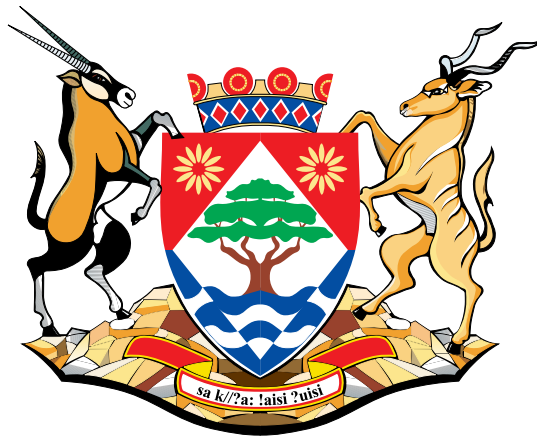


OFFICE OF THE PREMIER ANNUAL REPORT

2020/2021



Office of the Premier PROVINCE OF NORTHERN CAPE

VOTE NO. 1

ANNUAL REPORT 2020/2021 FINANCIAL YEAR

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PART A:

GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

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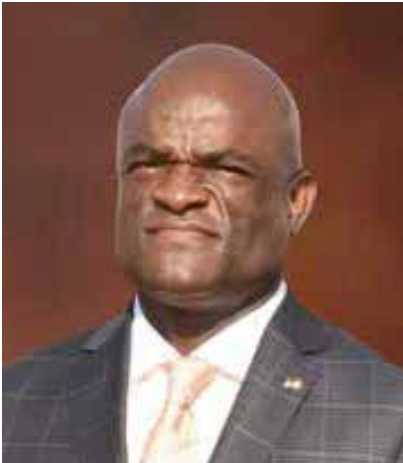
EMAIL ADDRESS: OTPStratMan@ncpg.gov.za

WEBSITE ADDRESS: www.northern-cape.gov.za

2. LIST OF ABBREVIATION /ACRONYMS

AGSA	Auditor General of South Africa	MISS	Minimum Information Security Standards
AIDs	Acquired Immune Deficiency Syndrome	MMS	Middle Management Service
AO	Accounting Officer	MPSA	Minister of Public Service Administration
APP	Annual Performance Plan	MTEF	Medium Term Expenditure Framework
BACS	Biometric Access Control System	MTSF	Medium Term Strategic Framework
BBBEE	Broad Based Black Economic Empowerment	NC	Northern Cape
CFO	Chief Financial Officer	NCPA	Northern Cape Provincial Administration
COVID	Coronavirus	OTP	Office of the Premier
DPME	Department of Planning Monitoring and Evaluation	OSD	Occupation Specific Dispensation
DPSA	Department of Public Service Administration	PFMA	Public Finance Management Act
EHW	Employee Health and Wellness	PGDP	Provincial Growth Development Plan
EXCO	Executive Council	PSDF	Provincial Strategic Development Framework
HIV	Human Immunodeficiency Viruses	SCM	Supply Chain Management
HOD	Head of Department	SDIP	Service Delivery Improvement Plan
HRD	Human Resource Development	SEIA	Socio-Economic Impact Assessment
HRM	Human Resource Management	SMS	Senior Management Service
ICT	Information Communication Technology	STI	Sexually Transmitted Infection
IT	Information Technology	TB	Tuberculosis
MEC	Member of Executive Council		

3. FOREWORD BY THE PREMIER



Dr Zamani Saul (MPL)
Premier: Northern Cape

This Annual Report is a reflection of the work completed in the 2020/2021 reporting cycle, which also marks the first year of the 2020-2025 planning cycle which was derived from the 2019-2024 Medium Term Strategic Framework. We present this report at a time when the world is confronted with the COVID-19 pandemic resulting in the country being under various stages of lockdown that has impacted our lives and the economy.

Our focus primarily was on curbing the transmission of the COVID-19 virus and saving lives and livelihoods. The pandemic disrupted all government plans as we had to urgently embark on emergency planning.

The pandemic situation was compounded by long droughts and unusual downpours that destroyed homes and critical public infrastructure. The devastation caused by these three disasters affected every aspect of the lives of the people of the Northern Cape.

Due to our budget challenges, reprioritisation of financial and human resources had to be done and there was a risk of not meeting all planned targets.

Notwithstanding the challenges indicated above; the report will reflect on achievements made by the Office during the 2020/2021 financial year towards achieving the 2019-2024 Medium Term Strategic Framework. We remain committed to ensure business continuity on critical functions and processes that are central to our core business.

The Office of the Premier will continue to play a leading role in terms of Priority 1 of the 2019-2024 Medium Term Strategic Framework: "Towards a capable, ethical and development state."

As part of our efforts to create decent and sustainable jobs we can report that plans to remodel the Department of Roads and Public Works, establish a Northern Cape State-owned construction company, State-owned mining company and phased-insourcing of certain categories of workers is starting to take shape and are at various stages of implementation. We remain positive and committed to see this come to fruition.

The Office of the Premier continues to play a coordinating role to ensure that the planned phased-insourcing of services provided by contractors and service providers materializes.

I would like to acknowledge and express my sincere gratitude to the Executive Council and the Provincial administration under the auspices of the Director-General for their continuous support in ensuring that our plans to modernise our province, grow our economy and make it successful for everyone remains on track.

In addition, my appreciation and gratitude goes to all our partners, be it business, civil society organisations and the general public who continue to selflessly and generously invest their time and offered much needed relief during the COVID-19 pandemic.

