per the AGSA report

PERFORMANCE INDICATORS

Sub-programme 1.1: Premier Support

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.1.1 Number of Premier's statutory and political obligations met	98% (56/57 Engagements met)	16 Engagements	16 Engagements	16 Engagements	16 Engagements	None	None

Sub-programme 1.2: Director-General Support

Sub-programme 1.2.1: DG Support

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.2.1.1 Compliance with the planning framework	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan & Annual Performance Plan) signed and submitted on due date	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.2.1.2 Number of monthly minutes reflecting strategic decisions taken at Senior Management Level	New Indicator	25 Sets of minutes	24 Sets of minutes	20 Sets of minutes	17	-3	The focus of reporting was shifted due to change of priorities aligned to the new provincial vision and to focus on strategic matters pertaining to the COVID-19 during the last quarter of the year under review.
1.2.1.3 Number of Risk Management documents approved by the Accounting Officer	New Indicator	1 Risk Register 1 Risk Management Policy and Strategy 1 Risk Management Implementation Plan	1 Risk Register 1 Risk Management Policy and Strategy 1 Risk Management Implementation Plan	1 Risk Register 1 Risk Management Policy and Strategy 1 Risk Management Implementation Plan	1 Risk Register 1 Risk Management Policy and Strategy 1 Risk Management Implementation Plan	None	None
1.2.1.4 Number of reports on provincial departments achieving 100% submission of SMS members' financial disclosure	New Indicator	New Indicator	1 Report	1 Report	1 Report	None	None

Sub-programme 1.2.2: Security and Records Management

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.2.2.1 Number of units monitored to check compliance with Minimum Information Security Standards (MISS) in the Office of the Premier	4 Reports	16 Units	16 Units	16 Units	12 Units	-4 units	The visitation to the remaining units were planned to take place after the 16 March 2020. However the COVID-19 pandemic in the 4 th quarter required the unit to redirected their support to the implementation of the DPSA Circular 7 of 2020 issued on the 16 March 2020.
1.2.2.2 Number of provincial events provided with security management support	New Indicator	12 Provincial events	12 Provincial events	9 Provincial events	6 Provincial Events	-3 Provincial Events	This demand driven indicator could only provide support as required. The Provincial Human Rights Day of the 21 March 2020 was cancelled based on the DPSA Circular 7 of 2020 issued on the 16 March 2020.
1.2.2.3 Percentage of staff screened for employment suitability	New Indicator	100% (of new staff)	100% (of new staff)	100% (of new staff)	100%	None	None
1.2.2.4 Number of departments monitored on the implementation of the anti-corruption framework	New Indicator	12 Departments	12 Departments	12 Departments	9 Departments	-3 Departments	Monitoring is depended on departmental visitation and during the last quarter of the year under review planned visitation to departments were cancelled given of departmental risk assessments that was done for COVID pandemic, which prohibited the appointed official to visitation after the 16 March 2020

Sub-programme 1.2.3: Provincial Council on AIDS-Secretariat

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.2.3.1 Number of reports on the functionality of PCA (Provincial Council on AIDS)	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	None	None
1.2.3.2 Number of report on the Implementation of PIP (Provincial Implementation Plan on AIDS)	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	None	None

Sub-programme 1.3.1: Executive Council Support

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.3.1.1 Number of reports on Executive Council engagements	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	None	None
1.3.1.2 Number of report on Cluster engagements	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	None	None

Sub-programme 1.3.2: Inter-Governmental Relations

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.3.2.1 Number of reports on Intergovernmental For a in the province	6 (3 PIGF, 3 Technical)	4 Consolidated Reports	4 Consolidated Reports	4 Reports	4 Reports	None	None
1.3.2.2 Number of international engagements facilitated by the Office of the Premier	80% (4 of 5)	16 Engagements	17 Engagements	8 Engagements	12 Engagements	+4 Engagements	Additional unplanned engagements resulted in the over-achievement of this indicator
1.3.2.3 Number of Provincial Official Development Assistance (ODA) committee meetings convened	New Indicator	3 Meetings	2 Meetings	2 Meetings	1 Meeting	-1 Meeting	Due to rapidly escalating health concerns relating to the spread of COVID-19, the last planned meeting could not take place.

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.3.2.4 Number of reports on official government events supported with protocol service by the Office of the Premier	22 Official Government events	21 Official Government events	4 Reports	4 Reports	4 Reports	None	None

Sub-programme 1.4: Financial Management

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
1.4.1 Compliance with financial accounting reporting requirements and relevant accounting legislation and prescripts (with no material findings)	1 Annual Financial Statement (AFS) 3 Interim Financial Statements (IFS)	1 Annual Financial Statement (AFS)	1 Annual Financial Statement (AFS)	1 Annual Financial Statement (AFS)	1 Annual Financial Statement (AFS)	None	None
1.4.2 % of uncontested invoices paid within 30 days of receipt date	New Indicator	100% (invoices paid)	100% (invoices paid)	100% (invoices paid)	100%	None	None
1.4.3 Compliance with budget management legislation and prescripts resulting in 98% annual budget spent for the preceding financial year	New Indicator	98% (Budget Spent)	98% (Budget Spent)	98% (Budget Spent)	94%	-4%	The 4% under expenditure relates to commitments that existed as at 31 March 2019. A rollover has been requested to this effect.
1.4.4 Percentage procurement to the targeted designated groups within the Northern Cape Province	New Indicator	New Indicator	New Indicator	70%	94% procurement of goods and services to the designated groups	+24% procurement of goods and services to the designated groups	Over-achievement is due the biggest cost driver being traveling and the travel agents (supplier) being black owned.

Linking performance with budgets

Intergovernmental Relations moved from Programme 3 to Programme 1 but the uniform budget structure implemented by National Treasury unfortunate prohibited the move of the budget allocation of this sub-programme, hence the budget will be reported under Programme 3

Sub-programme name	2019/2020			2018/2019		
	Final Appropriation	Actual Appropriation	(Over)Under Expenditure	Final Appropriation	Actual Appropriation	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Premier Support	30,153	29,953	200	23,033	23,033	-
Director General Support	41,432	39,806	1,626	8,551	8,551	-
Executive Council Support	8,113	7,749	364	39,586	33,632	5,954
Financial Management	44,913	44,848	65	44,948	44,840	108
Programme 1	124,611	122,356	2,255	116,118	110,056	6,062

4.2 PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

Purpose

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

It is made up of the following sub-programmes:

Sub-programme 2.1: Strategic Human Resources Management

Sub-programme 2.1.1: Human Resources Administration

Sub-programme 2.1.2: Efficiency Services

Sub-programme 2.1.3: Labour Relations

Sub-programme 2.1.4: Employee Health and Wellness

Sub-programme 2.2: Strategic Human Capital Development

Sub-programme 2.2.1: Human Resource Strategy and Transversal Co-ordination

Sub-programme 2.2.2: Performance Management and Capacity Development

Sub-programme 2.3: Legal Services

Sub-programme 2.4: Information Communication Services

Sub-programme 2.4.1: Information Technology and Infrastructure

Sub-programme 2.4.2: Communication

Sub-programme 2.5: Special Programme

Sub-programme 2.6: Programme Support

Sub-Programme 2.1: Strategic Human Resources

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

Sub-Programme 2.1.1: Human Resources Administration

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

Sub-Programme 2.1.2: Efficiency Services

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

Sub-Programme 2.1.3: Labour Relations

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

Sub-Programme 2.1.4: Employee Health and Wellness

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

Sub-Programme 2.2: Strategic Human Capital Development**Sub-Programme 2.2.1: Human Resource Strategy and Transversal Co-ordination**

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

Sub-sub Programme 2.2.2: Performance Management and Capacity Development

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

Sub-Programme 2.3: Legal Services

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

Sub-Programme 2.4: Information and Communication Services

Purpose: To provide information communications services to the Office of the Premier, Provincial Government by providing Information Technology services through the implementation of a communication strategy, corporate branding of the Northern Cape Province and to communication government achievements and services to the general public.

Sub-Programme 2.4.1: Information Technology

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

Sub-Programme 2.4.2: Communication

Purpose: The overarching responsibility of the directorate is to provide an efficient and effective communication service to enable the Premier, Executive Council, Director-General and Heads of Departments to communicate government's achievement and services through the efficient utilisation of information through the media and other communication platforms in the execution of the Provincial Government functions.

Sub-programme 2.5: Special Programme

Purpose: To mainstream, coordinate, monitor and evaluate programmes in terms of Women, Children and People with Disabilities to address inequalities and restore the moral fibre of society. Act as Secretariat for the Special Programme Forum.

Sub-Programme 2.6: Programme Support

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

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

The overall performance of Programme 2: Institutional Development was progressing satisfactorily, in that the sub-programmes were able to implement most of the planned performance indicators. The programme had a total of forty-one performance indicators for the period under review. This amounted to twenty-five targets achieved, of which five were over-achieved. Ten indicators were partially achieved and one not achieved. The COVID-19 pandemic impeded the sub-programmes to fully realise their intention to achieve all the planned targets during the last month of the year under review.

The details of the progress made against the strategic objectives, performance indicators and targets are provided in the tables below:

STRATEGIC OBJECTIVES

Strategic Objective: To ensure an effective, efficient and development orientated provincial administration.					
Strategic Objective Performance Indicator	Actual Achievement 2018/19	Planned target 2019/20	Actual Achievement 2019/20	Deviation from the planned target to Actual Achievement for 2019/20	Comment on deviation
Reviewed Human Resource Development Strategy and Reports on its implementation	Final draft completed	Reviewed HRD Strategy 2016-2030 and its implementation	Final draft completed	Final draft was completed but not approved	The NC Human Resource Development Strategy was developed and consulted upon with all relevant stakeholders. The final draft was edited and submitted for endorsement and approval

PERFORMANCE INDICATORS

Sub-programme 2.1: Strategic Human Resources Management Sub-programme 2.1.1: Human Resources Administration

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.1.1 Average percentage of funded vacant posts on PERSAL (vacancy rate) within the Northern Cape Provincial Administration	4.93%	10%	7%	10%	10%	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.1.2 Percentage of appointments made in vacant funded posts within a twelve (12) month period within the Office of the Premier	60%	100%	100%	80%	50%	-30%	The implementation of the approved organisational structure of the department has been delayed by labour disputes and this had a negative impact on the department's vacancy rate. It was only the additional posts of Policy and Planning of which PT made funding available that could be advertised. DPSA has started with the review of the OTP generic structures, which will inform the review of the OTP structure.
2.1.1.3 Number of new Provincial Human Resource Administration (HRA) policies approved	0	2 Policies	2 Policies	2 Policies	2 Policies	None	None
2.1.1.4 Number of existing approved Departmental Human Resource (HR) Policies reviewed	2 Policies	2 Policies	2 Policies	2 Policies	2 Policies	None	None

Sub-programme 2.1.2: Efficiency Services

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.2.1 A consolidated report on Provincial Departments co-ordinated with regards Business Process Modelling implementation.	New Indicator	New Indicator	1 Consolidated Report	1 Consolidated Report	1 Consolidated Report	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.2.2 A consolidated report on Provincial Departments co-ordinated with regards to the implementation of Directive on Changes to organisational structure	New Indicator	New Indicator	1 Consolidated Report	1 Consolidated Report	1 Consolidated Report	None	None
2.1.2.3 A consolidated report on Provincial Departments co-ordinated with regards to the implementation of the Directive on HR Planning	New Indicator	New Indicator	1 Consolidated Report	1 Consolidated Report	1 Consolidated Report	None	None
2.1.2.4 Number of HR Planning documents approved for the Office of the Premier	New Indicator	New Indicator	3 HR Planning Documents	3 HR Planning Documents	3 HR Planning Documents	None	None

Sub-programme 2.1.3: Labour Relations

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.3.1 Number of reports on the average number of days taken to resolve disciplinary, grievance and dispute cases by Provincial Departments	New Indicator	4 Reports	4 Reports	4 Reports	4 Reports	None	None
2.1.3.2 Number of reports on Northern Cape Chamber activities	New Indicator	4 Reports	4 Reports	4 Reports	4 Reports	None	None
2.1.3.3 Number of Labour Relations awareness sessions conducted in the Office of the Premier	5 Programmes	5 Programmes	5 Programme	4 Sessions	4 Sessions	None	None

Sub-programme 2.1.4: Employee Health and Wellness

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.1.4.1 Number of Employee Health & Wellness (EH&W) programmes implemented within the Office of the Premier.	9 Programmes	11 Programmes	15 Programmes	4 Programmes	4 Programmes	None	None
2.1.4.2 Number of reports on Provincial Employee Health & Wellness (EH&W) policy support Learning networks facilitated	New Indicator	New Indicator	New Indicator	2 Reports	3 Reports	+1 Report	An additional learning network session was conducted with provincial departments. The session provided support on overall policy implementation through DPSA evaluation reports.
2.1.4.3 Number of Provincial Departments implementing the ministerial directive on EHW Strategic Framework	New Indicator	New Indicator	New Indicator	10 Departments	0 Departments	-10 Departments	The framework was implemented by departments but different types of reports were submitted to DPSA and DPSA acknowledged. This indicator will be reviewed to ensure proper aligned between the indicator and the evidence.

Sub-programme 2.2: Strategic Human Capital Development**Sub-programme 2.2.1: Human Resource Strategy and Transversal Co-ordination**

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.2.1.1 Number of Outcome 5 Program of Action (POA) Memorandums	New Indicator	New Indicator	4 Memorandums	4 Memorandums	1 Memorandums	-3 Memorandums	The review of the POA was not concluded and as a result quarterly monitoring could not be done.
2.2.1.2 Number of Human Resource Development Forums convened	New Indicator	New Indicator	4 Forums	4 Forums	3 Forums	-1 Forum	The last planned forum for March 2020 had to be cancelled on the day of the meeting due to the COVID-19 pandemic concerns

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.2.1.3 Number of reports indicating compliance by Provincial Departments with the submission of HRD Plans	New Indicator	1 Report	1 Report	1 Report	1 Report	None	None
2.2.1.4 Number of Provincial skills Development forums(PSDF) convened	New Indicator	New Indicator	4 Forums	4 Forums	3 Forums	-1 Forum	The last planned forum for end of March 2020 could not take place due to the rapid escalating health concerns relating to COVID-19 pandemic concerns

Sub-programme 2.2.2: Performance Management and Capacity Development

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.2.2.1 Number of employees benefitting from Human Resource Development (HRD) initiatives (trainings and bursaries) within the Office of the Premier	32% (82/256)	122	180	130	121	-9	The delays relating to financial procedures negatively affected the achievement of the target. The training interventions that was suppose to take place in March 2020 had to be cancelled because of the COVID-19 interprovincial travel bans.
2.2.2.2 Number of unemployed youth benefitting from youth development programmes within the Office of the Premier to offer experiential learning opportunities (Interns & WIL)	14 (9 Interns & 5 WIL)	26	23	10	19	+9	Target exceeded due to the additional ETDP and SETA interns funded by SETA

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.2.2.3 Number of PMDS status reports submitted on compliance with the submission of Performance Agreements within the Northern Cape Administration.	New Indicator	New Indicator	1 Report	1 Report	1 Report	None	None
2.2.2.4 Number of annual performance evaluation session co-ordinated for the Heads of Departments (HODs)	New Indicator	1 Session	1 Session	1 Session	1 Session	None	None

Sub-programme 2.3: Legal Services

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.3.1 Number of structured programmes to minimize legal risks against the Northern Cape Provincial Departments	New Indicator	3 Programmes	2 Programmes	2 Programmes	3 Programmes	+1 Programme	Over-achievement is attributed to a number of Mediation meetings: Kimberley Artisanal workers/miners, Mediation between Kimberley Lions Club and Unlawful occupants of land, Greenpoint miners and Diamond Board Artisanal workers, Mthiyane Co and subcontractors, and the implementation of Promotion of Access to Information Act, 2000: Legal Advisory Note.
2.3.2 Number of quarterly reports on legal matters resolved	New Indicator	4 Reports	4 Reports	4 Reports	4 Reports	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.3.3 Number of legal support agreements signed and implemented with State Attorney, Northern Cape Departments and Municipalities	New Indicator	62	46	44	19	-25	This is a demand driven indicator and legal support was provided to a total of 20 requests, with 19 finalised.