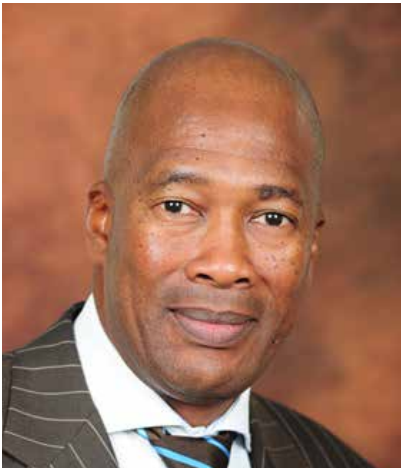
We present the 2020/2021 report during a very difficult time for not only the Province, but for that of the entire world. Through collective hard work and doing things differently, we can remain the hope for the people of the Northern Cape.

A handwritten signature in black ink, appearing to read 'Zamani Saul', with a small dot at the end.

DR ZAMANI SAUL (MPL)
PREMIER OF THE NORTHERN CAPE
DATE: 31 August 2021

4. REPORT OF THE ACCOUNTING OFFICER

4.1 OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT



Adv Justice Bekebeke
Accounting Officer

During the 2020/2021 financial year some of our challenges continued from the previous years and new ones were added. The new challenges were brought about by the COVID-19 pandemic. The virus also caught the 6th Administration when it was less than a year in office and we were forced to reprioritise our budgets more than once and ultimately our plans.

The impact was felt nationally and provincially as we all had to surrender funding to the COVID-19 related investment of the country.

The management of the global responses towards COVID-19 pandemic has taught us the importance of the functions rendered by the Offices of the Premier in provincial administrations. It has become more critical for the Office of the Premier to assert its legislative role of coordinating the functions and affairs of departments within the Northern Cape Provincial Administration as well as ensuring good inter-governmental relations in addressing the devastating effects caused by this pandemic. It is also through the pooling of resources and effective integration strategies that we will be able to change the current trajectory. The ProvJoints and other structures that were established and/or revived greatly assisted us in coordinating and integrating all matters relating to the pandemic.

At the start of this strategic term 2022-2025, the Office of the Premier became instrumental in driving the reconfiguration of departments and functions aimed at eliminating duplication of functions and generally improving efficiencies in the provincial administration towards a better Province, a better South Africa, a better Africa and a better World. The establishment of the Provincial Information Technology Shared Service Centre (ITSSC), as a vehicle to drive information technology, digitisation and the 4IR was approved this financial cycle.

Despite our fiscal and capacity constraints, the department has managed to achieve some key milestones that will improve integrated planning, reporting and monitoring processes and moving us to a Modern, Growing, Successful Province. These milestones are, amongst others:

- Finalisation and approval of the Provincial Growth and Development Plan and Provincial Spatial Development Framework, and it was also gazetted.
- Integrated Governance, Coordination and Service Delivery Model was approved.
- A Provincial Web-Based Performance Information Management System has been developed in-house.

The department remains true to our commitment to execute on our mandate and implement our strategic plan 2022-2025 through our annual performance plans.

4.2 OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

4.2.1 Departmental receipts

Departmental receipts	2020/2021			2019/2020		
	Estimate	Annual Amount Collected	(Over)Under Collection	Estimate	Annual Amount Collected	(Over)Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sales of goods and services other than capital assets	96	112	(16)	91	114	(23)
Sales of capital assets	56	-	56	53	8	45
Financial transactions in assets and liabilities	-	102	(102)	-	85	(85)
Total	152	214	(62)	144	207	(63)

The department mainly derives its revenue from commission on insurance, garnishee and scrapping of capital assets. Transactions in financial assets and liabilities are in respect of recoveries of expenditure from previous financial years which are not of a recurring nature or cannot be ascertained if they will take place. The tariffs on our main cost driver is system generated (commission on insurance and garnishee).

The overall collection is attributed to abnormal transactions that are non-recurring in nature. The department cannot accurately project for the sale of goods and services other than capital assets item as this is demand driven based on the fact that the department cannot anticipate the total amount of employees that will default on payments for court issues garnishees, as well as the number of employees that will require deductions directly from their salaries of PERSAL that might be linked to insurance policies and stop orders.

4.2.2 Programme Expenditure

Programme name	2020/2021			2019/2020		
	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	92,975	91,009	1,966	124,611	122,356	2,255
Institutional Development	75,853	74,343	1,510	100,351	93,320	7,031
Policy and Governance	47,133	45,806	1,327	53,047	44,599	8,448
Total	215,961	211,158	4,803	278,009	260,275	17,734

The department spent R211,158 which equates to 98% in relation to the final appropriation of the 2020/21 financial year. The variance was mainly attributable to accruals and commitments as at the reporting date. A rollover application was submitted to Provincial Treasury to that affect.

Both Administration and Institutional Development spent 98% of their final appropriation for the 2020/21 financial year. Policy and Governance spent 97% of their appropriation.

The department spent R260, 275 which equates to 94% in relation to the final appropriation of the 2019/20 financial year. The variance was mainly attributable to accruals and commitments as at the reporting date. A rollover application was submitted to Provincial Treasury to that affect.

Administration spent 98% of their final appropriation for the 2019/20 financial year while Institutional Development spent 93% and Policy and Governance spent 84% of their final appropriation.

4.2.3 Virements / Roll Overs

The total virements will be a total decrease of R 431, 618 in compensation of employees; a decrease of R 3 858, 157 in goods and services; an increase of R 1 616, 505 in transfer payments; an increase of R 2, 520, 632 under capital payments machinery and equipment; and an increase of R 152, 638 in financial transactions in assets and liabilities. These virements were mainly done to defray excess expenditure under these items.

An application to Provincial Treasury for a rollover amounts to R2 187, 047.

4.2.4 Unauthorised, irregular and fruitless and wasteful expenditure

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

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

4.3 STRATEGIC FOCUS OVER THE SHORT TERM PERIOD

The focus of the Department will be instrumental in driving the reconfiguration of departments and functions aimed at eliminating duplication of functions and generally improving efficiencies in the provincial administration towards a better province.

4.4 PUBLIC PRIVATE PARTNERSHIPS

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

4.5 DISCONTINUED KEY ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during this year under review.

4.6 NEW OR PROPOSED KEY ACTIVITIES

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

4.7 SUPPLY CHAIN MANAGEMENT

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

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

No gifts and donations were received during the 2020/2021 financial year.

4.9 EXEMPTIONS AND DEVIATIONS RECEIVED FROM NATIONAL TREASURY

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

4.10 EVENTS AFTER THE REPORTING DATE

There were no events after the reporting date.

Appreciation and conclusion

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

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



ADV. JUSTICE BEKEBEKE
ACCOUNTING OFFICER
OFFICE OF THE PREMIER NORTHERN CAPE
DATE: 31 August 2021

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

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

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

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

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

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

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

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

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

In my opinion, the annual report fairly reflects the operations, the performance information, the human resource information and financial affairs of the department for the financial year ended 31 March 2021.

Yours faithfully



ACCOUNTING OFFICER
ADV. JUSTICE BEKEBEKE
31 August 2021

6. STRATEGIC OVERVIEW

6.1 VISION

Modern, Growing and Successful Province

6.2 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.

6.3 VALUES

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

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). The department acts in accordance with Section 125 and Section 127 of the Constitution of the Republic of South Africa, 1996 and acts in accordance with Section 7(3) of the Public Service Act.

Constitutional mandate

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

- ▶ implementing provincial legislation in the Province;
- ▶ implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;

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

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

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

Core Legislative Mandate (Director-General)

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

(i) In addition to any power or duty entrusted or assigned by or under this Act or any other law to the head of the Office of a Premier (DG), the said head shall-

(ii) subject to section 125 (2) (e) of the Constitution, be responsible for *intergovernmental relations on an administrative level* between the relevant province and other provinces as well as national departments and national government components and for the *intra-governmental co-operation* between the relevant Office of the Premier and the various provincial departments and provincial government components, including the *co-ordination* of their actions and legislation; and

(iii) be responsible for the giving of *strategic direction* on any matter referred to in section 3 (1), but shall in respect of a provincial department of the relevant province exercise no power or perform no duty which is entrusted or assigned by or under this Act or any other law to the head of the provincial department.

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

- (a) the functions of the public service;
- (b) the organisational structures and establishments of departments and other organisational and governance arrangements in the public service;
- (c) the conditions of service and other employment practices for employees;

- (d) labour relations in the public service;
- (e) health and wellness of employees;
- (f) information management in the public service;
- (g) electronic government;
- (h) integrity, ethics, conduct and anti-corruption in the public service; and
- (i) Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public.

Legislative and policy mandates

The mandate of the Office of the Premier is to:

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

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

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

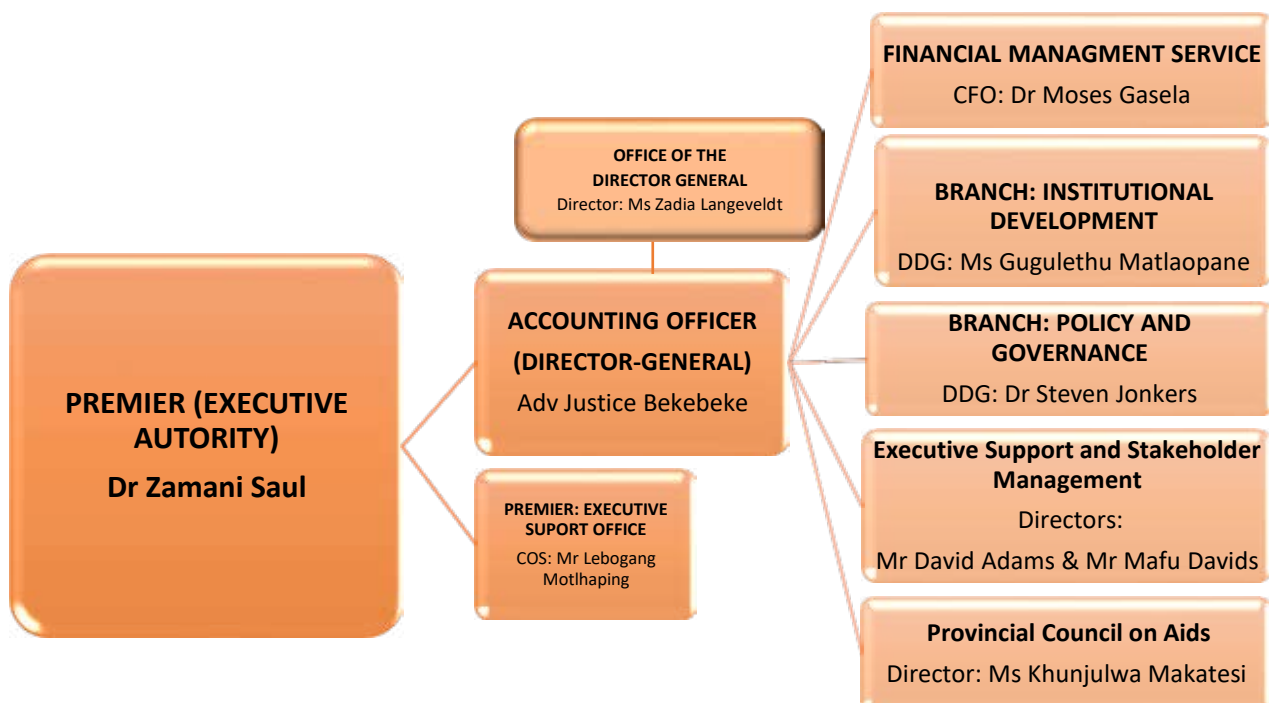
- ▶ Labour Relations Act;
- ▶ Medium Term Strategic Framework 2019-2024;
- ▶ Minimum Information Security Standards (MISS);
- ▶ MTSF Integrated Monitoring Framework 2019-2024;
- ▶ National Archives and Records Service Act of South Africa 43 of 96;
- ▶ National Child Participation Framework;
- ▶ National Development Plan 5 Year Implementation Plan 2019-2024;
- ▶ National Development Plan – Vision 2030;
- ▶ National Digital Skills Strategy;
- ▶ National e-Strategy (ISAD Plan);
- ▶ National Monitoring and Evaluation Framework Whitepaper of October 2009
- ▶ National Plan of Action for Children in South Africa
- ▶ National Strategic Intelligence Act (NSIA);
- ▶ National Strategic Planning Green Paper of September 2009
- ▶ New Growth Path
- ▶ Northern Cape Information Society Strategy;
- ▶ Occupational Health and Safety Act;
- ▶ PAIA: Promotion of Access to Information Act, 2000;
- ▶ PAJA: Promotion of Administrative of Justice Act, 2000 (Act No. 3 of 2000);
- ▶ PAMA: Public Administration Management Act, 2014 (Act No. 11 of 2014)
- ▶ Policy Framework for Government –Wide Monitoring and Evaluation, Presidency November 2007
- ▶ POPI: Protection of Personal Information Act 4 of 2013;
- ▶ Provincial Information Security Policy;
- ▶ Public Service Act;
- ▶ Public Finance Management Act (PFMA);
- ▶ Public Service Regulations;
- ▶ Revised Framework for Strategic Plans and Annual Performance Plans, DPME 2019
- ▶ Revised National Evaluation Policy Framework 2019;
- ▶ Rights of Women in Africa (AU Women’s Protocol)2004;
- ▶ S.A. Connect: South Africa’s Broadband Strategy;
- ▶ SADC Declaration;
- ▶ SITA: State Information and Technology Act 88 of 98;
- ▶ Skills Development Act;
- ▶ Skills Development Levies Act;
- ▶ South Africa’s National Policy Framework for Women’s Empowerment of Gender Equality;
- ▶ Statistics Act 6 of 1999;
- ▶ Strategic Framework for Gender Equality within the Public Service (2006-2015);
- ▶ Sustainable Development Goals (SDG’s);