Sub-programme 2.4: Information Communication Services

Sub-programme 2.4.1: Information Technology and Infrastructure

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.4.1.1 Number of departmental ICT documents (Policies, Charters, Plans Frameworks, Manual and Strategies) reviewed in the Office of the Premier	New Indicator	7 Departmental ICT documents	7 Departmental ICT documents	7 Departmental ICT documents	7 Departmental ICT documents	None	None
2.4.1.2 Number of Departmental services, e-enabled, based on the Service Delivery Model	2 Departmental Services	2 Departmental Services	2 Departmental Services	2 Departmental Services	2 Departmental Services	None	None
2.4.1.3 Number of provincial workshops hosted on information security and privacy protection responsibilities	4 Workshops	2 Workshops	2 Workshops	2 Workshops	2 Workshops	None	None
2.4.1.4 Number of Northern Cape Provincial Government Departments websites reviewed	New Indicator	2 Departments	4 Departments	4 Departments	4 Departments	None	None
2.4.1.5 Number of plans developed for the establishment of the Provincial ICT Shared Service Model	New Indicator	New Indicator	New Indicator	1 Technology Refresh, Business Continuity Recovery projects Implementation Plan	1 Technology Refresh, Business Continuity Recovery projects Implementation Plan	None	None

Sub-programme 2.4.2: Communication

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.4.2.1 Number of reports on media communications on Executive Council Outreach programmes	New Indicator	3 Reports	4 Reports	4 Reports	3 Reports	-1 Report	The 6 th Administration was constituted during 1 st quarter of the year under review; therefore no Executive Outreach took place.
2.4.2.2 Number of reports on Speeches drafted for the Premier (as guided by the monthly themes of government)	24 Strategic Speeches	19 Strategic Speeches	16 Strategic Speeches	4 Reports	4 Reports	None	None
2.4.2.3 Number of reports on media coverage on the Programme of Action of the Northern Cape Provincial Government.	New Indicator	4 Reports	4 Reports	4 Reports	4 Reports	None	None
2.4.2.4 Percentage of Presidential Hotline cases resolved	98%	99%	99%	99%	99%	None	None
2.4.2.5 Number of Communication Forums convened	2 Forums	5 Forums	4 Forums	4 Forums	6 Forums	+2 Forums	Additional forums were convened as part of the transitional arrangements into the 6 th Administration and the State of the Province Address

Sub-programme 2.5: Special Programmes

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.5.1 Number of Departments monitored on the implementation of policy recommendations of Special Programmes responsive Annual Performance Plans	New Indicator	New Indicator	New Indicator	12 Departments	12 Departments	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.5.2 Number of quarterly meetings convened with COGHSTA IDP unit	New Indicator	New Indicator	New Indicator	4 Meetings	4 Meetings	None	None
2.5.3 Number of Special Programmes Forums convened	New Indicator	5 Forums	4 Forums	2 Forums	1 Forum	-1 Forum	The 2 nd Forum was planned for the 23 March 2020 but was cancelled based on the DPSA circular 7 of 2020 issued on the 16 March 2020 and health concerns relating to the spread of COVID-19.
2.5.4 Number of Advocacy Programmes co-ordinated	New Indicator	16 Advocacy Programmes	17 Advocacy Programmes	10 Advocacy Programmes	9 Advocacy Programmes	-1 Advocacy Programme	The Human Rights Day for OTP was planned for the 21 March 2020 but was cancelled based on the DPSA circular 7 of 2020 issued on the 16 March 2020 and health concerns relating to the spread of COVID-19.

Sub-Programme 2.6: Programme Support

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
2.6.1 Number of Governance and Administration Technical Cluster Meetings held	10 Meetings	9 Meetings	9 Meetings	8 Meetings	10 Meetings	+2 Meetings	2 Additional meetings were held to cover matters such as Back to Basic Approach
2.6.2 Number of Outcome 12 Programme of Action Technical Cluster memorandum	New Indicator	New Indicator	4 Memorandums	4 Memorandums	1 Memorandum	-3 Memorandum	Under-achievement attributed to the review of the POA not finalised in the year under review.

Linking performance with budgets

Special Programmes moved from Programme 3 to Programme 2 but the uniform budget structure implemented by National Treasury unfortunate prohibited the move of the budget allocation of this sub-programme, hence the budget will be reported under Programme 3

Sub-programme name	2019/2020			2018/2019		
	Final Appropriation	Actual Appropriation	(Over)Under Expenditure	Final Appropriation	Actual Appropriation	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Strategic Human Resource	61,551	60,098	1,453	59,890	52,794	7,096
ICT	20,712	17,398	3,314	14,283	14,283	-
Legal Services	9,376	8,524	852	8,477	8,477	-
Communications	4,281	3,773	508	3,724	3,724	-
Programme Support	4,431	3,527	904	3,399	3,399	-
Programme 2	100,351	93,320	7,031	89,773	82,677	7,096

4.3 PROGRAMME 3: POLICY AND GOVERNANCE

Purpose

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

It is made up of the following sub-programmes:

Sub-programme 3.1: Provincial Performance Monitoring and Evaluation

Sub-programme 3.1.1: Provincial Service Delivery Programmes Monitoring and Evaluation

Sub-programme 3.2.2: Provincial Performance Information Monitoring and Evaluation

Sub-programme 3.2: Provincial Policy Management

Sub-programme 3.2.1: Policy Coordination, Research and Development

Sub-programme 3.2.2: Development Planning

Sub-programme 3.3: Programme Support

Sub-Programme 3.1: Provincial Performance Monitoring and Evaluation

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

Sub-Programme 3.2: Provincial Policy Management

Sub-Programme 3.2.1: Policy Coordination, Research and Development

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

Sub-Programme 3.2.2: Development Planning

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

STRATEGIC OBJECTIVES, PERFORMANCE INDICATORS, PLANNED TARGETS AND ACTUAL ACHIEVEMENTS

Programme 3: Policy and Governance experienced huge capacity challenges, which made it difficult for the two Chief Directorates to fully realise their intention to achieve all targets during the year under review. The programme had sixteen performance indicators, with only nine achieved. Six indicators were partially achieved and one not achieved.

The other contributing factor that interfered in the achievements of the targets was the COVID-19 pandemic.

The details of the progress made against the strategic objectives, performance indicators and targets are provided in the tables below:

STRATEGIC OBJECTIVES

Strategic Objective: Facilitate the Implementation of the government Programme of Action aligned to the NDP Vision 2030 and the MTSF 2014-19.					
Strategic Objective Performance Indicator	Actual Achievement 2018/19	Planned target 2019/20	Actual Achievement 2019/20	Deviation from the planned target to Actual Achievement for 2019/20	Comment on deviation
Reviewed Provincial Growth and Development Plan (PGDP) (Rephrased)	Approved PGDP	Development of Provincial Growth and Development Plan (PGDP)	Not approved	Final Draft Reviewed PGDP aligned to Provincial Vision of a Modern, Growing and Successful Province	Presented at Extended Executive Council Lekgotla and recommendations were adopted.
Reviewed Provincial Spatial Development Framework (PSDF) (Rephrased)	Approved PGDP	Implementation of PSDF	Not approved	SPLUMA advisory memorandum pertaining to implementation was tabled at Technical G&A Cluster	Implementation progress not approved by Executive Council due to COVID-19 pandemic. The Political G&A cluster did not convene to to approve the progress report.
Co-ordinate the development of the Provincial Programme of Action for the period 2014-2019 (Rephrased)	Not finalised	Approved Annual reviewed POA	Not achieved		POA 2019/20 not finalised due to the late release by DPME of the approved MTSF. Approved MTSF released in February 2020.
Co-ordinate the development of a Provincial Monitoring and Evaluation Framework for the period 2014-2019 (Rephrased)	Not finalised	Approved Monitoring and Evaluation Framework	Not achieved	None	The M&E Framework was not concluded as it is depended on the finalisation of the PGDP which is pending approval
Co-ordinate the development of a Provincial Evaluation Plan for the period 2017 – 2020 (Rephrased)	Approved Provincial Evaluation Plan	Reviewed Provincial Evaluation Plan	Not achieved		Provincial Evaluation Plan not reviewed as DPME embarked on a review of the NEPF and related guidelines during 2019 with approval released in last week of March 2020

PERFORMANCE INDICATORS

Sub-programme 3.1: Provincial Performance Monitoring and Evaluation

Sub-programme 3.1.1: Provincial Service Delivery Programmes Monitoring and Evaluation

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.1.1.1 Number of consolidated quarterly reports on the co-ordination of Provincial Monitoring and Evaluation	New Indicator	4 Reports	4 Consolidated Reports	4 Consolidated Reports	3 Consolidated Reports	-1 Consolidated Report	The 1 st M&E Forum and the PETWG meeting did not convene due to competing priorities as well as monitoring frameworks for the MTSF not being released timeously by DPME.
3.1.1.2 Number of consolidated quarterly reports on the implementation of Frontline Service Delivery Monitoring Programme	New Indicator	4 Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	None	None
3.1.1.3 Number of consolidated bi-annual reports on the implementation of the Citizen Based Monitoring in the Province	4 Reports	4 Reports	2 Consolidated Reports	2 Consolidated Reports	2 Consolidated Reports	None	None
3.1.1.4 Number of consolidated reports on interventions across departments towards performance improvement of the Management Performance Assessment Tool (MPAT)	4 Reports	4 Reports	2 Consolidated Reports	1 Consolidated Reports	1 Consolidated Report	None	None
3.1.1.5 Number of consolidated quarterly reports on the monitoring of the War on Poverty Programme	4 Reports	4 Reports	4 Consolidated Reports	4 Consolidated Reports	3 Consolidated Reports	- 1 Consolidated report	Monitoring of WOP ceased at the end of the 2 nd quarter as per the EXCO resolution on the implementation of the WOP evaluation

Sub-programme 3.1.2: Provincial Performance Information Monitoring and Evaluation

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.1.2.1 Number of consolidated quarterly assessment reports on Provincial Performance Information	New Indicator	4 Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	None	None
3.1.2.2 Number of consolidated assessment reports on the Draft Annual Performance Plans of Provincial Departments	New Indicator	2 Reports	2 Consolidated Reports	1 Consolidated Reports	1 Consolidated Reports	None	None
3.1.2.3 Number of consolidated quarterly performance assessment reports on the Implementation of the Provincial Programme of Action	New Indicator	4 Reports	4 Consolidated Reports	4 Consolidated Reports	1 Consolidated Reports	-3 Consolidated Reports	POA 2019/20 not finalised due to the late release by DPME of the approved MTS. The POA not being finalised for 2019/20 to enable quarterly monitoring. However, a report on the progress of the SOPA commitments was compiled for the period ending 31 December 2019

Sub-programme 3.2.1: Policy Coordination, Research and Development

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.2.1.1 Number of Socio – Economic Impact Assessment workshop coordinated	New Indicator	New Indicator	1 SEIA Workshop	1 SEIA Workshop	1 SEIA Workshop	None	None

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.2.1.2 Number of Policy and Research Forums convened	New Indicator	New Indicator	4 Forums	4 Forums	3 Forums	-1 Forum	The Joint Provincial Policy and Research Forum for end of March 2020 could not take place due to the rapid escalating health concerns relating to COVID-19 pandemic. Two focus group sessions were held instead
3.2.1.3 No of departments with approved service delivery charter within the Provincial Administration	1	4 Departments	4 Departments	4 Departments	4 Departments	None	None
3.2.1.4 Number of Batho Pele forums convened	New Indicator	4 Forums	4 Forums	4 Forums	2 Forums	-1 Forum	The under-achievement of the target was a result of lack of capacity within the unit, as well as the rapid escalating health concerns relating to COVID-19.
3.2.1.5 Number of reports on the Service Delivery Improvement Plans (SDIP) across provincial departments	0	4 Reports	4 Reports	4 Reports	4 Reports	None	None

Sub-programme 3.2.2: Development Planning

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.2.2.1 Number of advisory memorandums submitted to Executive Council on the progress of the PGDP	4 Memorandums	6 Memorandums	6 Memorandums	4 Memorandums	0 Memorandum	-4 Memorandum	All planned memorandums were tabled at the Technical Clusters but were not recommended for tabling at EXCO.
3.2.2.2 Number of research assignments completed by 31 March 2020	New Indicator	2 Research Assignments completed	2 Research Assignments completed	2 Research Assignments completed	2 Research Assignments completed	None	None

Sub-programme 3.3: Programme Support

Performance Indicator	Actual Achievement 2016/2017	Actual Achievement 2017/2018	Actual Achievement 2018/2019	Planned Target 2019/2020	Actual Achievement 2019/2020	Deviation from planned target to Actual Achievement for 2019/2020	Comment on deviations
3.3.1 Number of reports on programme support engagements	4 Reports	4 Reports	4 Reports	4 Reports	3 Reports	-1 Report	Change in management affected the reporting during the last quarter of the year under review.

Linking performance with budgets

Intergovernmental Relations and Special Programmes moved from Programme 3 to Programme 1 and Programme 2 respectively. However the uniform budget structure implemented by National Treasury unfortunate prohibited the move of the budget allocation of this sub-programme, hence the budget will be reported under Programme 3.

Sub-programme name	2019/2020			2018/2019		
	Final Appropriation	Actual Appropriation	(Over)Under Expenditure	Final Appropriation	Actual Appropriation	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Special Programmes	20,374	19,821	553	17,922	17,922	-
Intergovernmental Relations	4,443	4,373	70	4,070	4,070	-
Provincial Policy Management	21,280	18,030	3,250	22,356	20,885	1,471
Programme Support	6,950	2,375	4,575	2,749	2,749	-
Programme 3	53,047	44,599	8,448	47,097	45,626	1,471

4.4 STRATEGY TO OVERCOME AREAS OF UNDERPERFORMANCE

The Departmental Review Committee on Performance Information provided assurance on the quality, integrity and reliability of the departmental performance information at strategy formulation and strategy implementation levels.

Furthermore, Unit Heads were afforded an opportunity to present challenges and solutions to address same and it was noted that the underperformance was adequately addressed before final validation and approval by the Accounting Officer.

4.4.1 Changes to planned targets

There were no to the planned targets for the changes period under review.

5. TRANSFER PAYMENTS

5.1 Transfer payments to public entities

Name of Public Entity	Services rendered by the public entity	Amount transferred to the public entity	Amount spent by the public entity	Achievement of the public entity
South African Broadcasting Corporation	Television License	R2 385	R2 385	Viewing Services

5.2 Transfer payments all organisations other than public entities

The table below reflects the transfer payments made for the period 1 April 2019 to 31 March 2020

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with section 38 (1) (j) of 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 student	Yes	18,837	18,837	-
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantage women to empower them to become economically active	Yes	7,217	7,217	-

6. CONDITIONAL GRANTS

6.1 Conditional grants and earmarked funds paid

The Office of the Premier did not pay any conditional grants and earmarked funds for the 2019/20 financial year.

6.2 Conditional grants and earmarked funds received

The Office of the Premier did not receive any conditional grants and earmarked funds for the 2019/20 financial year.

7. DONOR FUNDS

7.1 Donor Funds Received

The Office of the Premier did not receive any donor funds for the 2019/20 financial year.

8. CAPITAL INVESTMENT

Capital investment, maintenance and asset management plan

Refer to Note 4.5 (Property payments) under Notes to financial statements for maintenance appropriated and expended during the financial year. The user asset management plan was compiled and approved for 2019/20 financial year.

Infrastructure projects	2019/20			2018/19		
	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	113	113	-	267	267	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total	113	113		267	267	-



Governance

PART **C**
GOVERNANCE

1. INTRODUCTION

The Office of the Premier is committed to maintain the highest standard of governance.

This includes the prudent management of public finances and resources, as it would give the necessary assurance that the Office of the Premier has good structures in place to effectively, efficiently and economically utilize state resources, which is funded by the taxpayer. These structures are: Top Management; Senior Management Team; Risk Management Committee; Independent Audit Committee; Independent Internal Audit and supplier chain structures, such as Departmental Bid Committees.

2. RISK MANAGEMENT

The Office of the Premier has complied with Public Finance Management Act (PFMA) section (38)(1)(a)(i), Treasury Regulation 3.2.1 and Public Sector Risk Management Framework(PSRMF) by effectively implementing Risk Management. The department has an established Risk Management Committee and utilises the Shared Service Audit Committee based at the Northern Cape Provincial Treasury. The Audit Committee is an independent body and both the responsibilities of these committees are formally defined in their respective charters.

The Risk Management Committee consists of Senior Management, Northern Cape Provincial Treasury Risk Management Support and the Northern Cape Provincial Treasury Internal Audit. During the reporting cycle, this Committee advised management on the overall systems of risk management, which ensured that risk management was embedded within the systems and controls of the department. The committee further ensured that the departmental risks were mitigated to an acceptable level.

The Audit Committee executed their oversight role in terms of the department's control, governance and risk management effectiveness.

The Risk Management Policy and the Strategy of the Office of the Premier are reviewed annually. The department has performed annual risk assessment on departmental strategic and operational risks and the mitigation plans were developed for t strategic and operational risks that were identified. The progress on mitigation plans were monitored on a quarterly basis to ensure that high residual risks are properly mitigated and reduced from high residual level to an acceptable level.

3. FRAUD AND CORRUPTION

Corruption represents a significant potential risk to the department's assets and reputation. The Office of the Premier is committed to protect state funds, resources and assets from any kind of corruption and as such will not tolerate corrupt or fraudulent activities emanating from either internal or external sources. Any detected corruption activities will be investigated and, where so required, reported to the law enforcement authorities.

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

The Office of the Premier, in collaboration with the Northern Cape Provincial Treasury and Department of Cooperative Governance, Human Settlements and Traditional Affairs, facilitated a “*Local Government Fraud Prevention*” workshop. The target group was municipal officials related to internal audit, risk management and fraud prevention functions.

Further to this, an Anti-Corruption Awareness Road show was held throughout the province due to the high incidence of fraud and corruption investigated by the HAWKS both in the public service and in municipalities.

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

We are however pleased to report that no incidents of fraud or corruption were detected during the year under review.