- ▶ The promotion of Equality and Prevention of Unfair Discrimination Act, No 4 of 2000;
- ▶ United Convention on the Rights of the Child (UNCRC);
- ▶ United Nations Convention on the Rights of Persons with Disabilities;
- ▶ White Paper on the Post School Education and Training System (PSET);
- ▶ White Paper on the Rights of Persons with Disabilities
- ▶ Women Empowerment and Gender Equality Bill

Updates to Institutional Policies and Strategies

- ▶ HRM/D Provincial and departmental policies;
- ▶ Integrated Provincial HRM Strategy;
- ▶ Northern Cape Information Society Strategy;
- ▶ Provincial Evaluation Plan 2018/19-2020/21;
- ▶ Provincial HRD Strategy;
- ▶ Provincial Information Security Policy;
- ▶ Provincial Growth and Development Plan;
- ▶ Provincial Integrated Monitoring and Evaluation Framework (draft);
- ▶ Provincial Quarterly Performance Information Guide

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE PREMIER

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

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



PART B:

PERFORMANCE INFORMATION

1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

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

Refer to page 88 of the Report of the Auditor General, published as Part E: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The Office of the Premier tabled two Annual Performance Plans (APP) during the year under, namely the Original APP and the Revised APP, of which the Revised APP was informed by the 2020/21 Budget Adjustment.

The original tabled APP was utilised for the first quarter in the financial year under review. A total of 61 (sixty-one) targets were planned as per the original tabled APP, with 31 (thirty-one) planned targets reported on for the first quarter. The re-tabled APP (revised APP) was utilised for the second, third and fourth quarters with 57 (fifty-seven) planned targets in the financial year under the review. The output indicators, planned targets and achievements are reported under tables 2.4.4.1 and 2.4.4.2. under paragraph 4. Institutional Programme Performance Information from pages 10 to 61.

The Office of the Premier is centrally positioned within the provincial government. The Department hosts the Premier, who is the Executive Authority of the Province entrusted with the responsibility to develop and implement legislation and policy within the functional areas of the Province. The main powers and duties of the Premier at Executive level and the Director-General at an administrative level, relate to coordinating the affairs of the Northern Cape Provincial Administration, ensuring co-operation from the Northern Cape Provincial Departments and providing strategic direction, as legislated.

The Programme 1 therefore takes account of the internal functions of the Department geared at providing support to the Executive Authority and Director-General to optimally exercise their powers and performing their responsibilities. It is this Programme that is the core driver of the Executive and strategic coordination functions in that this is where the Executive Council Support as well as the Director-General (HODs') Forum support lies. These two Fora are the main structures established for coordinating the affairs of the Northern Cape Provincial Administration.

Programmes 2 gives impetus to the powers and functions of the Premier and Director-General by ensuring compliance by departments in respect of mainly the support functions as the Director-General is empowered to give strategic direction. Programme 3, similarly, provides the Executive Authority and the Director-General with the tools to exercise their powers and perform their functions optimally through research, planning and monitoring and evaluation of the affairs of the provincial administration.

The Department's strategic focus is to strengthen service delivery integration and synergy between Provincial Departments through improved co-ordination within the provincial administration. The office focuses on integrated reporting on all areas of performance aligned to the Provincial Vision of a Modern, Growing and Successful Province and Medium Term Strategic Framework 2019-2024.

2.2 SERVICES DELIVERY IMPROVEMENT PLAN

The Office of the Premier Service Delivery Improvement Plan was not concluded but consultation with DPSA on the review of the service delivery mechanism and plans unfolded. A 3-year cycle SDIP will be developed in the next financial year.

Main services and standards

Main services	Beneficiaries	Current/actual standard of services	Desired standard of services	Actual achievements
Not applicable because the SDIP was not concluded.				

Batho Pele Arrangements with beneficiaries (consultation and access)

Current/actual arrangements	Desired arrangements	Actual achievements
Not applicable because the SDIP was not concluded.		

Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
Not applicable because the SDIP was not concluded.		

Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Not applicable because the SDIP was not concluded. The Presidential Hotline was utilised as a complaints mechanism		

2.3 ORGANISATIONAL ENVIRONMENT

The existing capacity constraints relating to available human resources and precarious fiscal situation of the country poses major challenges to the Office of the Premier. The department has been receiving additional functions with no corresponding funding, which just adds to the department's relentless human capacity and financial challenges.

Since the approval of the organisational structure in 2017, the department could not implement the organisational structure. Failure to implement the structure has prevented the separation of the departmental provincial function from the internal function, led to a high vacancy rate and increased pressures have been placed on the scarce resources.

The department has planned to capacitate the planning, research, policy development and monitoring and evaluation functions prior to the COVID budget for 2020/2021 to release the plans of integrated coordination. Unfortunately, the COVID-19 budget cuts reduced the compensation of employees a great deal, and as such the department could not capacitate these functions. The Department continued to operate in an environment of chronic budgetary challenges to the extent where it became impossible to fill the posts that was vacated during the year under review. Recruitment processes were further hampered by the provincial moratorium on the filling of funded vacant posts and the PERSAL appointment function being suspended and surrendered to Provincial Treasury.

The department implemented all the Circulars from the Department of Public Service and Administration (DPSA) in regard to the management of the Covid-19 pandemic in the workplace. This resulted in a reduced

staff complement, but management ensured 100% operations in terms of the departments' legislative mandate.

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.

In terms of aligning the organisation to the vision and the strategic focus for the duration of 2020 to 2025, which is to strengthen the integration and synergy of the provincial departments and its affairs, the organisational structure must be reviewed. However, the review process can only happen after DPSA has concluded the review process for the Generic Functional Structures of 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. However, the proclamation of the State of Disaster and legislation issued in relation to COVID-19 impacted the implementation of our mandate.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

In an effort to achieve the service delivery goals through strategic leadership and coordination, the department achieved the following:

Northern Cape State-Owned Construction Company, State-Owned Mining Company and Public Works Remodelling

Funding was allocated to the department to conduct feasibility studies which cover three strands of the project, namely: State-Owned Construction Company, State-Owned Mining Company and Public Works Remodelling. The department signed a SLA with the appointed consultant, COEGA. To this end, the feasibility studies were concluded and the findings will be implemented in the next financial year.

Centralisation of the Bursaries

A new approach was investigated pertaining to the dissolution of the Northern Cape Premier's Education Trust Fund. Application was made to the High Court for the appointment of Trustees for a period of six months to finalise the dissolution and winding up process of the trust fund during the next financial year. The winding up of the trust fund will complete the process of the centralised bursary solution.

Youth Development

The investigation into establishing a Youth Directorate within the Office of the Premier unfolded and findings directed the department to develop a structure for the incorporation of a youth component. However, the drastic budget cuts and the moratorium on stopping the filling of posts for the 2020/2021 financial year has delayed the project. There is now a need to develop a proposal on OTP HR capacity challenges for higher intervention.

Innovation and technology development interventions

The establishment of the Provincial Information Technology Shared Service Centre, as a vehicle to drive information technology, digitisation and 4IR was approved, with short, medium and long term approaches to ensure efficient and effective implementation. The implementation of the short term plan has started, with the purpose to operationalise the Provincial Information Technology Shared Service Centre at a strategic level and to ensure that the medium and long term plans run parallel.

Provincial Performance Monitoring and Evaluation

The department has developed a Provincial Integrated Performance Reporting, Monitoring and Evaluation Guide, which is aligned to the MTSF 2019-2024 to monitor the progress of the MTSF and provincial deliverables. This monitoring tool was used to monitor progress of the provincial deliverables aligned to the MTSF 7 priorities and quarterly assessment reports inclusive of findings and recommendations were issued to the respective Heads of Departments.

The manual reporting tools for the provincial departments have limited capabilities, are cumbersome to departments and do not adequately support the oversight of performance information. In response to these challenges and in the quest to constantly improve monitoring and reporting practices, the Office of the Premier: Performance Monitoring and Evaluation component has developed a Provincial Web-Based Performance Information Management System (PIMS) for quarterly reporting by provincial departments. The PIM System is an online system that allows users access to report, provide oversight and use reported information with ease. The system is accessible through the following link: <http://pims.ncpg.gov.za> and will be implemented in the 2021/22 financial year. Training for departmental users has been concluded during the 4th quarter of 2020/2021 in preparation for the implementation. The Provincial Web-Based PIMS has been developed in-house by the Performance Monitoring and Evaluation Unit to address the challenges presented by the current manual reporting and monitoring processes and to improve performance accountability.

Implementing the system will ensure that the following objectives are realised:

- a. Ensure integrated reporting and monitoring through the use of a standardised and uniform system.
- b. Improve results based monitoring through an integrated and coherent approach in the Province.
- c. Provide for the systematic synchronisation of all elements of performance monitoring and evaluation into a single space/system.
- d. Promote accountability and transparency from provincial departments by providing reliable data and information timeously for efficient reporting and analysis of performance.
- e. Outline common standards and criteria for monitoring, evaluation, review and reporting aimed at improving the performance information data-quality management process.