4. MINIMISING CONFLICT OF INTEREST

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

Annually all SMS, MMS and OSD members, as well as all Supply Chain Management officials disclose their financial interest. In terms of SMS members, verified declarations were submitted to Public Service Commission via the eDisclosure System, which is administered by DPSA. The Ethics Officer verified the financial disclosures of MMS, OSD members and Supply Chain Management officials and has not reported any discrepancies. In the event that any discrepancies are identified, such will be investigated and the findings thereof will determine the actions to be taken by the Accounting Officer.

5. CODE OF CONDUCT

The Public Service Regulation, 2016 that came into effect on 1 August 2016 introduced a new Code of Conduct for the Public Service. The Code of Conduct compels the department to promote and maintain the highest level of professionalism and ethical behaviour in the workplace. It further contributes to the department’s objective to eradicate corruption and promote and maintain good governance.

The fundamental ethical principles impose an obligation on employees to comply with the relevant laws and regulations and to also circumvent any action that may discredit the department. The department performs ongoing awareness on the Code of Conduct to the employees to minimize the breach of the Code of Conduct. Where there is a breach of the Code of Conduct, the department actions the necessary internal disciplinary processes to address such unethical behaviour.

6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Employee Health and Wellness (EH&W) Integrated Reporting Tool is in use since the 2018/19 reporting cycle for annual data collection, assessing, analysing and reporting of performance on issues of Health, Safety and Environment in the workplace.

An additional data collection instrument, the Systems Monitoring Tool (SMT) complements the Annual Integrated EHW Reporting tool. It analyses policy and programme implementation performance of Health, Safety and Environment in the workplace.

Management in the OTP leads the coordination and monitoring of implementation of the key results areas in the various departments. We complied with our obligations to meet the standards of reporting on programme implementation and performance. Both these tools are providing systematic information to monitor implementation of the Employee Health and Wellness Framework.

In seeking to improve health outcomes that seek to promote a healthy and productive workforce, a number of Employee Health & Wellness (EH&W) programmes were implemented within the Office of the Premier. These included, amongst others, Yoga sessions in the OTP and a larger group at the provincial recreation day which included provincial departments during the third quarter.

Quarterly Wellness Management; Health and Productivity Management; and HIV/AIDS, TB and STI Management interventions and screening campaigns focused on the importance of knowing one's health status through periodic screening, including areas of screening for mental health, diabetes, blood pressure, cholesterol, BMI, and obesity HIV pre and post test counselling and screening; and TB & STI screening with appropriate referrals if needed. Psychosocial support and treatment are also provided to employees. This includes therapeutic interventions in the case of family bereavement, trauma, domestic violence, illness and/or other reasons for seeking assistance. Support is provided to managers and supervisors that seek advice and guidance on how to deal with employees that deal with any of the above-mentioned challenges. These interventions are often times complex and at times appropriate referrals are done to external health professionals to enhance the treatment.

Management has adopted policies and implemented measures that are environmentally friendly and protect the wellbeing of employees and people seeking services from the department. Health and Safety committees were appointed and continuous risk audits were conducted and reported on. Where necessary, mitigation measures were put in place. Reports were compiled for a number of users who included the DPSA, department of labour and other users of the information.

7. PORTFOLIO COMMITTEE

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

Date	Details	Response by the department
30 July 2019	The department presented the 2019/20 Annual Performance Plan to the Committee	The Department responded to the Committee’s questions and provided written responses to the Committee on the 7 Augusts 2019.
27 September 2019	The Committee requested the Audit Action Plan for 2018/2019	The Department submitted progress reports on the Audit Action Plan for the 2018/2019 Annual report to the Committee on the 7 October 2019.
11 March 2020	The department presented the 2018/19 Annual Report to the Committee	The Department responded to the Committee’s questions.

8. SCOPA RESOLUTION

Resolution date /no	Subject	Details	Response by the department	Resolved (yes/no)
18/09/ 2019	Annual Performance Report and Budget 2019/20	<ol style="list-style-type: none"> 1) The Committee provided the department with it’s recommendations aligned to their observations, and 2) The Committee requested the department to submit a number of reports: <ul style="list-style-type: none"> ✓ VPN; IT Shared Service Centres and a Provincial Refresh Disaster Recovery Plan; Individual Continuity Plan ✓ Readiness of 4IR and action plan ✓ Progress report on the implementation of the PGDP and PSDF strategies and the breakdown of the total value and timeframes of the contract with MASWANA Joint Venture for the development of the strategies ✓ Progress report on the Northern Cape Renewable Energy Conference ✓ Plan of “War on Poverty” ✓ Reports on Mme Re ka thusa Trust ✓ Progress report on Special Programme ✓ Progress report on the Boegoebaai Development Port Project ✓ Progress report on Asbestos remediation action plan in the province ✓ Report on the implementation of the provincial HIV Strategy ✓ Measurable status report on the War on Water Leaks Programme ✓ Comprehensive progress report on the Special Economic Zone model 	<p>On the 7 October 2019 the department:</p> <ol style="list-style-type: none"> 1) Submitted details reports on the recommendation. To the Committee 2) Submitted details reports with evidence to the Committed 	Yes

Resolution date /no	Subject	Details	Response by the department	Resolved (yes/no)
13 March 2020	Annual Report 2018/19	<p>Recommendations were made by the Committee:</p> <ul style="list-style-type: none"> ✓ The Office of the Premier as the apex department must strengthen inter-governmental relations to foster integrated and improved provincial service delivery and accountability ✓ Intensify the implementation of the new provincial government vision to improve service delivery in the Northern Cape 	Responses on the recommendations were submitted to the Committee on 20 March 2020.	Yes

9. PRIOR MODIFICATION TO AUDIT REPORTS

Based on the clean audit the Office of the Premier received in the 2018/19 cycle, the department developed an audit action plan to respond to significant audit issues in the management letter. The audit action plan was utilised as a tool to monitor the implementation of the improved control measures. Further to this, the Internal Audit team performed follow-up internal procedures on the crafted audit action plans and provided feedback to those charged with governance of the organisation.

10. INTERNAL CONTROL UNIT

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

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Key activities and objectives of the internal audit:

The Executive Council of the Northern Cape Provincial Government has established an Internal Audit Unit (IAU) 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 IAU - Health Cluster. The IAU is an independent, objective assurance and consulting activity designed to add value and improve the client’s operations.

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

- Annual Financial Statements review
- Risk Management
- Adequacy Rectification Plan
- Performance Information

- Fraud & Ethics Management
- Follow up Rectification
- Employee Health & Wellness
- Transfer Payments

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

Key activities and objectives of the audit committee:

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

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

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

12. AUDIT COMMITTEE REPORT

1. Legislative prescripts

The Audit Committee herewith presents its report for the financial year ended 31 March 2019, as required by section 77 of the Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended by Act No. 29 of 1999) (PFMA) read with Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, which is reviewed annually, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

2. Audit committee members and attendance

The Audit Committee was established in accordance with sections 38(1)(a)(ii) and 77 of the PFMA. The Audit Committee charter requires that the Audit Committee comprises a minimum of three members and a maximum of five members, the majority of whom should be from outside the public service. The Audit Committee comprises five members. In terms of section 77(b) of the PFMA, the Audit Committee must meet at least twice a year. During the financial year ended 31 March 2019, the Audit Committee met on five occasions.

The Audit Committee members and their attendance are:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Charles Motau	B Com (Accounting and Economics), Higher Diploma in Computer Auditing, Master's Degree in Business Leadership and Master's Degree in Information Technology	External	n/a	2 Dec 2014 Renewed: 29 Nov 2017	n/a	5
R Mnisi	LLB, Post Graduate Certificate in Compliance Management	External	n/a	29 Nov 2017	n/a	4
S Calitz	Registered Government Auditor (RGA), Advance Diploma in Forensic, National Diploma in Government Finance	External	n/a	01 April 2019	n/a	5
L Wyngaard	Masters in Social Science	Internal	Executive Manager	29 November 2017	n/a	5
O Gaoraelwe	Bachelor of law, Conflict Management, Project Management, Certificate in Environmental Law	Internal	Acting Chief Director	01 April 2019	n/a	4

The members of the Audit Committee held meetings with the accounting officer, senior management of the department, internal audit function and the external auditors, collectively and individually, on matters related to governance, internal control and risk management in the department, throughout the reporting period.

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

3. Audit Committee's responsibility

The Audit Committee has complied with its responsibilities arising from section 38(1)(a)(ii) of the PFMA read with treasury regulation 3.1.10, and reports that it operated in terms of the Audit Committee charter.

4. Effectiveness of internal control

The Audit Committee acknowledges management's efforts to maintain internal controls in the department. The Audit Committee is satisfied that the matters reported by the external auditors and the internal audit function in prior years have been fully and satisfactorily addressed. Management has provided assurance that effective corrective action will be implemented in respect of all internal control weaknesses, and the Audit Committee will monitor these going forward.

Due to the strategic importance and investment in the modernisation of Information and Communication Technology (ICT) in the department, the Audit Committee has monitored the risks and progress reports on the respective action plans during the year under review. The Audit Committee remains concerned that not all ICT risks are being addressed or mitigated. The Audit Committee is also monitoring progress on the ICT Shared Services Model.

5. The quality of monthly and quarterly reports submitted in terms of the PFMA and DORA

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

The Audit Committee has recommended that the department prepare interim financial statements that comply with the financial reporting framework Modified Cash Standard, which could assist in performing reconciliations timely as well as in eliminating year-end adjustments.

The Audit Committee has reviewed the department annual financial statements, report on performance information and their timely submission to the external auditors by 31 July 2020.

6. Internal audit function

The accounting officer is obliged, in terms of the PFMA, to ensure that the department has a system of internal audit under the control and direction of the Audit Committee. The Audit Committee is satisfied that the internal audit function has properly discharged its functions and responsibilities during the year under review.

The committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the department. The Audit Committee is satisfied that the internal audit function maintains an effective internal quality assurance programme that covers all aspects of the internal audit activity. The internal assessment indicates that the term "Conforms with the International Standards for the Professional Practice of Internal Auditing" may be used by the function.

The Audit Committee notes with satisfaction the independence and objectivity of Internal Audit function. The Audit Committee further notes the vacancies in Internal Audit and is satisfied that the matter is being addressed.

7. Risk management function

The Audit Committee is responsible for the oversight of the risk management function. The risk management committee reports to the Audit Committee on the department's management of risk. The committee has reviewed the risk register and the reports from the risk committee and is generally satisfied with the maturity of the risk management process.

8. Evaluation of finance function

On the whole, the Audit Committee is satisfied with the department's finance function during the year under review.

9. Performance management

The Audit Committee has performed oversight over the performance management of the department. The Audit Committee has performed a limited review of the annual performance report and was satisfied that the report has been prepared in terms of the PFMA, the Treasury Regulations and any other related regulatory requirements for reporting performance.

10. Evaluation of the annual financial statements

The Audit Committee has performed a limited review of the annual financial statements. The Audit Committee was satisfied that the annual financial statements have been prepared in terms of the modified cash standards and the PFMA.

11. External auditor's report

The Audit Committee concurs with and accepts the conclusion and audit opinion of the external auditors on the annual financial statements. The committee is of the view that the audited financial statements be accepted and read together with the report of the external auditors.

The external audit function, performed by the AGSA auditors, is independent of the entity. The Audit Committee has met with the external auditors to ensure that there are no unresolved issues, and acknowledges the diligence and cooperation of the external audit team.

On behalf of the Audit Committee:



Mr C Motau
Audit Committee Chair Office of the Premier
31 July 2020



PART **D**
**HUMAN RESOURCE
MANAGEMENT**

1. INTRODUCTION

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

2. OVERVIEW OF HUMAN RESOURCES

The Human Resource Management Chief Directorate is positioned at a strategic level, which does not only focus its attention on transactional human resource functions but also on key strategic issues linked to achievement of the strategic goals of the organisation. This is realised through the development and implementation of a comprehensive human resource plan that is linked to the strategic plan and the financial resources of the department.

The vacancy rate of the department stood at eight percent (8%) and the end of the reporting cycle, with a turnover rate of six employees, which translates to two percent (2%) of the total establishment. The department appointed and placed nineteen (19) unemployed youth to gain workplace experience, through internships, work-integrated learning, and five (5) employees were registered for membership of professional bodies.

The Departmental Employment Equity Committee were established and the Department Employment Equity Plan 2019-2024 was approved during this reporting cycle.

The department's approved MTEF HR Plan 2018-2021 outlines five strategic objectives. The building of management and leadership capability was prioritized to enhance the skills and professional ethos that underpin a developmental oriented public service. In terms of the Work Place Skills Plan, eighteen (18) senior managers were trained in change management, organisational design, compulsory induction programme, human resource planning, head of department evaluation and protection of personal information.

Five human resource policies were approved during the 2019/2020 reporting cycle, namely: Training and Developed Policy; Provincial Overtime Policy; Termination of Service Policy; Provincial Recruitment Policy and Leave Policy. The latter two were reviewed policies.

In terms of Employee Performance Management, all staff members are required to sign performance agreement annually and submit bi-annual and annual performance assessments. A 100% compliance rate was recorded during the year under review.

Priority was placed on creating an enabling healthy workforce, for increased productivity and enhanced service delivery in the Public Service. The department has conducted health and wellness awareness programmes that are linked to the 4 key pillars or strategic programmes that facilitate strategies, mechanisms and interventions for the implementation of HIV&AIDS; STIs and TB Management; Health and Productivity Management; Safety Health Environment Risk and Quality Management; and Wellness Management in the workplace.

As part of its transversal mandate, the Office also embarked on the process of the Provincial Macro-Organisation of Government, as the co-ordinating department. HR played a significant role in assessing the HR status in the Department of Agriculture, Land Reform and Rural Development, and the Department of Environment and Nature Conservation, respectively, and guided the functional creation of a newly amalgamated department.

In terms of challenges, it should be noted that the filling of posts and related timelines to address the vacancy rate were hampered by the non-implementation of the approved organisational structure, the drastic budget cuts and the moratorium on the filling of vacancies. In some instances, management mitigated the capacity challenges through allocating additional functions to staff at management level and by the appointment of acting personnel.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

The department provides the following key information on its human resources.

3.1. Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and salary bands.

In particular, it provides an indication of the following:

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

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2019 and 31 March 2020

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	122 356	62 463	0	0	51%	235
Institutional Development	93 320	60 072	725	0	64%	242
Policy and Governance	44 599	33 347	0	0	75%	134
Total	260 275	155 882	725	0	60%	611

Table 3.1.2 Personnel costs by salary band for the period 1 April 2019 and 31 March 2020

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (level 3-5)	14 926	10%	55	271
Highly skilled production (levels 6-8)	24 826	16%	58	428
Highly skilled supervision (levels 9-12)	64 806	42%	80	810
Senior and Top management (levels 13-16)	38 131	24%	29	1 315
Abnormal Appointments	13 193	8%	30	440
Total	155 882	-	252	-

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2019 and 31 March 2020

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	41 435	66%	939	1%	1 464	2%	2 407	6%
Institutional Development	43 396	71%	1	0%	1 281	2%	2 211	5%
Policy and Governance	23 579	71%	64	0%	459	1%	1 152	5%
Total	107 410	69%	1004	1%	3 204	2%	5 770	5%

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2019 and 31 March 2020

Salary band	Salaries		Overtime		Home Owners Allowance (HOA)		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 3-5)	10 374	70%	97	0%	873	6%	1 700	11%
Highly skilled production (levels 6-8)	19 077	77%	383	1%	964	4%	1 829	7%
Highly skilled supervision (levels 9-12)	50 569	78%	524	1%	1 010	2%	1 786	3%
Senior management (level 13-16)	27 296	72%	0	0%	357	1%	390	1%
Abnormal Appointments	94	1%	0	0%	0	0%	40	0%
Total	107 410	69%	1004	1%	3 204	2%	5 770	4%

3.2. Employment and Vacancies

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

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

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations

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

Table 3.2.1 Employment and vacancies by programme as on 31 March 2020

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	115	100	13%	0
Institutional Development	97	85	12%	0
Policy and Governance	59	53	10%	0
Total	271	238	12%	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2020

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Skilled(3-5)	68	56	18%	0
Highly skilled production (6-8)	62	59	5%	0
Highly skilled supervision (9-12)	106	88	17%	0
Senior management (13-16)	35	35	0%	0
Total	271	238	12%	0

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2020

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative Related	91	80	12%	0
Client Information	2	1	50%	0
Communication & Related	4	3	25%	0
Executive Authority	1	1	0%	0
Engineering and Related	2	0	100%	0
Finance & Economic	11	10	9%	0
Financial Clerks	12	12	0%	0
Food Services	9	8	11%	0
General Assistants	4	3	25%	0
Human Resource & Other	39	31	21%	0
Human Resource Clerks	4	4	0%	0
Information Tech.	7	7	0%	0
Legal Admin & Related Professional	4	4	0%	0
Library mail & Related	21	21	0%	0
Psychologist	1	1	0%	0
Risk Management	2	2	0%	0
Secretaries	17	15	12%	0
Security Officers	8	5	4%	0
Senior Managers	27	25	7%	0
Top Management	5	5	0%	0
Total	271	238	12%	0

3.3. Filling of SMS Posts

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

Table 3.3.1 SMS post information as on 31 March 2020

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	1	1	100%	0	0%
Salary Level 15	5	5	100%	0	0%
Salary Level 14	7	6	86%	1	14%
Salary Level 13	19	18	95%	1	5%
Total	33	31	94%	2	6%

Table 3.3.2 SMS post information as on 30 September 2019

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	2	2	100%	0	0%
Salary Level 15	4	4	100%	0	0%
Salary Level 14	7	6	86%	1	14%
Salary Level 13	19	18	95%	1	5%
Total	33	31	94%	2	6%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2019 and 31 March 2020

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

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2019 and 31 March 2020

Reason for vacancies not advertised within six months
The delay can be attributed to the processes involved in the implementation of the approved organisational structure.
Reason for vacancies not advertised within twelve months
The delay can be attributed to the processes involved in the implementation of the approved 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 2019 and 31 March 2020

Reason for vacancies not advertised within six months
The delay can be attributed to the processes involved in the implementation of the approved organisational structure
Reason for vacancies not filled within six months
The delay can be attributed to the processes involved in the implementation of the approved organisational structure

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 2019 and 31 March 2020

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Skilled (Levels 3-5)	68	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	62	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	106	0	0	0	0	0	0
Senior Management Service Band A	21	0	0	0	0	0	0
Senior Management Service Band B	7	0	0	0	0	0	0
Senior Management Service Band C	5	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
Total	271	0	0	0	0	0	0

The following table provides a summary of the number of employees whose positions were upgraded due to their posts 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 2019 and 31 March 2020

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with a disability					None

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 2019 and 31 March 2020

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

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 2019 and 31 March 2020

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.