Research and Policy Development

The Northern Cape Provincial Growth and Development Plan Peer Review process were conducted to ensure alignment to the provincial vision. To this end the Northern Cape Provincial Growth and Development Plan was approved, as well as the Provincial Spatial Development Framework and it was also gazetted.

The Provincial Growth and Investment Council was approved during the year under review. This Council is the advisory council, placing the Northern Cape at the frontier of new ideas and innovative actions for strengthening the Province's socio-economic performance, based on the social compact to build a modern growing and successful province. The launch of the Council is planned for the next financial year.

Over the MTEF period, the Office of the Premier intends improving the coordination of the provincial government to ensure that policies are implemented in line with the NDP and PGDP development agenda. To this end the Integrated Governance, Coordination and Service Delivery Model was approved and implementation will start in the 2021/2022 financial year. This model will strengthen and enhance planning coherence; alignment of planning and joint planning, and integrated planning aligned to the District Development Model.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 PROGRAMME 1: ADMINISTRATION

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

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

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

1.2. Director-General Support: **Purpose:** Provide technical, administrative and secretariat support to the Director-General

The sub-programme comprised of the following units:

1.2.1. Office of the Director-General

1.2.2. Security and Records Management

1.2.3. Provincial Council on AIDS-Secretarial

1.3. Executive Support and Stakeholder Management: **Purpose:** Manage and oversee the provisioning of Executive support services and co-ordinate the implementation of stakeholder management programmes.

The sub-programme is comprised of the following units:

1.3.1. Executive Council Support

1.3.2. Stakeholder Management

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

Outcomes, outputs, output indicators, targets and actual achievements

The reprioritisation of the funds towards the COVID-19 pandemic has drastically reduced the department's budget allocation therefore management took a decision to review the Annual Performance Plan for 2020/21 to ensure alignment to the 2020/21 Budget Adjustment. Programme 1 opted not to review but continue with their outputs, output indicators and annual targets. Subsequent to the Revised APP, the programme continued to be impacted by the COVID-19 pandemic and sub-programmes could not fully realise its intention to achieve all the planned targets during the year under review.

Programme 1: Administration has 17 planned annual targets as per the original tabled APP and the revised (re-tabled) APP, with 13 targets achieved during the year reporting cycle. Given the fact that these indicators were not reviewed, the table 2.4.4.2 is used to report on the planned annual targets and the actual achievements for the 2020/2021 financial year.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.2.1. Office of the Director-General								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Strategic Planning Documents Developed	Approved Strategic Plan and Annual Performance Plan	2 Planning documents (Strategic Plan and Annual Performance Plan) signed and submitted on due date	2 Planning documents (Strategic Plan and Annual Performance Plan) signed and submitted on due date.	1 Approved Strategic Plan and 1 Annual Performance Plan	1 Approved Strategic Plan and 1 Annual Performance Plan	None	None
	Revised departmental risk register	Approved Departmental Risk Register	1 Risk Register 1 Risk Management Policy 1 Risk Management Implementation Plan	1 Risk Register 1 Risk Management Policy 1 Risk Management Implementation Plan	Approved Risk Register	Approved Risk Register	None	None
	System generated results of the financial disclosure completed by designated employees	Number of system generated results of financial disclosure for all designated categories	New Indicator	New Indicator	6 eDisclosure System generated results	6 eDisclosure System generated results	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.2.2. Security and Records Management								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Inspections that monitor the compliance of departments with the MISS	Number of Units inspected to check compliance with the MISS	16 Units	12 Units	16 Units	16 Units	None	None
	Co-ordination of roleplayers providing support at provincial events of the Premier.	Number of Events co-ordinated	12 Provincial Events	6 Provincial Events	9 Events	3 Events	-6 Events	Under-performance is attributed to provincial events being prohibited during the first and second quarter of the year under review.
	All staff screened for employment suitability	Number of new staff screened for employment suitability	100% of new staff	100% of new staff	100% of new staff	100% of new staff	None	None
	All provincial departments monitored for compliance with the Anti- Corruption framework	Number of provincial departments that comply with the Anti-Corruption framework	12 Departments	9 Departments	12 Departments	12 Departments	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.2.3. Provincial Council on AIDS-Secretariat							
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	To provide technical support in establishment of Local and Ward AIDS Councils (5 districts)	Number of districts supported in the establishment of Local and Ward AIDS Councils	New Indicator	New Indicator	5	None	None
	To coordinate stakeholder engagements on HIV, AIDS, TB and STI responses in the Province	Number of stakeholder engagements coordinated	New Indicator	New Indicator	8	-4	Under-performance is attributed to contact sessions with stakeholders that could not take place during the 1 st and 2 nd quarter of the year under review. IT infrastructure in the districts made it impossible to arrange engagement via a virtual platform.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.3.1. Executive Council Support							
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Reviewed Northern Cape Executive Council Handbook	Review the Northern Cape Executive Council Handbook	New Indicator	New Indicator	0	-1 Draft Northern Cape Executive Council Handbook submitted to EXCO for approval	Under-performance is attributed to the consultation processes not unfolding as planned. Consultation process will unfold in the next financial year using the virtual platform.
	Executive Council and Cluster Engagements coordinated	Number of Consolidated Reports on the Executive Council and Cluster Engagements	New Indicator	New Indicator	4 Consolidated Reports	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.3.2. Stakeholder Management							
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Functional intergovernmental forums	Number of consolidated reports on the functionality of intergovernmental forums	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	None
	International engagements coordinated	Number of provincial international engagements coordinated	17 Engagements	12 Engagements	8 Engagements	4 Engagements	Under-performance is attributed to a decrease in demand for international engagements emanated from the restrictions on international travel during the year under review. Output indicator is demand driven
	Provincial Protocol Services rendered	Number of consolidated reports on provincial protocol services rendered at government events	4 Reports	4 Reports	4 Consolidated Reports	4 Consolidated Reports	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 1.4. Financial Management							
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Annual Financial Statement (AFS)	Number of Approved AFS submitted to the AGSA and PT	1 Annual Financial Statement (AFS)	1 Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	None	None
	All uncontested invoices paid within 30 days of receipt of invoices	Percentage of uncontested invoices paid within 30 days of receipt date	100% invoices paid	100% invoices paid	100%	None	None
	Ensuring that the targeted percentage of departmental procurement is directed to targeted designated groups	Percentage of procurement of goods and services to targeted designated groups	New Indicator	94% of procurement of goods and services to targeted designated groups	70% of procurement of goods and services to targeted designated groups	None	None