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2019 and 31 March 2020

Salary band	Number of employees at beginning of period- 1 April 2019	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Skilled (Levels3-5)	62	0	1	2%
Highly skilled production (Levels 6-8)	57	0	3	5%
Highly skilled supervision (Levels 9-12)	91	3	2	2%
Senior Management Service Bands A	18	0	0	0

Salary band	Number of employees at beginning of period- 1 April 2019	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior Management Service Bands B	6	0	0	0
Senior Management Service Bands C	5	0	0	0
Senior Management Service Bands D	2	2	0	0
Contracts	11	0	0	0
Total	252	5	6	2%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2019 and 31 March 2020

Critical occupation	Number of employees at beginning of period-April 2019	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative Related	86	3	3	3%
Client Information	1	0	0	0
Communication & Related	4	0	0	0
Executive Authority	1	0	0	0
Finance & Economics	10	0	0	0
Financial Clerks	12	0	0	0
Food Services	9	0	0	0
General Assistants	4	0	0	0
Human Resource & Other	35	0	1	3%
Human Resource Clerks	4	0	0	0
Information Technology	7	0	0	0
Legal Admin & Related Prof.	4	0	0	0
Library & Related	21	0	1	5%
Psychologist	1	0	0	0
Risk Management	2	0	0	0
Secretaries	15	0	1	7%
Security Officers	7	0	0	0
Senior Managers	24	0	0	0
Top Management	5	2	0	0
TOTAL	252	5	6	2%

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 2019 and 31 March 2020

Termination Type	Number	% of Total Resignations
Resignation	3	50%
Contract Expiry	3	50%
Total	6	100%
Total number of employees who left as a % of total employment	6 of 248	2%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2019 and 31 March 2020

Occupation	Employees 1 April 2019	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	86	2	2%	71	83%
Client Information	1	0	0	1	100%
Communication & Related	4	0	0	1	25%
Executive Authority	1	0	0	0	0%
Finance & Economics	10	0	0	4	40%
Financial Clerks	12	0	0	11	92%
Food Services	9	0	0	7	78%
General Assistants	4	0	0	4	100%
Human Resource & Other	35	0	0	20	57%
Human Resource Clerks	4	0	0	4	100%
Information Technology	7	0	0	7	100%
Legal Admin & Related Prof.	4	0	0	1	25%
Library & Related	21	0	0	12	57%
Psychologist	1	0	0	0	0%
Risk Management	2	0	0	0	0%
Secretaries	15	0	0	10	67%
Security Officers	7	0	0	4	57%
Senior managers	24	0	0	21	88%
Top Management	5	0	0	0	0%
TOTAL	252	0	0	178	71%

Table 3.5.5 Promotions by salary band for the period 1 April 2019 and 31 March 2020

Salary Band	Employees at 1 April 2019	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Skilled (Levels 3-5)	65	2	3%	0	0
Highly skilled production (Levels 6-8)	59	3	5%	0	0
Highly skilled supervision (Levels 9-12)	96	1	1%	0	0
Senior Management (Level 13-16)	32	0	0%	0	0
Total	252	6	2%	0	0

3.6. Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2020

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	9	3	2	0	5	7	1	4	31
Professionals	1	2	0	0	0	1	0	0	4
Technicians and associate professionals	43	18	0	1	45	18	0	4	129
Clerks	9	9	0	0	30	10	1	3	62
Elementary occupations	11	0	0	0	9	2	0	0	22
Total	73	32	2	1	89	38	2	11	248
Employees with disabilities	1	2	0	0	0	0	0	0	3

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2020

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	3	0	0	0	1	3	0	0	7
Senior Management	6	3	2	0	0	0	1	4	24
Professionally qualified and experienced specialists and mid-management	17	7	0	0	0	4	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	31	14	0	0	42	18	0	3	108
Semi-skilled and discretionary decision making	9	8	0	0	28	6	1	2	54
Unskilled and defined decision making	7	0	0	0	8	3	0	0	18
Total	73	32	2	1	89	38	2	11	248

Table 3.6.3 Recruitment for the period 1 April 2019 to 31 March 2020

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management	1	0	0	0	1	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	1	0	0	0	1
Top Management	2	0	0	0	0	0	0	0	2
Total	3	0	0	0	2	0	0	0	5
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2019 to 31 March 2020

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	4	1	0	0	0	0	0	0	5
Total	4	2	0	0	0	0	0	0	6
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2019 to 31 March 2020

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management	1	0	0	0	1	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	0	2	0	0	3
Unskilled and defined decision making	0	1	0	0	0	0	0	0	1
Total	2	1	0	0	1	2	0	0	6
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.6 Disciplinary action for the period 1 April 2019 to 31 March 2020

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

Table 3.6.7 Skills development for the period 1 April 2019 to 31 March 2020

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	1	1	0	0	1	3	0	4	10
Professionals	1	2	0	0	1	0	0	0	4
Technicians and associate professionals	11	5	0	0	16	14	0	1	47
Clerks	6	3	0	0	20	3	0	1	33
Service and sales workers	0	0	0	0	2	1	0	0	3
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Labourers and related workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Interns	5	2	0	0	13	4	0	0	24
Total	24	13	0	0	53	25	0	6	121
Employees with disabilities	0	0	0	0	0	0	0	0	0

3.7. Signing of Performance Agreements by SMS Members

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

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2019

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	3	3	3	100%
Salary Level 14	5	5	5	100%
Salary Level 13	17	17	17	100%
Total	27	27	27	100%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2020

Reasons
All Members has signed by due date

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2020

Reasons
All Members has signed by due date

3.8. Performance Rewards

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

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2019 to 31 March 2020

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African, Male	18	66	27%	448	25
African, Female	16	88	19%	278	17
Asian, Male	0	1	0%	-	-
Asian, Female	1	2	50%	48	48
Coloured, Male	7	27	26%	186	27
Coloured, Female	11	32	34%	436	40
White, Male	0	2	0%	-	-
White, Female	5	11	45%	144	29
Total	58	226	26%	1 540	0

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2019 to 31 March 2020

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Skilled (level 3-5)	15	59	25%	131	9	0.1%
Highly skilled production (level 6-8)	13	55	24%	197	14	0.1%
Highly skilled supervision (level 9-12)	23	87	26%	775	34	0.5%
Total	51	201	25%	1 103	21	0.01%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2019 to 31 March 2020

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	15	69	22%	375	25
Client Information Clerks	0	1	0%	0	0
/Switchboard/ Reception	0	1	0%	0	0
Communication and Related	1	3	33%	16	16
Executive Authority	0	1	0%	0	0
Finance and Economics	5	11	45%	170	34
Financial Clerks and Credit	3	13	23%	41	14
Food Service Aid	4	9	44%	27	7
General Assistant	4	4	100%	41	10
HR and OD	5	31	16%	106	21
Human Resources Clerks	1	4	25%	9	9
IT and Related	3	8	38%	71	24
Legal Admin and Related	1	5	20%	102	102
Library Mail and Related	1	17	6%	10	10
Psychologists and Related	0	1	0%	0	0
Risk Management and Security	1	2	50%	44	44
Secretaries & Other	6	15	40%	64	11
Security Officers	1	5	20%	17	17
Senior Managers	6	22	27%	339	57
Top Management	1	5	20%	98	98
Total	58	226	26%	1 540	26

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2018 to 31 March 2019

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	4	17	24%	216	54	0.1%
Band B	2	5	40%	123	62	0.1%
Band C	1	3	33%	98	98	0.1%
Band D	0	2	0%	0	0	0
Total	7	27	26%	437	62	0.3%

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 2019 and 31 March 2020

Salary band	01 April 2019		31 March 2020		Change	
	Number	% of total	Number	% of total	Number	% Change
Highly skilled production (Lev. 6-8)	1	100%	1	100%	0	0%
Total	1	100%	1	100%	0	0%

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2019 and 31 March 2020

Major occupation	01 April 2019		31 March 2020		Change	
	Number	% of total	Number	% of total	Number	% Change
Administrative Office workers	1	100%	1	100%	0	0%
Total	1	100%	1	100%	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 2019 to 31 December 2019

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)	541	95%	52	23%	10	503
Highly skilled production (levels 6-8)	570	82%	58	25%	10	798
Highly skilled supervision (levels 9 -12)	572	75%	68	30%	8	1,512
Top and Senior management (levels 13-16)	193	84%	50	22%	4	499
Total	1,876	0	228	100%	8	3,312

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2019 to 31 December 2019

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)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	107	100%	4	67%	27	158
Highly skilled supervision (Levels 9-12)	27	100%	1	17%	27	79
Senior management (Levels 13-16)	99	100%	1	17%	99	751
Total	233	0	6	100%	39	988

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 2019 to 31 December 2019

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled Levels 3-5)	1,433	60	25
Highly skilled production (Levels 6-8)	1,780	65	27
Highly skilled supervision(Levels 9-12)	2,239	95	24
Senior management (Levels 13-16)	701	28	25
Total	6,153	248	25

Table 3.10.4 Capped leave for the period 1 January 2019 to 31 December 2019

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2020
Skilled Levels 3-5)	0	0	0	16
Highly skilled production (Levels 6-8)	0	0	0	16
Highly skilled supervision(Levels 9-12)	0	0	0	41
Senior management (Levels 13-16)	0	0	0	31
Total	0	0	0	104

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

Table 3.10.5 Leave payouts for the period 1 April 2019 and 31 March 2020

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annuity discounting with resignation	140	5	28
Annual- Gratuity: death/retirement/medical retirement	22	1	22
Capped - Gratuity: death/retirement/medical retirement	2	1	2
Total	164	7	23

3.11. HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Interns	Implement programmes on behaviour change communication for non-communicable diseases: <ul style="list-style-type: none"> Wellness and HIV Screening Risk reduction intervention sessions Condom distribution Brochure /leaflets developed and distributed

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	√		Mr B Thekisho Director: Employee Health and Wellness
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	√		6 Employees comprise the EHW unit: 1 x Director 1 x Deputy Director (Clinical Psychologist) 1 x Assistant Director (Professional Nurse) 1 x Assistant Director (SHERQ Practitioner) 1x Support Staff (Secretary) 1x Support Staff (Administration Clerk) Compensation – R3,933 000 Good and Services – R215 000
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of this Programme.	√		<ul style="list-style-type: none"> Occupational Health Services Wellness Management (Interventions on: Psychosocial Support; Organization Wellness; Physical Wellness; Financial Wellness) Health and Productivity Management (Disease Management; Behaviour Change Communication and Interventions) SHERQ Management (Occupational Health and Safety Communication) HIV/AIDS, TB and STI Management (Wellness screening, testing and referral)

Question	Yes	No	Details, if yes
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.	√		2 x representation from senior management 1 x organised labour representation 8 x representation from general staff complement Mr. B. A Thekisho (Chairperson) Mr. C. America (Deputy Chairperson) Ms. J. Vaaltyn (Organised Labour - NEHAWU) Mr. J. Moshou (SHERQ Practitioner & First Aider) Mr. S. Bingwane (Runner & First Aider) Ms. S Otukile (Fire Marshall & First Aider) Ms. A. Sickles (First Aider) Ms. N. Mashibini (First Aider) Ms. L. Makunga (First Aider) Mr. J. Van Wyk (First Aider) Ms. A. Lebone (First Aider)
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.	√		<ul style="list-style-type: none"> HIV/AIDS, TB and STI Management Policy Health and Productivity Management Policy Wellness Management Policy SHERQ Management Policy HR Recruitment Policy
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	√		The 4 EHW policies are HIV and gender mainstreamed to protect the rights of employees against any stigma and discrimination.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	√		Wellness and HIV Screening are offered to all employees on demand at the occupational health facility as well as through the annual planned screening activities. April 2019 – March 2020: Total employees screened - 85
8. Has the department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		Health Profile Monitored through: <ul style="list-style-type: none"> Health Trends Reports Wellness Screening Psychosocial Interventions Disease Management Interventions Hygiene in the Workplace Intervention Programme Behaviour Change Communication Interventions

3.12. Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2019 and 31 March 2020

Total number of Collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2019 and 31 March 2020

Outcomes of disciplinary hearings	Number	% of total
Final written warning	1	50%
Case withdrawn	1	50%
Total	2	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2019 and 31 March 2020

Type of misconduct	Number	% of total
Unacceptable/ improper conduct	1	33%
Absenteeism	1	33%
Insubordination	1	33%
Total	3	100%

Table 3.12.4 Grievances logged for the period 1 April 2019 and 31 March 2020

Grievances	Number	% of Total
Number of grievances resolved	7	88%
Number of grievances not resolved	1	13%
Total number of grievances lodged	8	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2019 and 31 March 2020

Disputes	Number	% of Total
Number of disputes upheld	3	60%
Number of disputes dismissed	2	40%
Total number of disputes lodged	5	100%

Table 3.12.6 Strike actions for the period 1 April 2019 and 31 March 2020

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 2019 and 31 March 2020

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 2019 and 31 March 2020

Occupational category	Gender	Number of employees as at 1 April 2019	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	30	0	29	0	29
	Male	33	0	9	0	9
Professionals	Female	17	0	2	0	2
	Male	16	0	2	0	2

Occupational category	Gender	Number of employees as at 1 April 2019	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Technicians and associate professionals	Female	38	0	44	0	44
	Male	28	0	37	0	37
Clerks	Female	46	0	19	0	19
	Male	20	0	11	0	11
Service and sales workers	Female	4	0	0	0	0
	Male	5	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	7	0	0	0	0
	Male	8	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Interns	Female	14	0	0	0	0
	Male	7	0	0	0	0
Sub Total	Female	156	0	94	0	94
	Male	117	0	59	0	59
Total		273	0	153	0	153

Table 3.13.2 Training provided for the period 1 April 2019 and 31 March 2020

Occupational category	Gender	Number of employees as at 1 April 2019	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	30	0	8	0	8
	Male	33	0	2	0	2
Professionals	Female	17	0	1	0	1
	Male	16	0	3	0	3
Technicians and associate professionals	Female	38	0	31	0	31
	Male	28	0	16	0	16
Clerks	Female	46	0	24	0	24
	Male	20	0	9	0	9
Service and sales workers	Female	4	0	3	0	3
	Male	5	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	7	0	0	0	0
	Male	8	0	0	0	0

Occupational category	Gender	Number of employees as at 1 April 2019	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Interns	Female	14	0	17	0	17
	Male	7	0	7	0	7
Sub Total	Female	156	0	84	0	84
	Male	117	0	37	0	37
Total		273	0	121	0	121

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 2019 and 31 March 2020

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100%
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	1	100%

3.15. Utilisation of Consultants

No consultants utilised for the period 1 April 2019 to 31 March 2020.

3.16. Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2019 and 31 March 2020

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



PART **E**

FINANCIAL INFORMATION

Report of the auditor-general to the Northern Cape Provincial Legislature on vote no. 1: Office of the Premier

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Office of the Premier set out on pages 91 to 171, which comprise the appropriation statement, statement of financial position as at 31 March 2020, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the Office of the Premier in accordance with sections 290 and 291 of the *Code of ethics for professional accountants* and parts 1 and 3 of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* of the International Ethics Standards Board for Accountants (IESBA codes) as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2019 were restated as a result of errors in the financial statements of the Office of the Premier at, and for the year ended, 31 March 2020.

An uncertainty relating to the future outcome of exceptional litigation

8. With reference to note 16.1 to the financial statements, the Office of the Premier is the defendant in claims against them. Office of the Premier is opposing these claims as it believes the claims are invalid. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

A significant subsequent event that occurred between the date of the financial statements and the date of the auditor's report

9. I draw attention to note 24.1 in the financial statements, which deals with subsequent events and specifically the possible effects of the future implications of Covid-19 on the Office of the Premier's future prospects, performance and cash flows. Management have also described how they plan to deal with these events and circumstances.