Strategies to overcome areas of under performance

There were no major deviations on the output indicators and annual targets. On the demand driven output indicators the department will continue to engage the respective stakeholders to provide the required support.

Reporting on the Institutional Response to the COVID-19 Pandemic

Table: Progress on Institutional Response to COVID-19 Pandemic

Budget Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
Administration	Goods and services such as personal protective equipment to ensure the safety of the employees	Northern Cape / Sol Plaatjie Municipality	-	-	412	412	Operation of the department continued	Operation of the department continued
	Capital assets such as audio visual equipment to ensure virtual engagements replace contact engagements	Northern Cape / Sol Plaatjie Municipality	-	-	265	265	Operation of the department continued	Operation of the department continued

The legislative mandate of the Office of the Premier is that of coordination and oversight. In terms of the Office of the Premier's financial status prior to COVID-19 pandemic, it has been operating in an environment of chronic budgetary challenges that was aggravated by the 2020/2021 Budget Adjustment. Despite COVID -19 pandemic.

The following governance structures were established with the core objective to plan, implement and monitor those measures legislated and beyond; to mitigate the impact of the pandemic on the people of the Northern Cape Province, namely:

- Provincial Command Council under the leadership of the Premier;
- Provincial Joint Committee under the leadership of the Director-General and Co-chaired by the South African Police, State Security Agency and Department of Health.
- Five District Joint Operational Committees led by Executive Mayors of District Councils
- Provincial Disaster Management Centre

The establishment of the Provincial Command Council and Provincial Joint Committee, provided a coordinated response at a provincial level and mandated all stakeholders to develop an Integrated Response Plan that will cushion the vulnerable communities.

This joint approach to the management of this disaster ensured that different levels of expertise is sourced to ensure that the province is not only ready for the disaster but also that it channels and reprioritises all resources, human and financial, towards ensuring that the citizens of the province are protected by all means possible from COVID-19.

In terms of clean governance, the Office of the Premier supported the investigation conducted by Provincial Treasury on all bids awarded in respect of Personal Protective Equipment for COVID-19 by Supply Chain Management in all provincial departments. This was the first leg of the bigger investigation. Office of the Premier has submitted the report to the State Security Agency for their investigation processes to unfold, which will continue in the 2021/2022 financial year.

Linking performance with budget

Table below depicts actual expenditure against the adjusted appropriation budget for the 2020/2021 financial year and the 2019/2020 financial year for the sub-programmes.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Premier Support	21,597	21,597	-	30,153	29,953	200
Director-General Support	26,872	26,563	309	41,432	39,806	1,626
Executive Council Support	5,942	5,942	-	8,113	7,749	364
Financial Management Support	38,564	36,907	1,657	44,913	44,848	65
Total	92,975	91,009	1,966	124,611	122,356	2,255

The Programme overall has spent R91,009 million against its total final appropriation budget of R92,975 million. The variance is attributable to the rollover of the two invoices amounting to R2 million relating to accommodation rental to Transnet (landlord). The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of the budget allocation of Stakeholder Management (previous known as Intergovernmental Relation and still report as such in terms of budget allocation) from Programme 3 to Programme 1. Hence the budget will be reported under Programme 3.

4.2 PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

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

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

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

The sub-programme is comprised of the following units:

2.1.1. Human Resource Administration

2.1.2. Human Resource Strategy and Transversal Co-ordination

2.1.3. Performance Management and Capacity Development

2.1.4. Provincial HR Planning, Organisational and Operations Design

2.1.5. Labour Relations

2.1.6. Employee Health and Wellness

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

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

2.4 Communication Services: *Purpose:* To provide an efficient and effective communication service to enable the Premier, Executive Council and Heads of Departments to communicate government's services through the media and other communications platforms.

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

Outcomes, outputs, output indicators, targets and actual achievements

The reprioritisation of the funds towards the COVID-19 pandemic has drastically reduced the department's budget allocation therefore management took a decision to review the Annual Performance Plan for 2020/21 to ensure alignment to the 2020/21 Budget Adjustment. Subsequent to the Revised APP, the programme continued to be impacted by the COVID-19 pandemic and sub-programmes could not fully realise its intention to achieve all the planned targets during the year under review.

Programme 2: Institutional Development has 34 planned annual targets as per the original tabled APP of which 9 planned annual targets were reviewed. Of these 3 planned annual targets were discontinued, hence the Revised APP has 31 planned annual targets. The programme achieved 25 targets during the reporting cycle. Detailed reasons for under and/or over-achievement of targets are captured in the tables below.

Given the revision of the planned targets, the table 2.4.4.1 is used to report against the original tabled APP and table 2.4.4.2 is utilised to report against the re-tabled APP (Revised APP).