Material underspending of the vote

10. As disclosed in the appropriation statement, the Office of the Premier materially underspent the budget by R17 734 000 on administration, institutional development and policy and governance.

Irregular expenditure

11. As disclosed in note 21.2 to the financial statements, irregular expenditure of R11 631 000 that was incurred in the previous years was still under investigation in the current financial year.

Other matter

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 52 to 82 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

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

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

Report on the audit of the annual performance report

Introduction and scope

- 18. In accordance with the Public Audit Act of South Africa 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
- 19. My procedures address the usefulness and reliability of the reported performance information, which must be based on the approved performance planning documents of the Office of the Premier. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the Office of the Premier enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the annual performance report of the Office of the Premier for the year ended 31 March 2020:

Programme	Pages in the annual performance report
Programme 2 – Institutional development	32 to 43

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

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

- Programme 2 – Institutional development

Other matters

23. I draw attention to the matters below.

Achievement of planned targets

24. Refer to the annual performance report on pages 32 to 43 for information on the achievement of planned targets for the year and explanations provided for the under and overachievement of a number of targets.

Adjustment of material misstatements

25. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of programme 2 – institutional development . As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

26. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the Officer of the Premier's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
27. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

28. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.
29. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
30. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

Internal control deficiencies

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


Kimberley
30 September 2020



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

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

Financial statements

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

Communication with those charged with governance

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

**OFFICE OF THE PREMIER
VOTE 1**

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

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OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2020

Appropriation per programme												
	2019/20						2018/19					
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure	
Programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	
1. Administration	125,802	-	(1,191)	124,611	122,356	2,255	98.2%	116,118	110,050	116,118	110,050	
2. Institutional Development	101,303	-	(952)	100,351	93,320	7,031	93.0%	89,773	82,677	89,773	82,677	
3. Policy and Governance	50,904	-	2,143	53,047	44,599	8,448	84.1%	47,097	45,626	47,097	45,626	
.....												
Subtotal	278,009	-	-	278,009	260,275	17,734	93,6%	252,988	238,353	252,988	238,353	
TOTAL (brought forward)												
Reconciliation with statement of financial performance												
ADD												
Departmental receipts				63						94		
Actual amounts per statement of financial performance (total revenue)				278,072						253,082		
Actual amounts per statement of financial performance (total expenditure)					260,275						238,353	

OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2020

Appropriation per economic classification	2019/20						2018/19		
	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	245,712	1	(1,906)	243,807	226,073	17,734	92.7%	222,306	207,779
Compensation of employees	163,498	1	(618)	162,881	155,882	6,999	95.7%	149,832	148,941
Salaries and wages	141,464	2,435	(265)	143,634	136,699	6,935	95.2%	131,678	130,788
Social contributions	22,034	(2,434)	(353)	19,247	19,183	64	99.7%	18,154	18,153
Goods and services	82,214	-	(1,288)	80,926	70,191	10,735	86.7%	72,474	58,838
Administrative fees	2,189	76	28	2,293	2,293	-	100.0%	1,253	1,253
Advertising	545	(156)	-	389	389	-	100.0%	441	442
Minor assets	120	(10)	1	111	111	-	100.0%	181	181
Audit costs: External	3,674	355	-	4,029	4,029	-	100.0%	3,492	3,492
Bursaries: Employees	204	79	-	283	283	-	100.0%	211	211
Catering: Departmental activities	5,945	694	58	6,697	6,697	-	100.0%	4,341	4,076
Communication	3,027	(316)	(16)	2,695	2,695	-	100.0%	2,891	2,885
Computer services	3,199	7	-	3,206	3,206	-	100.0%	926	926
Consultants: Business and advisory services	3,612	2,458	1,779	7,849	117	7,732	1.5%	4,357	3,777
Legal services	87	-	-	87	87	-	100.0%	170	170
Contractors	5,239	(2,229)	(19)	2,991	2,991	-	100.0%	474	475
Agency and support / outsourced services	689	(354)	-	335	335	-	100.0%	-	-
Fleet services	1,770	292	-	2,062	2,062	-	100.0%	2,201	2,201
Inventory: Other supplies	33	(33)	-	-	-	-	-	-	-

OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2020

Consumable supplies	1,671	(491)	(98)	1,082	1,082	-	100.0%	817	816
Consumable: Stationery, printing and office supplies	1,215	(186)	(3)	1,026	1,026	-	100.0%	832	832
Operating leases	14,777	(1,831)	(2,119)	10,827	10,827	-	100.0%	15,173	12,992
Property payments	3,739	(629)	-	3,110	3,110	-	100.0%	3,124	3,124
Transport provided:									
Departmental activity	4,483	1,640	-	6,123	4,497	1,626	73.4%	2,357	2,357
Travel and subsistence	14,073	488	58	14,619	14,619	-	100.0%	17,143	16,170
Training and development	8,582	(320)	(932)	7,330	5,953	1,377	81.2%	7,448	352
Operating payments	1,022	33	-	1,055	1,055	-	100.0%	3,791	1,255
Venues and facilities	1,881	22	(4)	1,899	1,899	-	100.0%	840	840
Rental and hiring	438	411	(21)	828	828	-	100.0%	11	11
Transfers and subsidies	28,870	-	1,148	30,018	30,018	-	100.0%	26,427	26,427
Provinces and municipalities	2	-	-	2	2	-	100.0%	2	2
Municipalities	2	-	-	2	2	-	100.0%	2	2
Municipal agencies and funds	2	-	-	2	2	-	100.0%	2	2
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	3	3
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	3	3
Non-profit institutions	26,054	-	-	26,054	26,054	-	100.0%	21,831	21,831
Households	2,811	1	1,148	3,960	3,960	-	100.0%	4,591	4,591
Social benefits	251	-	679	930	930	-	100.0%	872	872
Other transfers to households	2,560	1	469	3,030	3,030	-	100.0%	3,719	3,719
Payments for capital assets	3,427	(1)	733	4,159	4,159	-	100.0%	4,143	4,035
Machinery and equipment	3,427	(1)	733	4,159	4,159	-	100.0%	4,143	4,035
Transport equipment	1,114	-	396	1,510	1,510	-	100.0%	1,038	930

OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2020

Other machinery and equipment	2,313	(1)	337	2,649	2,649	-	100.0%	3,051	3,051
Intangible assets	-	-	-	-	-	-	-	54	54
Payments for financial assets	-	-	25	25	25	-	100.0%	112	112
	278,009	-	-	278,009	260,275	17,734	93.6%	252,988	238,353

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

	2019/20						2018/19		
	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									
1.1 Premier Support	31,957	(1,982)	178	30,153	29,953	200	99.3%	23,033	23,033
1.2 Executive Council	9,171	(689)	(369)	8,113	7,749	364	95.5%	8,551	8,551
1.3 Director General Support	37,479	3,584	369	41,432	39,806	1,626	96.1%	39,586	33,632
1.4 Financial Management	47,195	(913)	(1,369)	44,913	44,848	65	99.9%	44,948	44,834
Total for sub programmes	125,802	-	(1,191)	124,611	122,356	2,255	98.2%	116,118	110,050
Economic classification									
Current payments	120,738	-	(2,493)	118,245	115,990	2,255	98.1%	109,031	103,071
Compensation of employees	63,466	-	(374)	63,092	62,463	629	99.0%	59,676	59,676
Salaries and wages	55,261	403	-	55,664	55,099	565	99.0%	52,586	52,586
Social contributions	8,205	(403)	(374)	7,428	7,364	64	99.1%	7,090	7,090
Goods and services	57,272	-	(2,119)	55,153	53,527	1,626	97.1%	49,355	43,395
Administrative fees	1,838	78	-	1,916	1,916	-	100.0%	724	724
Advertising	142	(77)	-	65	65	-	100.0%	28	28
Minor assets	79	(11)	-	68	68	-	100.0%	108	108
Audit costs: External	3,674	355	-	4,029	4,029	-	100.0%	3,492	3,492
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	5,299	706	-	6,005	6,005	-	100.0%	2976	2712

OFFICE OF THE PREMIER
VOTE 1

APPROPRIATION STATEMENT
for the year ended 31 March 2020

Communication	2,354	(331)	-	2,023	2,023	-	100.0%	2,193	2,187
Computer services	365	(35)	-	330	330	-	100.0%	414	414
Consultants: Business and advisory services	45	-	-	45	45	-	100.0%	345	345
Legal services	82	1	-	83	83	-	100.0%	166	166
Contractors	3,658	(695)	-	2,963	2,963	-	100.0%	392	393
Agency and support / outsourced services	225	110	-	335	335	-	100.0%	-	-
Fleet services	1,770	292	-	2,062	2,062	-	100.0%	2,171	2,171
Inventory: Other supplies	33	(33)	-	-	-	-	-	-	-
Consumable supplies	1,303	(443)	-	860	860	-	100.0%	583	582
Consumable: Stationery, printing and office supplies	702	(134)	-	568	568	-	100.0%	437	437
Operating leases	14,729	(1,783)	(2,119)	10,827	10,827	-	100.0%	15,173	12,992
Property payments	3,470	(581)	-	2,889	2,889	-	100.0%	2,799	2,799
Transport provided:									
Departmental activity	3,932	1,640	-	5,572	3,946	1,626	70.8%	358	358
Travel and subsistence	10,588	438	-	11,026	11,026	-	100.0%	12,842	11,869
Training and development	1	(1)	-	-	-	-	-	10	10
Operating payments	782	59	-	841	841	-	100.0%	3500	964
Venues and facilities	1,790	34	-	1,824	1,824	-	100.0%	638	638
Rental and hiring	411	411	-	822	822	-	100.0%	6	6
Transfers and subsidies	2,751	-	904	3,655	3,655	-	100.0%	4,411	4,411
Provinces and municipalities	2	-	-	2	2	-	100.0%	2	2
Municipalities	2	-	-	2	2	-	100.0%	2	2
Municipal agencies and funds	2	-	-	2	2	-	100.0%	2	2
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	3	3
Departmental agencies	3	(1)	-	2	2	-	100.0%	3	3

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

Households	2,746	1	904	3,651	3,651	-	100.0%	4,406	4,406
Social benefits	186	-	459	645	645	-	100.0%	687	687
Other transfers to households	2,560	1	445	3,006	3,006	-	100.0%	3,719	3,719
Payments for capital assets	2,313	-	373	2,686	2,686	-	100.0%	2,564	2,456
Machinery and equipment	2,313	-	373	2,686	2,686	-	100.0%	2,564	2,456
Transport equipment	1,114	-	396	1,510	1,510	-	100.0%	1,038	930
Other machinery and equipment	1,199	-	(23)	1,176	1,176	-	100.0%	1,526	1,526
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	25	25	25	-	100.0%	112	112
	125,802	-	(1,191)	124,611	122,356	2,255	98.2%	116,118	110,050

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

1.1 Premier Support	2019/20						2018/19		
	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	29,232	(1,982)	-	27,250	27,050	200	99.3%	19,076	19,076
Compensation of employees	15,605	(2,203)	-	13,402	13,202	200	98.5%	11,720	11,720
Goods and services	13,627	221	-	13,848	13,848	-	100.0%	7,356	7,356
Transfers and subsidies	2,561	-	165	2,726	2,726	-	100.0%	3,799	3,799
Provinces and municipalities	1	-	-	1	1	-	100.0%	1	1
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	526	526
Other transfers to households	2,560	-	165	2,725	2,725	-	100.0%	3,272	3,272
Payments for capital assets	164	-	13	177	177	-	100.0%	158	158
Machinery and equipment	164	-	13	177	177	-	100.0%	158	158
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	31,957	(1,982)	178	30,153	29,953	200	99.3%	23,033	23,033

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

1.2 Executive Council support	2019/20						2018/19		
	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	9,138	(689)	(374)	8,075	7,711	364	95.5%	7,971	7,971
Compensation of employees	6,946	(469)	(374)	6,103	5,739	364	94.0%	6,005	6,005
Goods and services	2,192	(220)	-	1,972	1,972	-	100.0%	1,966	1,966
Transfers and subsidies	1	-	-	1	1	-	100.0%	110	110
Provinces and municipalities	1	-	-	1	1	-	100.0%	1	1
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	109	109
Payments for capital assets	32	-	5	37	37	-	100.0%	470	470
Machinery and equipment	32	-	5	37	37	-	100.0%	470	470
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	9,171	(689)	(369)	8,113	7,749	364	95.5%	8,551	8,551

**OFFICE OF THE PREMIER
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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

	2019/20						2018/19		
	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	37,222	3,584	-	40,806	39,180	1,626	96.0%	38,909	32,955
Compensation of employees	24,381	2,672	-	27,053	27,053	-	100.0%	26,565	26,565
Goods and services	12,841	912	-	13,753	12,127	1,626	88.2%	12,344	6,390
Transfers and subsidies	189	-	331	520	520	-	100.0%	502	502
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	3	3
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	186	-	13	199	199	-	100.0%	52	52
Other transfers to households	-	1	318	319	319	-	100.0%	447	447
Payments for capital assets	68	-	13	81	81	-	100.0%	63	63
Machinery and equipment	68	-	13	81	81	-	100.0%	63	63
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	25	25	25	-	-	112	112
	37,479	3,584	369	41,432	39,806	1,626	96.1%	39,586	33,632

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1.4 Financial Management	2019/20						2018/19		
	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	45,146	(913)	(2,119)	42,114	42,049	65	99.8%	43,075	43,069
Compensation of employees	16,534	-	-	16,534	16,469	65	99.6%	15,386	15,386
Goods and services	28,612	(913)	(2,119)	25,580	25,580	-	100.0%	27,689	27,683
Transfers and subsidies	-	-	408	408	408	-	100.0%	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	403	403	403	-	100.0%	-	-
Other transfers to households	-	-	5	5	5	-	100.0%	-	-
Payments for capital assets	2,049	-	342	2,391	2,391	-	100.0%	1,873	1,765
Machinery and equipment	2,049	-	342	2,391	2,391	-	100.0%	1,873	1,765
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	47,195	(913)	(1,369)	44,913	44,848	65	99.9%	44,948	44,834

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Programme 2: Institutional Development									
	2019/20					2018/19			
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
2.1 Strategic Human Resources	64,761	(2,087)	(1,123)	61,551	60,098	1,453	97.6%	59,890	52,794
2.2 Information Communication Services	18,102	2,093	517	20,712	17,398	3,314	84.0%	14,283	14,283
2.3 Legal Services	9,517	(7)	(134)	9,376	8,524	852	90.9%	8,477	8,477
2.4 Communication Services	4,308	1	(28)	4,281	3,773	508	88.1%	3,724	3,724
2.5 Programme support	4,615	-	(184)	4,431	3,527	904	79.6%	3,399	3,399
Total for sub programmes	101,303	-	(952)	100,351	93,320	7,031	93.0%	89,773	82,677
Economic classification									
Current payments	81,513	1	(1,517)	79,997	72,966	7,031	91.2%	71,459	64,363
Compensation of employees	62,647	1	(236)	62,412	60,072	2,340	96.3%	59,003	59,003
Salaries and wages	54,467	521	(238)	54,750	52,410	2,340	95.7%	51,704	51,704
Social contributions	8,180	(520)	2	7,662	7,662	-	100.0%	7,299	7,299
Goods and services	18,866	-	(1,281)	17,585	12,894	4,691	73.3%	12,456	5,360
Administrative fees	155	(2)	3	156	156	-	100.0%	163	163
Advertising	380	(79)	-	301	301	-	100.0%	299	300
Minor assets	27	1	-	28	28	-	100.0%	73	73
Audit costs: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	204	79	-	283	283	-	100.0%	211	211

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Catering: Departmental activities	233	(12)	(8)	213	213	-	100.0%	416	415
Communication	591	15	(11)	595	595	-	100.0%	651	651
Computer services	2,834	42	-	2,876	2,876	-	100.0%	512	512
Consultants: Business and advisory services	856	2,458	-	3,314	-	3,314	-	25	25
Legal services	5	(1)	-	4	4	-	100.0%	4	4
Contractors	1,545	(1,534)	(6)	5	5	-	100.0%	22	22
Agency and support / outsourced services	464	(464)	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	269	(48)	(21)	200	200	-	100.0%	163	163
Consumable: Stationery, printing and office supplies	318	(52)	(5)	261	261	-	100.0%	221	221
Operating leases	48	(48)	-	-	-	-	-	-	-
Property payments	269	(48)	-	221	221	-	100.0%	325	325
Transport provided: Departmental activity	3	-	-	3	3	-	100.0%	-	-
Travel and subsistence	1,842	50	(282)	1,610	1,610	-	100.0%	1,696	1,696
Training and development	8,581	(319)	(932)	7,330	5,953	1,377	81.2%	7,434	338
Operating payments	190	(26)	1	165	165	-	100.0%	170	170
Venues and facilities	31	(12)	1	20	20	-	100.0%	71	71
Rental and hiring	21	-	(21)	-	-	-	-	-	-
Transfers and subsidies	18,902	-	235	19,137	19,137	-	100.0%	16,912	16,912
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Departmental agencies	-	-	-	-	-	-	-	-	-
Non-profit institutions	18,837	-	-	18,837	18,837	-	100.0%	16,891	16,891

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Households	65	-	235	300	300	-	100.0%	21	21
Social benefits	65	-	211	276	276	-	100.0%	21	21
Other transfers to households	-	-	24	24	24	-	100.0%	-	-
Payments for capital assets	888	(1)	330	1,217	1,217	-	100.0%	1,402	1,402
Machinery and equipment	888	(1)	330	1,217	1,217	-	100.0%	1,348	1,348
Other machinery and equipment	888	(1)	330	1,217	1,217	-	100.0%	1,348	1,348
Intangible assets	-	-	-	-	-	-	-	54	54
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	101,303	-	(952)	100,351	93,320	7,031	93.0%	89,773	82,677

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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

2.1 Strategic Human Resources	2019/20						2018/19		
	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	45,765	(2,087)	(1,169)	42,509	41,056	1,453	96.6%	42,907	35,811
Compensation of employees	35,530	(1,507)	(236)	33,787	33,711	76	99.8%	33,579	33,579
Goods and services	10,235	(580)	(933)	8,722	7,345	1,377	84.2%	9,328	2,232
Transfers and subsidies	18,902	-	36	18,938	18,938	-	100.0%	16,912	16,912
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	18,837	-	-	18,837	18,837	-	100.0%	16,891	16,891
Households	65	-	26	91	91	-	100.0%	21	21
Other transfers to households	-	-	10	10	10	-	100.0%	-	-
Payments for capital assets	94	-	10	104	104	-	100.0%	71	71
Machinery and equipment	94	-	10	104	104	-	100.0%	71	71
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	(2,087)	-	61,551	60,098	1,453	-	59,890	52,794
	64,761	(2,087)	(1,123)	61,551	60,098	1,453	97.6%	59,890	52,794

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2.2 Information Communication Technology	2019/20						2018/19		
	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	17,383	2,088	-	19,471	16,157	3,314	83.0%	12,998	12,998
Compensation of employees	10,493	1,508	-	12,001	12,001	-	100.0%	11,202	11,202
Goods and services	6,890	580	-	7,470	4,156	3,314	55.6%	1,796	1,796
Transfers and subsidies	-	-	199	199	199	-	100.0%	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	185	185	185	-	100.0%	-	-
Other transfers to households	-	-	14	14	14	-	100.0%	-	-
Payments for capital assets	719	5	318	1,042	1,042	-	100.0%	1,285	1,285
Machinery and equipment	719	5	318	1,042	1,042	-	100.0%	1,231	1,231
Intangible assets	-	-	-	-	-	-	-	54	54
Payments for financial assets	-	-	-	-	-	-	-	-	-
	18,102	2,093	517	20,712	17,398	3,314	84.0%	14,283	14,283

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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

	2019/20							2018/19		
	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	9,490	-	(134)	9,356	8,504	852	90.9%	8,470	8,470	
Compensation of employees	9,087	-	-	9,087	8,235	852	90.6%	8,094	8,094	
Goods and services	403	-	(134)	269	269	-	100.0%	376	376	
Transfers and subsidies	-	-	-	-	-	-	-	-	-	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	-	-	-	-	-	-	-	-	-	
Other transfers to households	-	-	-	-	-	-	-	-	-	
Payments for capital assets	27	(7)	-	20	20	-	100.0%	7	7	
Machinery and equipment	27	(7)	-	20	20	-	100.0%	7	7	
Intangible assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	-	-	-	-	-	-	-	-	-	
	9,517	(7)	(134)	9,376	8,524	852	90.9%	8,477	8,477	

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	2019/20						2018/19		
	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
2.4 Communication Services									
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,268	-	(28)	4,240	3,732	508	88.0%	3,685	3,685
Compensation of employees	3,419	-	-	3,419	2,911	508	85.1%	2,966	2,966
Goods and services	849	-	(28)	821	821	-	100.0%	719	719
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	40	1	-	41	41	-	100.0%	39	39
Machinery and equipment	40	1	-	41	41	-	100.0%	39	39
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	4,308	1	(28)	4,281	3,773	508	88.1%	3,724	3,724

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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

	2019/20						2018/19		
	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
2.5 Programme Support									
Economic classification									
Current payments	4,607	-	(186)	4,421	3,517	904	79.6%	3,399	3,399
Compensation of employees	4,118	-	-	4,118	3,214	904	78.0%	3,162	3,162
Goods and services	489	-	(186)	303	303	-	100.0%	237	237
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	8	-	2	10	10	-	100.0%	-	-
Machinery and equipment	8	-	2	10	10	-	100.0%	-	-
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	4,615	-	(184)	4,431	3,527	904	79.6%	3,399	3,399

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for the year ended 31 March 2020

		2019/20						2018/19		
		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										
3.1	Special Programmes	20,011	-	363	20,374	19,821	553	97.3%	17,922	17,922
3.2	Intergovernmental Relations	4,403	-	40	4,443	4,373	70	98.4%	4,070	4,070
3.3	Provincial Policy Management	21,267	-	13	21,280	18,030	3,250	84.7%	22,356	20,885
3.4	Programme Support	5,223	-	1,727	6,950	2,375	4,575	34.2%	2,749	2,749
Total for sub programmes		50,094	-	2,143	53,047	44,599	8,448	84.1%	47,097	45,626
Economic classification										
Current payments		43,461	-	2,104	45,565	37,117	8,448	81.5%	41,816	40,345
Compensation of employees		37,385	-	(8)	37,377	33,347	4,030	89.2%	31,153	30,262
Salaries and wages		31,736	1,511	(27)	33,220	29,190	4,030	87.9%	27,388	26,498
Social contributions		5,649	(1,511)	19	4,157	4,157	-	100.0%	3,765	3,764
Goods and services		6,076	-	2,112	8,188	3,770	4,418	46.0%	10,663	10,083
Administrative fees		196	-	25	221	221	-	100.0%	366	366
Advertising		23	-	-	23	23	-	100.0%	114	114
Minor assets		14	-	1	15	15	-	100.0%	-	-
Audit costs: External		-	-	-	-	-	-	-	-	-
Bursaries: Employees		-	-	-	-	-	-	-	-	-
Catering: Departmental activities		413	-	66	479	479	-	100.0%	949	949
Communication		82	-	(5)	77	77	-	100.0%	47	47

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Computer services	-	-	-	-	-	-	-	-	-
Consultants: Business and advisory services	2,711	-	-	-	-	4,418	-	3,987	3,407
Legal services	-	-	-	-	-	-	-	-	-
Contractors	36	(13)	23	23	-	-	100.0%	60	60
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	30	30
Consumable supplies	99	(77)	22	22	-	-	100.0%	71	71
Consumable: Stationery, printing and office supplies	195	2	197	197	-	-	100.0%	174	174
Operating leases	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-
Transport provided:	548	-	548	548	-	-	100.0%	1,999	1,999
Departmental activity	1,643	340	1,983	1,983	-	-	100.0%	2,605	2,605
Travel and subsistence	-	-	-	-	-	-	-	4	4
Training and development	50	(1)	49	49	-	-	100.0%	121	121
Operating payments	60	(5)	55	55	-	-	100.0%	131	131
Venues and facilities	6	-	6	6	-	-	100.0%	5	5
Rental and hiring	-	-	-	-	-	-	-	-	-
Transfers and subsidies	7,217	9	7,226	7,226	-	-	100.0%	5,104	5,104
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Departmental agencies	-	-	-	-	-	-	-	-	-
Non-profit institutions	7,217	-	7,217	7,217	-	-	100.0%	4,940	4,940
Households	-	9	9	9	-	-	100.0%	164	164
Social benefits	-	9	9	9	-	-	100.0%	164	164
Other transfers to households	-	-	-	-	-	-	-	-	-

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Payments for capital assets	226		30	256	256			100.0%	177	177
Machinery and equipment	226	-	30	256	256	-		100.0%	177	177
Other machinery and equipment	226	-	30	256	256	-		100.0%	177	177
Intangible assets	-	-	-	-	-	-		-	-	-
Payments for financial assets			2,143	53,047	44,599	8,448		84.1%	47,097	-
Total	50,904	-	2,143	53,047	44,599	8,448		84.1%	47,097	45,626

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3.1 Special Programmes	2019/20						2018/19		
	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	12,737	-	345	13,082	12,529	553	95.8%	12,954	12,954
Compensation of employees	11,089	-	(8)	11,081	10,528	553	95.0%	9,782	9,782
Goods and services	1,648	-	353	2,001	2,001	-	100.0%	3,172	3,172
Transfers and subsidies	7,217	-	9	7,226	7,226	-	100.0%	4,940	4,940
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	7,217	-	-	7,217	7,217	-	100.0%	4,940	4,940
Households	-	-	9	9	9	-	100.0%	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	57	-	9	66	66	-	100.0%	28	28
Machinery and equipment	57	-	9	66	66	-	100.0%	28	28
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	20,011	-	363	20,374	19,821	553	97.3%	17,922	17,922

OFFICE OF THE PREMIER
VOTE 1APPROPRIATION STATEMENT
for the year ended 31 March 2020

3.2 Intergovernmental Relations	2019/20						2018/19		
	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	4,367	-	35	4,402	4,332	70	98.4%	4,027	4,027
Compensation of employees	3,808	-	-	3,808	3,738	70	98.2%	3,491	3,491
Goods and services	559	-	35	594	594	-	100.0%	536	536
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	36	-	5	41	41	-	100.0%	43	43
Machinery and equipment	36	-	5	41	41	-	100.0%	43	43
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	4,403	-	40	4,443	4,373	70	98.4%	4,070	4,070

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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

3.3 Provincial Policy Management	2019/20						2018/19		
	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	21,184	-	(6)	21,178	17,928	3,250	84.7%	22,118	20,647
Compensation of employees	20,345	-	-	20,345	17,095	3,250	84.0%	16,056	15,165
Goods and services	839	-	(6)	833	833	-	100.0%	6,062	5,482
Transfers and subsidies	-	-	-	-	-	-	-	164	164
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	164	164
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	83	-	19	102	102	-	100.0%	74	74
Machinery and equipment	83	-	19	102	102	-	100.0%	74	74
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	21,267	-	13	21,280	18,030	3,250	84.7%	22,356	20,885

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**APPROPRIATION STATEMENT
for the year ended 31 March 2020**

3.4 Programme Support	2019/20						2018/19		
	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	5,173	-	1,730	6,903	2,328	4,575	33.7%	2,717	2,717
Compensation of employees	2,143	-	-	2,143	1,986	157	92.7%	1,824	1,824
Goods and services	3,030	-	1,730	4,760	342	4,418	7.2%	893	893
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	50	-	(3)	47	47	-	100.0%	32	32
Machinery and equipment	50	-	(3)	47	47	-	100.0%	32	32
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	5,223	-	1,727	6,950	2,375	4,575	34.2%	2,749	2,749

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**NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2020**

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	124,611	122,356	2,255	2%
Institutional Development	100,351	93,320	7,031	7%
Policy and Governance	53,047	44,599	8,448	16%

Committed funds were not spent during the year and a roll over have been requested from Provincial Treasury.

4.2 Per economic classification	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Appropriation R'000
Current payments	243,807	226,072	17,734	7%
Compensation of employees	162,881	155,882	6,999	4%
Goods and services	80,926	70,190	10,735	13%
Transfers and subsidies	30,018	30,018	-	0%
Provinces and municipalities	2	2	-	0%
Departmental agencies and accounts	2	2	-	0%
Non-profit institutions	26,054	26,054	-	0%
Households	3,960	3,960	-	0%
Payments for capital assets	4,160	4,160	-	0%
Machinery and equipment	4,160	4,160	-	0%
Intangible assets	-	-	-	0%
Payments for financial assets	25	25	-	0%

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STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2020**

	Note	2019/20 R'000	2018/19 R'000
REVENUE			
Annual appropriation	<u>1</u>	278,009	252,988
Departmental revenue	<u>2</u>	63	94
TOTAL REVENUE		278,072	253,082
EXPENDITURE			
Current expenditure			
Compensation of employees	<u>3</u>	155,882	148,941
Goods and services	<u>4</u>	70,190	58,838
Total current expenditure		226,072	207,779
Transfers and subsidies			
Transfers and subsidies	<u>6</u>	30,018	26,428
Total transfers and subsidies		30,018	26,428
Expenditure for capital assets			
Tangible assets	<u>7</u>	4,160	3,981
Intangible assets	<u>7</u>	-	53
Total expenditure for capital assets		4,160	4,034
Payments for financial assets	<u>5</u>	25	112
TOTAL EXPENDITURE		260,275	238,353
SURPLUS/(DEFICIT) FOR THE YEAR		17,797	14,729
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		17,734	14,635
Annual appropriation		17,734	14,635
Conditional grants			
Departmental revenue and NRF Receipts	<u>12</u>	63	94
SURPLUS/(DEFICIT) FOR THE YEAR		17,797	14,729

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**STATEMENT OF FINANCIAL POSITION
as at 31 March 2020**

	Note	2019/20 R'000	2018/19 R'000
ASSETS			
Current assets		12,968	10,323
Cash and cash equivalents	<u>8</u>	9,135	6,985
Prepayments and advances	<u>9</u>	157	292
Receivables	<u>10</u>	3,676	3,046
Non-current assets		4,787	4,340
Receivables	<u>10</u>	4,787	4,340
TOTAL ASSETS		17,755	14,663
LIABILITIES			
Current liabilities		17,753	14,661
Voted funds to be surrendered to the Revenue Fund	<u>11</u>	17,734	14,635
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	<u>12</u>	19	10
Bank overdraft		-	-
Payables	<u>13</u>	-	16
TOTAL LIABILITIES		17,753	14,661
NET ASSETS		2	2

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**STATEMENT OF CHANGES IN EQUITY
for the year ended 31 March 2020**

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Represented by:			
Recoverable revenue		2	2
TOTAL		2	2

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**CASH FLOW STATEMENT
for the year ended 31 March 2020**

	Note	2019/20 R'000	2018/19 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		278,208	253,218
Annual appropriated funds received	<u>1.1</u>	278,009	252,988
Departmental revenue received	<u>2</u>	199	230
Net (increase)/decrease in working capital		(511)	(1,084)
Surrendered to Revenue Fund		(14,833)	(5,822)
Current payments		(226,072)	(207,779)
Payments for financial assets		(25)	(112)
Transfers and subsidies paid		(30,018)	(26,428)
Net cash flow available from operating activities	<u>14</u>	6,749	11,993
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	<u>7</u>	(4,160)	(4,034)
Proceeds from sale of capital assets	<u>2.3</u>	8	-
(Increase)/decrease in non-current receivables		(447)	-
Net cash flows from investing activities		(4,599)	(4,034)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets			-
Increase/(decrease) in non-current payables			-
Net cash flows from financing activities			-
Net increase/(decrease) in cash and cash equivalents		2,150	7,959
Cash and cash equivalents at beginning of period		6,985	(974)
Cash and cash equivalents at end of period	<u>15</u>	9,135	6,985

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020**

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. Management has concluded that the financial statements present fairly the department's primary and secondary information.</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 spot exchange rates prevailing at the date of payment / receipt.</p>
6	<p>Comparative information</p>
6.1	<p>Prior period comparative information</p> <p>Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.</p>
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>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	<p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>
7.2	<p>Departmental revenue</p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
7.3	<p>Accrued departmental revenue</p> <p>Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> • it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and • the amount of revenue can be measured reliably. <p>The accrued revenue is measured at the fair value of the consideration receivable.</p> <p>Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.</p> <p>Write-offs are made according to the department's debt write-off policy</p>
8	Expenditure
8.1	Compensation of employees
8.1.1	<p>Salaries and wages</p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
8.1.2	<p>Social contributions</p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.</p>
8.2	<p>Other expenditure</p> <p>Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.</p>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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8.3	<p>Accruals and payables not recognised</p> <p>Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.</p>
8.4	<p>Leases</p>
8.4.1	<p>Operating leases</p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>
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	<p>Aid Assistance</p>
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.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.</p>
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>

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	Prepayments and advances are initially and subsequently measured at cost.
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. Write-offs are made according to the department's write-off policy.</p>
13	<p>Investments</p> <p>Investments are recognised in the statement of financial position at cost.</p>
14	<p>Financial assets</p>
14.1	<p>Financial assets (not covered elsewhere)</p> <p>A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.</p> <p>At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.</p>
14.2	<p>Impairment of financial assets</p> <p>Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.</p>
15	<p>Payables</p> <p>Payables recognised in the statement of financial position are recognised at cost.</p>
16	<p>Capital Assets</p>
16.1	<p>Immovable capital assets</p> <p>Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p> <p>Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.</p>
16.2	<p>Movable capital assets</p> <p>Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.</p> <p>Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may</p>

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	<p>be recorded at R1.</p> <p>Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Biological assets are subsequently carried at fair value.</p> <p>Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.</p>
16.3	<p>Intangible assets</p> <p>Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p>
16.4	<p>Project Costs: Work-in-progress</p> <p>Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.</p> <p>Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.</p> <p>Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.</p>
17	<p>Provisions and Contingents</p>
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</p>

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	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.
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>Capital commitments</p> <p>Capital commitments are recorded at cost in the notes to the financial statements.</p>
18	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:</p> <ul style="list-style-type: none"> • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p>
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 or written off.</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, not condoned and removed or written-off.</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 estimates and errors</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p>

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	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.
22	Events after the reporting date Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
23	Principal-Agent arrangements The department is not party to a principal-agent arrangement
24	Departures from the MCS requirements Management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the Standard. The department did not depart from the MCS requirements
25	Capitalisation reserve 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.
26	Recoverable revenue 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.
27	Related party transactions Related party transactions within the Premier's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length. The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.
28	Inventories At the date of acquisition, inventories are recognised at cost in the statement of financial performance. Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition. Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution)

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	<p>at no or a nominal charge, the lower of cost and current replacement value.</p> <p>The cost of inventories is assigned by using the weighted average cost basis. The Office of the Premier does not hold inventories due to its nature.</p>
29	<p>Public-Private Partnerships</p> <p>Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.</p> <p>A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements. The department did not enter into a PPP arrangement for the year under review.</p>
30	<p>Employee benefits</p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note. Furthermore, the provision for performance bonus is based on past practices or payments made. To ensure reasonableness and relevance, the performance bonus provision is computed as an average of the two recently available concluded PMDS cycles, in which the payment was made. The provision is also assessed against relevant instructions and practice notes from the Department of Public Service and Administration.</p>
31	<p>Transfers of functions</p> <p>Transfers of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer.</p> <p>Transfers of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.</p>
32	<p>Mergers</p> <p>Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger.</p> <p>Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.</p>

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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	2019/20 Funds not requested/ not received	Final Appropriation	Appropriation received	2018/19 Funds not requested /not received
	R'000	R'000	R'000	R'000	R'000	
Administration	124,611	124,611	-	110,908	110,908	-
Institutional Development	100,351	100,351	-	91,756	91,756	-
Policy & Governance	53,047	53,047	-	50,324	50,324	-
Total	278,009	278,009	-	252,988	252,988	-

2. Departmental revenue

	Note	2019/20 R'000	2018/19 R'000
Sales of goods and services other than capital assets	2.1	114	108
Fines, penalties and forfeits	2.2	-	1
Sales of capital assets	2.3	8	-
Transactions in financial assets and liabilities	2.4	85	121
Total revenue collected		207	230
Less: Own revenue included in appropriation	14	(144)	(136)
Departmental revenue collected		63	94

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2.1 Sales of goods and services other than capital assets

	Note 3	2019/20 R'000	2018/19 R'000
Sales of goods and services produced by the department		114	108
Other sales		114	108
Total		114	108

2.2 Fines, penalties and forfeits

	Note 3	2019/20 R'000	2018/19 R'000
Forfeits		-	1
Total		-	1

2.3 Sale of capital assets

	Note 3	2019/20 R'000	2018/19 R'000
Tangible assets		8	-
Machinery and equipment	26	8	-
Total		8	-

2.4 Transactions in financial assets and liabilities

	Note 3	2019/20 R'000	2018/19 R'000
Other Receipts including Recoverable Revenue		85	121
Total		85	121

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3. Compensation of employees

3.1 Salaries and Wages

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Basic salary		107,410	102,176
Performance award		1,566	2,157
Service Based		118	83
Compensative/circumstantial		2,683	2,483
Other non-pensionable allowances		24,923	23,890
Total		<u>136,700</u>	<u>130,789</u>

3.2 Social contributions

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Employer contributions			
Pension		13,318	12,638
Medical		5,770	5,492
UIF		71	-
Bargaining council		23	22
Total		<u>19,182</u>	<u>18,152</u>
Total compensation of employees		<u>155,882</u>	<u>148,941</u>
Average number of employees		<u>255</u>	<u>267</u>

Included in compensation of employees is the salary of the former Chief of staff valued at R 1,435,657.17 who was seconded by the Premier to be the Acting Head of Department for the Department of Environment and Nature Conservation with effect 01 April 2019 to 30 September 2019. The secondment was in terms of paragraph 15 of the Public Service Act, read in conjunction with Paragraph 62 of the amended Public Service Regulations of 2016.

The expenditure for the Multi-Purpose Communication Centres amounting to R709,218.80 was reclassified to compensation of employees due the nature of the payments made. Please refer to note 27.

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4. Goods and services

	Note	2019/20 R'000	2018/19 R'000
Administrative fees		2,333	1,291
Advertising		389	443
Minor assets	4.1	111	181
Bursaries (employees)		283	211
Catering		6,697	4,100
Communication		2,695	2,885
Computer services	4.2	3,206	927
Consultants: Business and advisory services		76	3,714
Legal services		87	170
Contractors		2,993	475
Agency and support / outsourced services		335	-
Audit cost – external	4.3	4,029	3,492
Fleet services		2,062	2,200
Consumables	4.4	2,107	1,648
Operating leases		10,827	12,992
Property payments	4.5	3,110	3,123
Rental and hiring		828	11
Transport provided as part of the departmental activities		4,497	2,357
Travel and subsistence	4.6	14,618	16,170
Venues and facilities		1,899	840
Training and development		5,953	352
Other operating expenditure	4.7	1,055	1,256
Total		70,190	58,838

The amount of R33,176.30 for the 2018/19 financial year under Communication for data contracts was reclassified as finance leases. Please refer to note 27.

The expenditure for the Multi-Purpose Communication Centres for the 2018/19 financial year amounting to R709,218.80 was reclassified to compensation of employees due the nature of the payments made. Please refer to note 27.

The expenditure relating to the Discretionary fund for the 2018/19 amounting to R2,497,244.10 was reclassified to Transfers and subsidies under Households to ensure better presentation and understandability to users. Please refer to note 27.

The expenditure for gifts and other assistance made for the 2018/19 financial year by the Department amounting to R1,221,992.92 was reclassified to Transfers and subsidies to ensure better presentation and understandability to users. Please refer to note 27.

The amount disclosed for training and development consists of employees R442,610.18 and non-employees R5,509,953.60.

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4.1 Minor assets

	Note 4	2019/20 R'000	2018/19 R'000
Tangible assets		111	181
Machinery and equipment		111	181
Intangible assets			-
Software			-
Patents, licences, copyright, brand names, trademarks			
Total		<u>111</u>	<u>181</u>

4.2 Computer services

	Note 4	2019/20 R'000	2018/19 R'000
SITA computer services		3,205	927
External computer service providers		1	-
Total		<u>3,206</u>	<u>927</u>

4.3 Audit cost – External

	Note 4	2019/20 R'000	2018/19 R'000
Regularity audits		4,029	3,492
Total		<u>4,029</u>	<u>3,492</u>

4.4 Consumables

	Note 4	2019/20 R'000	2018/19 R'000
Consumable supplies		1,081	816
Uniform and clothing		10	14
Household supplies		942	663
Building material and supplies		54	48
Communication accessories		5	7
IT consumables		49	44
Other consumables		21	40
Stationery, printing and office supplies		1,026	832
Total		<u>2,107</u>	<u>1,648</u>

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4.5 Property payments

	Note 4	2019/20 R'000	2018/19 R'000
Municipal services		207	233
Property maintenance and repairs		46	267
Other		2,857	2,623
Total		3,110	3,123

4.6 Travel and subsistence

	Note 4	2019/20 R'000	2018/19 R'000
Local		13,364	12,791
Foreign		1,254	3,379
Total		14,618	16,170

4.7 Other operating expenditure

	Note 4	2019/20 R'000	2018/19 R'000
Professional bodies, membership and subscription fees		24	31
Resettlement costs		-	396
Other		1,031	829
Total		1,055	1,256

5. Payments for financial assets

	Note	2019/20 R'000	2018/19 R'000
Debts written off	5.1	25	112
Total		25	112

The debts written off is irrecoverable and written off in line with the debt management policy of the Department.

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5.1 Debts written off

	Note	2019/20 R'000	2018/19 R'000
	5		
Nature of debts written off			
Staff debts and third parties		25	112
Total		25	112
Total debt written off		25	112

6. Transfers and subsidies

	Note	2019/20 R'000	2018/19 R'000
Provinces and municipalities		2	3
Departmental agencies and accounts	Annexure 1A	2	3
Non-profit institutions	Annexure 1B	26,054	21,831
Households	Annexure 1C	3,960	4,591
Total		30,018	26,428

The expenditure relating to the Discretionary fund for the 2018/19 amounting to R2,497,244.10 was reclassified to Transfers to Households to ensure better presentation and understandability to users. Please refer to note 27.

The expenditure for gifts made for the 2018/19 financial year by the Department amounting to R1,221,992.92 was reclassified to Transfers to Households to ensure better presentation and understandability to users. Please refer to note 27.

7. Expenditure for capital assets

	Note	2019/20 R'000	2018/19 R'000
Tangible assets		4,160	3,981
Machinery and equipment	26	4,160	3,981
Intangible assets		-	53
Software	27	-	53
Total		4,160	4,034

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7.1 Analysis of funds utilised to acquire capital assets – 2019/20

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets	4,160	-	4,160
Machinery and equipment	4,160	-	4,160
Intangible assets	-	-	-
Software	-	-	-
Total	4,160	-	4,160

7.2 Analysis of funds utilised to acquire capital assets – 2018/19

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets	3,981	-	3,981
Machinery and equipment	3,981	-	3,981
Intangible assets	53		53
Software	53		53
Total	4,034		4,034

The amount of R33,176.30 for the 2018/19 financial year under Communication for data contracts was reclassified as finance leases. **Please refer to note 27.**

7.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2019/20	2018/19
		R'000	R'000
Tangible assets			
Machinery and equipment		3,351	2,519
Total		3,351	2,519

The Finance leases expenditure included in expenditure for capital assets valued at R 2,519,054.78 for 2018/19 in note 7.3 was omitted due to an administrative error. **Please refer to note 27.**

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8. Cash and cash equivalents

	Note	2019/20 R'000	2018/19 R'000
Consolidated Paymaster General Account		9,125	6,975
Cash on hand		10	10
Total		9,135	6,985

9. Prepayments and advances

	Note	2019/20 R'000	2018/19 R'000
Prepayments (Not expensed)	9.1	157	292
Total		157	292

9.1 Prepayments (Not expensed)

	Note	Balance as at 1 April 2019 R'000	Less: Amount expensed in current year R'000	Add or Less: Other R'000	Add: Current Year prepayments R'000	Balance as at 31 March 2020 R'000
Goods and services	9	292	(292)	-	157	157
Total		292	(292)	-	157	157

	Note	Balance as at 1 April 2018 R'000	Less: Amount expensed in current year R'000	Add or Less: Other R'000	Add: Current Year prepayments R'000	Balance as at 31 March 2019 R'000
Goods and services	14	236	(236)	-	292	292
Total		236	(236)	-	292	292

10. Receivables

		2019/20			2018/19		
	Note	Current R'000	Non- current R'000	Total R'000	Current R'000	Non- current R'000	Total R'000
Claims recoverable	10.1	2,256	4,701	6,957	1,780	4,274	6,054
Staff debt	10.2	1,420	86	1,506	1,266	66	1,332
Total		3,676	4,787	8,463	3,046	4,340	7,386

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10.1 Claims recoverable

	Note 10 and Annex 3	2019/20 R'000	2018/19 R'000
National departments		360	360
Provincial departments		3,081	3,768
Public entities		1,890	1,926
Private enterprises		1,626	-
Total		6,957	6,054

10.2 Staff debt

	Note 10	2019/20 R'000	2018/19 R'000
Ex-Officials		86	66
Current Officials		1,420	1,266
Total		1,506	1,332

11. Voted funds to be surrendered to the Revenue Fund

	Note	2019/20 R'000	2018/19 R'000
Opening balance		14,635	5,364
Prior period error		-	-
As restated		14,635	5,364
Transfer from statement of financial performance (as restated)		17,734	14,635
Paid during the year		(14,635)	(5,364)
Closing balance		17,734	14,635

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

	Note	2019/20 R'000	2018/19 R'000
Opening balance		10	238
Prior period error		-	-
As restated		10	238
Transfer from Statement of Financial Performance (as restated)		63	94
Own revenue included in appropriation		144	136
Paid during the year		(198)	(458)
Closing balance		19	10

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13. Payables – current

	Note	2019/20 R'000	2018/19 R'000
Clearing accounts	13.1	-	16
Total		-	16

13.1 Clearing accounts

	Note	2019/20 R'000	2018/19 R'000
PERSAL	13	-	16
Total		-	16

14. Net cash flow available from operating activities

	Note	2019/20 R'000	2018/19 R'000
Net surplus/(deficit) as per Statement of Financial Performance		17,797	14,729
Add back non cash/cash movements not deemed operating activities		(11,048)	(2,769)
(Increase)/decrease in receivables		(630)	(1,044)
(Increase)/decrease in prepayments and advances		135	(56)
Increase/(decrease) in payables – current		(16)	16
Proceeds from sale of capital assets		(8)	-
Expenditure on capital assets		4,160	4,034
Surrenders to Revenue Fund		(14,833)	(5,822)
Voted funds not requested/not received		-	-
Own revenue included in appropriation		144	136
Other non-cash items		-	-
Net cash flow generated by operating activities		6,749	11,993

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

	Note	2019/20 R'000	2018/19 R'000
Consolidated Paymaster General account		9,125	6,975
Cash on hand		10	10
Total		9,135	6,985

16. Contingent liabilities and contingent assets

16.1 Contingent liabilities

		Note	2019/20 R'000	2018/19 R'000
Liable to	Nature			
Housing loan guarantees	Employees	Annex 2A	39	39
Claims against the department		Annex 2B	2,471	2,659
Intergovernmental payables (unconfirmed balances)		Annex 4	826	940
Other		Annex 2B	34,140	18,303
Total			37,476	21,941

*Claims against the department are possible obligations that may lead to possible outflows of economic resources depending on the outcome of the court process. There are dependencies on the court roll and finalisation thereof. There is no possibility of any reimbursement in the aforementioned contingencies. The opening balance of contingent liabilities was restated. **Please refer to note 27.***

17. Capital commitments

	Note	2019/20 R'000	2018/19 R'000
Computer equipment		131	-
		-	-
Total		131	-

There was a change in the accounting framework of the Modified Cash Standard during the 2019/20 financial year, which now requires disclosure for capital commitments only.

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18. Accruals and payables not recognised

18.1 Accruals

	2019/20 R'000			2018/19 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	8,549	-	8,549	8,467
Transfers and Subsidies	350	-	350	-
Capital assets	334	-	334	251
Total	9,233	-	9,233	8,718

	Note	2019/20 R'000	2018/19 R'000
Listed by programme level			
Administration		5,085	7,859
Institutional Development		4,070	698
Policy & Governance		78	161
Total		9,233	8,718

18.2 Payables not recognised

	2019/20 R'000			2018/19 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	1	-	1	5
Capital assets	-	-	-	-
Total	1	-	1	5

	Note	2019/20 R'000	2018/19 R'000
Listed by programme level			
Administration		1	1
Institutional Development		-	2
Policy & Governance		-	2
Total		1	5

	Note	2019/20 R'000	2018/19 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 4	510	8
Total		510	8

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19. Employee benefits

	Note	2019/20 R'000	2018/19 R'000
Leave entitlement		6,164	4,899
Service bonus		2,995	2,971
Performance awards		906	2,059
Capped leave		2,542	2,382
Long service awards		142	104
Other		229	995
Total		<u>12,978</u>	<u>13,410</u>

Included in the amounts of leave entitlement and capped leave commitments are negative balances for 2019/20 due to normal leave management due processes. The negative balances are as follows:

	Note	2019/20 R'000	2018/19 R'000
Leave entitlement		216	285
Capped leave		345	322
Total		<u>561</u>	<u>607</u>

20. Lease commitments

20.1 Operating leases

2019/20	Specialised military equipment R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	-	-	9,744	1,958	11,702
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than five years	-	-	-	-	-
Total lease commitments	-	-	<u>9,744</u>	<u>1,958</u>	<u>11,702</u>

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2018/19	Specialised military equipment R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	-	-	5,413	1,430	6,843
Later than 1 year and not later than 5 years	-	-	-	-	-
Later than five years	-	-	-	-	-
Total lease commitments	-	-	5,413	1,430	6,843

20.2 Finance leases **

2019/20	Specialised military equipment R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	-	-	-	1,767	1,767
Later than 1 year and not later than 5 years	-	-	-	914	914
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	2,681	2,681

2018/19	Specialised military equipment R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	-	-	-	2,075	2,075
Later than 1 year and not later than 5 years	-	-	-	719	719
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	2,794	2,794

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21. Irregular expenditure

21.1 Reconciliation of irregular expenditure

	Note	2019/20 R'000	2018/19 R'000
Opening balance		21,720	27,551
Prior period error		-	(558)
As restated		21,720	26,993
Add: Irregular expenditure – relating to prior year		-	-
Add: Irregular expenditure – relating to current year		1,196	1,391
Less: Prior year amounts condoned		-	-
Less: Current year amounts condoned		-	(6,664)
Closing balance		22,916	21,720

Analysis of awaiting condonation per age classification

Current year	1,196	1,391
Prior years	21,720	20,329
Total	22,916	21,720

Emanating from the investigation outcome of the legacy irregular expenditure by a team of five lawyers the opening balance of irregular expenditure was restated. Please refer to note 27.

21.2 Details of current and prior year irregular expenditure (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2019/20 R'000
Non-compliance with SCM	None	1,196
Legacy irregular expenditure		11,631
Total		12,827

The legacy irregular expenditure that was derecognised of R 11,630,609.12 is under investigation.

The legacy irregular expenditure for the prior year's amounting to R 10,089,443.65 was referred to Provincial Treasury for condonement..

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21.3 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Refer to note 27		
Relating to 2008/09 – 2014/15		558
Total		558

During an investigation of legacy irregular expenditure by an independent team of lawyers, it transpired that an amount of R558,390.88 was incorrectly disclosed as irregular expenditure. The independent investigating team consisted of the state law advisors from the following departments:

- *Provincial Treasury;*
- *Department of Education;*
- *Department of Sport, Arts and Culture and*
- *Department of Transport, Safety and Liaison.*

This team consisting of Principle State Law Advisors (investigators) was chaired by the provincial Chief State Law Advisor.

22. Related party transactions

Payments made	Note	2019/20 R'000	2018/19 R'000
Trusts under the control of the department		26,054	21,831
Total		26,054	21,831

22.1 Northern Cape Premier's Education Trust Fund

The primary objective of the Trust Fund is to make higher education opportunities accessible by providing 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.

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	<i>Note</i>	2019/20 R'000	2018/19 R'000
Payments made			
Northern Cape Premier's Education Trust Fund		18,837	16,891
Total		<u>18,837</u>	<u>16,891</u>

22.2 Mme Re Ka Thusa Trust Fund

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

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Payments made			
Mme Re Ka Thusa		7,217	4,940
Total		<u>7,217</u>	<u>4,940</u>

22.3 Key Management Personnel

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

	<i>Note</i>	2019/20 R'000	2018/19 R'000
Payments made			
Key management personnel		27,334	22,933
Total		<u>27,334</u>	<u>22,933</u>

22.4 Disclosure relating to other provincial departments and entities

Related party relationships

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

22.4.1 Provincial Departments

Agriculture, Land Reform and Rural Development;
Co-operative Governance, Human Settlements and Traditional Affairs;
Economic Development and Tourism;
Education;

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Environment and Nature Conservation;
Health;
Northern Cape Provincial Legislature;
Northern Cape Provincial Treasury;
Roads and Public Works
Social Development;
Sports, Arts and Culture and
Transport, Safety and Liaison

22.4.2 Provincial Entities

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

23. Key management personnel

	No. of Individuals	2019/20 R'000	2018/19 R'000
Political office bearers	2	2,386	2,261
Level 15 to 16	7	12,971	11,462
Level 14	8	11,644	8,900
Family members of key management personnel	1	333	310
Total		27,334	22,933

A portion of the remuneration of the former Chief of Staff valued at R1,435,657.17, was paid by the Office of the Premier. However, he was seconded by the Premier to be the Acting Head of Department for the Department of Environment and Nature Conservation with effect 01 April 2019 to 30 September 2019. In terms of the Public Service Act, read in conjunction with paragraph 62 of the amended Public Service Regulations of 2016.

During the secondment and transitional period (01 April 2018 to 31 October 2019) an Acting Chief of Staff was appointed. The remuneration of the Acting Chief of Staff was included in the Key Management Personnel note.

For the month of March 2020 a senior official was seconded to the Office of the Premier from the Department of Health in terms of the Public Service Act, read in conjunction with the amended Public Service Regulations of 2016. The salary paid to the senior official by the Department of Health amounts to R136,074.72.

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24. Events after reporting date

24.1 Non-adjusting events after the reporting date

Nature of event	2019/20 R'000
Include an estimate of the financial effect of the subsequent non-adjusting events or a statement that such an estimate cannot be made.	-
Total	<u> </u> <u> </u> -

- The Office of the Premier was affected by the Covid-19 pandemic as follows namely:
 - The reduced adjusted budget allocation of R37,905 million of the Northern Cape Office of the Premier's equitable share allocation for the 2020/21 financial year.
 - The Office of the Premier will continue as a going concern in a fiscally constrained environment.
 - Will fulfil its program objectives through leveraging and pulling the existing resources in a quest to meet the mandated service delivery.
 - The entire Finance team of the department was adversely affected by Covid-19 at a critical stage of the compilation of the annual financial statements where key officials were infected. This resulted in the entire unit to be in isolation and quarantine during that time.
- The Premier wrote a letter to the Minister of the Department of Public Enterprises during the post balance sheet period requesting for the JW Sauer building to be transferred to Northern Cape Provincial Administration at zero cost.

24.2 Adjusting events after reporting date

During the post balance sheet period summons were received from the applicant which adjusted the capital amount from R81,649.34 to R93,896.75. This adjusted carrying amount is included in claims against the department in note 16 and annexure 2B.

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25. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	19,685	-	808	(2,976)	17,517
Transport assets	2,641	-	-	(1,521)	1,120
Computer equipment	8,275	-	709	(648)	8,336
Furniture and office equipment	8,053	-	99	(807)	7,345
Other machinery and equipment	716	-	-	-	716
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	19,685	-	808	(2,976)	17,517

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	16	262

These assets could not be verified during the asset verification process and have been transferred to the loss control register.

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25.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	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	4,159	-	(3,351)	-	808
Transport assets	1,510	-	(1,510)	-	-
Computer equipment	709	-	-	-	709
Furniture and office equipment	99	-	-	-	99
Other machinery and equipment	1,841	-	(1,841)	-	-
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	4,159	-	(3,351)	-	808

25.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	222	2,754	2,976	8
Transport assets	-	1,521	1,521	-
Computer equipment	-	648	648	-
Furniture and office equipment	222	585	807	8
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	222	2,754	2,976	8

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25.3 Movement for 2018/19

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	19,195	-	1,006	(516)	19,685
Transport assets	2,641	-	-	-	2,641
Computer equipment	7,923	-	794	(442)	8,275
Furniture and office equipment	7,920	-	207	(74)	8,053
Other machinery and equipment	711	-	5	-	716
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	19,195	-	1,006	(516)	19,685

25.3.1 Prior period error

	Note	2018/19 R'000
Nature of prior period error		
Relating to 2018/19		33
Relating to 2018/19		
Total prior period errors		33

In order to ensure fair presentation, data procurement amounting to R33,176.30 has been re-classified from Goods and services to finance leases under Machinery and equipment.

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25.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020

	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	-	-	-	7,527	-	7,527
Additions	-	-	-	111	-	111
Disposals	-	-	-	(221)	-	(221)
TOTAL MINOR ASSETS	-	-	-	7,417	-	7,417

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	4,882	-	4,882
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,882	-	4,882

Minor Capital Assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Intangible assets		
Machinery and equipment	32	53

These assets could not be verified during the asset verification process and have been transferred to the loss control register.

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MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2019

	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	-	-	-	7,499	-	7,499
Prior period error						
Additions	-	-	-	181	-	181
Disposals	-	-	-	(153)	-	(153)
TOTAL MINOR ASSETS	-	-	-	7,527	-	7,527

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	4,964	-	4,964
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,964	-	4,964

25.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	221	-	221
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	221	-	221

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MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2019

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	153	-	153
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	153	-	153

25.6 S42 Movable capital assets

MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2020

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No. of Assets	-	-	-	51	-	51
Value of the assets (R'000)	-	-	-	524	-	524

MINOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 31 MARCH 2020

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No. of Assets	-	-	-	61	-	61
Value of the assets (R'000)	-	-	-	125	-	125

26. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	6,036	-	-	-	6,036
TOTAL INTANGIBLE CAPITAL ASSETS	6,036	-	-	-	6,036

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26.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

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

26.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

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

26.3 Movement for 2018/19

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2019

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	5,992	-	53	(9)	6,036
TOTAL INTANGIBLE CAPITAL ASSETS	5,992	-	53	(9)	6,036

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27. Prior period errors

27.1 Goods and services

Nature of prior period errors

	Note	2018/19
		R'000
Re-classification of payments to MPCC's		(709)
Re-classification of discretionary funds and gifts by the Accounting Officer		(3,719)
Re-classification of data procurement		(33)
Net effect		(4,461)

Payments to casual workers at MPCC's service centres have been re-classified from Goods and services to Compensation of employees due to the nature of the payments made.

Discretionary fund payments worth R2,497,244.10 and gifts by the Accounting Officer worth R1,221,992.92 have been re-classified from Goods and services to Transfers and subsidies to best reflect its unrequited nature.

Data procurement amounting to R33,176.30 has been re-classified from Goods and services to finance leases under Machinery and equipment.

	Note	2018/19
		R'000
Expenditure		-
Net effect		-

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

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27.2 Compensation of employees

Nature of prior period errors

	<i>Note</i>	2018/19
		R'000
Re-classification of payments to MPCC		709
Net effect		709

This reclassification serves as an implementation of prior year recommendation from the Office of the Auditor-General.

The department reclassified payments made to casual workers at MPCC's from Goods and services to Compensation of employees amounting to R709,218.80.

	<i>Note</i>	2018/19
		R'000
Expenditure		-
Net effect		-

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

27.3 Transfers and subsidies

Nature of prior period errors

	<i>Note</i>	2018/19
		R'000
Re-classification of discretionary funds, gifts and assistance from Goods and Services.		3,719
Net effect		3,719

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Re-classification of discretionary fund payments, gifts and assistance from Goods and Services to Transfers and Subsidies to best reflect its unrequited nature and for fair presentation.

	Note	2018/19 R'000
Expenditure		-
Net effect		-

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

27.4 Machinery and equipment

Nature of prior period errors

	Note	2018/19 R'000
Re-classification of data		33
Net effect		33

In order to ensure fair presentation, data procurement amounting to R33,176.30 has been re-classified from Goods and services to finance leases under Machinery and equipment.

	Note	2018/19 R'000
Expenditure		-
Net effect		-

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

27.5 Contingent liabilities

Nature of prior period errors

	Note	2018/19 R'000
Additional rent retrospectively claimed by the landlord.		18,303
Net effect		18,303

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The Office of the Premier has been in consultation with Provincial Treasury, Department of Roads and Public works and Transnet who is the rightful landlord of the JW Sauer building since 2015 regarding the legal ownership of the building and the rent payable by the Office of the Premier. Since 2015 the rental amount payable by the Office of the Premier was agreed with Treasury and the Department of Roads and Public Works due to the negotiation process that is ongoing, therefore the monthly invoices received from Transnet since 2015 has not been paid in full but rather at the agreed amount. The Office of the Premier has been aware of the rental invoices received from Transnet since 2015 however, the estimated outflow of economic resources could never be reliably estimated due to the ongoing negotiations. During the 2019/20 financial year the Office of the Premier received a formal dispute from Transnet for the additional rental payable since 2015. The Office of the Premier disclosed the dispute as a prior period error in contingent liabilities due to the fact that the dispute originated from prior years and in this way fair presentation would be achieved. This resulted in the retrospective adjustment of additional rent in the contingent liabilities balance that is valued at R18,303,477.05.

	Note	2018/19 R'000
Expenditure		-
Net effect		-

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

27.6 Irregular expenditure

Nature of prior period errors

	Note	2018/19 R'000
Erroneous over stating of irregular expenditure		(558)
Net effect		(558)

Management erroneously included an amount under Irregular expenditure, which was in fact regular. The net effect of the incorrect classification is that Irregular expenditure disclosed under Irregular expenditure – relating to prior years was overstated by R558,390.88.

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	Note	2018/19 R'000
Expenditure		-
Net effect		-

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

27.7 Expenditure for capital assets

Nature of prior period errors

	Note	2018/19 R'000
Omission		2,486
Net effect		2,486

The Finance leases expenditure included in expenditure for capital assets valued at R 2,519,054.78 for 2018/19 was omitted due to an administrative error. This amount was reported for the 2018/19 financial year.

	Note	2018/19 R'000
Expenditure		-
Net effect		-

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

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28. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

The department submitted the BBBEE compliance report to the BEE commission on 29 August 2019.

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ANNEXURE 1A
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2018/19
	Adjusted Appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds Transferred %	
South African Broadcasting Corporation	2	-	-	2	2	100%	3
TOTAL	2	-	-	2	2	2	3

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**ANNEXURE 1B
STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS**

	TRANSFER ALLOCATION				EXPENDITURE		2018/19 Final Appropriation
	Adjusted Appropriation Act	Roll overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds transferred	
NON-PROFIT INSTITUTIONS							
Transfers							
Premier's Bursary Trust Fund	18,837	-	-	18,837	18,837	100%	16,891
Mme Re Ka Thusa Trust Fund	7,217	-	-	7,217	7,217	100%	4,940
TOTAL	26,054	-	-	26,054	26,054		21,831

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**ANNEXURE 1C
STATEMENT OF TRANSFERS TO HOUSEHOLDS**

	TRANSFER ALLOCATION				EXPENDITURE		2018/19 Final Appropriation 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	
Transfers							
Leave Payouts	334	-	-	334	334	100%	396
Severance Packages	588	-	-	588	588	100%	476
Discretionary Fund	2,390	-	-	2,390	2,390	100%	2,497
Gifts and donations	648	-	-	648	648	100%	1,222
TOTAL	3,960	-	-	3,960	3,960		4,591

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**ANNEXURE 1D
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE**

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2019/20	2018/19
	R'000	R'000
Paid in cash		
Gifts, donations and sponsorships made from the Discretionary Fund	667	456
Financial assistance	54	86
Subtotal	721	542
Made in kind		
Gifts, donations and sponsorships made from the Discretionary Fund	1,723	2,041
Corporate Gifts	19	82
Social responsibility	301	795
Funeral assistance	274	259
Hospital hampers	11	14
Subtotal	2,328	3,191
TOTAL	3,049	3,733

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**ANNEXURE 2A
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2020 – LOCAL**

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening balance 1 April 2019 R'000	Guarantees draw downs during the year R'000	Guarantees repayments/ cancelled/ reduced during the year R'000	Revaluation due to foreign currency movements R'000	Closing balance 31 March 2020 R'000	Revaluations due to inflation rate movements R'000	Accrued guaranteed interest for year ended 31 March 2020 R'000
	Housing	-	39	-	-	-	39	-	-
	Subtotal	-	39	-	-	-	39	-	-
	TOTAL	-	39	-	-	-	39	-	-

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**ANNEXURE 2B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2020**

Nature of Liability	Opening Balance 1 April 2019 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 2020 R'000
Claims against the department					
Damages	2,659	12	(200)	-	2,471
Subtotal	2,659	12	(200)	-	2,471
Other					
Transnet	18,303	15,837	-	-	34,140
Subtotal	18,303	15,837	-	-	34,140
TOTAL	20,962	15,849	(200)	-	36,611

The opening balance of contingent liabilities was restated. Refer to note 27.

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**ANNEXURE 3
CLAIMS RECOVERABLE**

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2019/20 *	
	31/03/2020	31/03/2019	31/03/2020	31/03/2019	31/03/2020	31/03/2019	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	-	-	-	4	-	-	4	
Economic Development	-	4	-	-	-	-	4	
Education	-	-	726	734	726	734		
Environment and Nature Conservation	-	21	-	-	-	-	21	
Health	-	-	1,359	805	1,359	805		
Roads and Public Works	-	4	616	616	616	620		
Social Development	-	4	-	-	-	-	4	
Sports, Arts and Culture	-	-	21	4	21	4		
Transport, Safety and Liaison	313	317	-	-	313	317		
Treasury	-	-	11	35	11	35		
Provincial Legislature	-	-	35	-	35	-		
SAPS	-	-	340	340	340	340		
Health Western Cape	-	-	-	1,221	-	1,221		
National School of Government	-	-	20	20	20	20		
	313	350	3,128	3,779	3,441	4,129		

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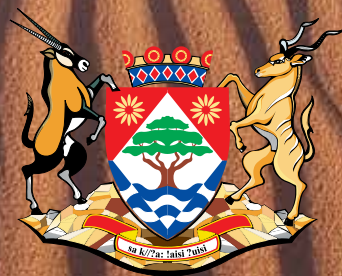
Other Government Entities						
EWSETA	-	1,875	1,875	1,875	1,875	1,875
UMSOBOMVU	-	-	2	-	-	2
NCFMTE	-	-	42	-	-	42
Liquid Telecom	-	6	6	6	6	6
HRA Trading	1,626	-	-	1,626	-	-
DNS Suppliers and Logistics	-	9	-	9	-	-
	1,626	1,890	1,925	3,516	1,925	1,925
TOTAL	1,939	350	5,018	6,957	5,704	6,054

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**ANNEXURE 4
INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *	
	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000	31/03/2020 R'000	31/03/2019 R'000	Payment date up to six (6) working days before year end	Amount R'000
DEPARTMENTS								
Current								
Justice	-	-	-	245	-	-	245	
SAPS	-	-	-	113	-	-	113	
Government Printing Works	-	8	8	9	8	17	17	
Roads and Public Works	-	-	-	1	-	-	1	
Environment and Nature Conservation	-	153	-	-	-	-	153	
Subtotal	-	161	8	368	8	529		
Non-current								
Justice	-	-	420	175	420	175	175	
National School of Government	-	-	229	229	229	229	229	
NCFMTE	-	-	168	168	168	168	168	
Provincial Treasury	510	510	-	-	510	510	510	
Roads and Public Works	-	-	1	-	1	-	-	
Subtotal	510	510	818	572	1,328	1,082		
TOTAL INTERGOVERNMENT PAYABLES	510	671	826	940	1,336	1,611		



OFFICE OF THE PREMIER

PR236/2020

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