Table 2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.1.1. Human Resource Administration									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/ Output indicators/ Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Revised HR Policies	Number of revised Provincial Human Resource (HR) policies	New	2 Policies	1 Policy	0	0	Not applicable	This output indicator was planned for the 4th quarter but discontinued for the 2020/2021 financial year as a result of the Budget Adjustment. The already approved policies were still aligned with appropriate legislation/ prescripts and applicable for the year under review.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Facilitate and support departments	Average percentage of funded vacant posts on PERSAL (vacancy rate) within the Northern Cape Provincial Administration	7%	10%	10%	11%	-1%	The under-performance is attributed to the provincial moratorium on the filling of posts that was implemented by the Administration as a measure to ensure sound financial management, to avoid unauthorised expenditure.
	Increased number of appointments within six (6) months after approval	Percentage increase of appointments made in vacant funded posts within six (6) months after approval within the Northern Cape Provincial Administration	New	New	70%	18%	-52%	The under-performance is attributed to the provincial moratorium on the filling of posts that was implemented by the Administration as a measure to ensure sound financial management, to avoid unauthorised expenditure. 2 posts out of 11 filled within 6 months ($2/11 \times 100 = 18\%$)

Table 2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.1.2. Human Resource Strategy and Transversal Co-ordination									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/Output indicators/Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provincial HRD Governance Structure for integrated planning and coordination	HRD forums convened for integrated planning and coordination	New Indicator	New Indicator	8 HRD Forums	0	-8 HRD Forums	Covid-19 Pandemic regulations prohibited gatherings	The annual target was reduced from 8 HRD Forums to 2 HRD Forums for the 2020/2021 financial year as a result of the Budget Adjustment. The reduction in target did not impact the output.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provincial HRD Strategy implemented	Monitored Provincial HRD Strategy Implementation Plan	New Indicator	New Indicator	1 Monitoring Report	1 Monitoring Report	None	None
	Provincial HRD Governance Structure for integrated planning and coordination	HRD forums convened for integrated planning and coordination	New Indicator	New Indicator	2 HRD Forums	2 HRD Forums	None	None
	Provincial compliance report on the submission of HRD Plans	Number of reports on compliance by provincial departments with the submission of HRD plans	1 Report	1 Report	1 Report	1 Report	None	None

Table 2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.1.3. Performance Management and Capacity Development									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/Output indicators/Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	A Provincial PMDS Strategy	Approved Provincial PMDS Strategy	New Indicator	New Indicator	Draft Provincial PMDS Strategy and Implementation Plan	0	0	Not applicable	This output indicator was planned for the 4th quarter but discontinued for the 2020/2021 financial year as a result of the Budget Adjustment and timelines. The development of the Strategy was moved to the 2021/2022 financial year.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	A Provincial PMDS Governance Structure for integrated planning and coordination	Established Provincial PMDS Governance Structure for integrated planning and coordination	New Indicator	New Indicator	Provincial PMDS Governance Forum for integrated planning and coordination, established.	Provincial PMDS Governance Forum for integrated planning and coordination, established.	None	None

2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.1.4. Provincial HR Planning, Organisational and Operations Design									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/ Output indicators/ Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	An integrated Provincial Organisational Design Strategy.	Approved Integrated Provincial Organisational Design Strategy.	New Indicator	New Indicator	Draft Integrated Provincial Organisational Design Strategy developed.	0	0	Not Applicable	This output indicator was planned for the 3 rd quarter but discontinued for the 2020/2021 financial year as a result of the Budget Adjustment and timelines. The development of the Strategy was moved to the 2021/2022 financial year.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	An integrated Provincial Organisational Design Governance Structure for integrated planning and coordination.	Established integrated Provincial Organisational Design Governance Structure for integrated planning and coordination.	New Indicator	New Indicator	Integrated Provincial Organisational Design Governance Forum for integrated planning and coordination, established.	1 Integrated Provincial Organisational Design Governance Forum for integrated planning and coordination, established	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 2.1.5. Labour Relations								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provincial Labour relations Strategy developed	Approved Provincial Labour Relations Strategy	New Indicator	New Indicator	Draft Provincial Labour Relations Strategy	Draft Provincial Labour Relations Strategy	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 2.1.6. Employee Health and Wellness								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Learning Network Sessions	Number of policy support learning network sessions	New Indicator	New Indicator	4	4	None	None
	Prevention Programmes	Number of health prevention programmes	New Indicator	New Indicator	4	9	+5	The over-achievement is attributed to increased demand for information and/or knowledge on health and prevention linked to COVID-19.
	e-Health information messages	Number of e-Health prevention information	New Indicator	New Indicator	5	9	+4	The over-achievement is attributed to increased demand for information and/or knowledge on health and prevention linked to COVID-19.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 2.2. Information Communication Technology								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Approved Corporate Governance of ICT documents for Office of the Premier.	Number of departmental ICT documents (Policies, Charters, Plans, Frameworks, Manuals and Strategies) reviewed in the Office of the Premier	7 departmental ICT documents	7 departmental ICT documents	7 departmental ICT documents	7 departmental ICT documents	None	None
	Approved and implemented digital solutions for improved service delivery.	Number of departmental services e-enabled, based on the Service Delivery Model	2 departmental services	2 departmental services	2 departmental services	2 departmental services	None	None
	Cyber and Information Security Awareness Workshops.	Number of provincial workshops hosted on information security and privacy protection responsibilities	4 Workshops	2 Workshops	2 Workshops	2 Workshops	None	None
	Developed and / or reviewed provincial government websites.	Number of Northern Cape Provincial Government Departments websites reviewed	4 Departments	4 Departments	4 Departments	4 Departments	None	None
	Successfully implemented ICT Projects	Number of reports on the Coordination of Provincial ICT Projects	New Indicator	New Indicator	4 Reports	4 Reports	None	None
	Awareness through Provincial Thusong Services Outreach Programmes	Number of Thusong Service Centre Outreach Programmes hosted	New Indicator	New Indicator	4 Outreach Programmes hosted	4 Outreach Programmes hosted	None	None

2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.3 State Law Advisory Service									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/ Output indicators/Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Building capacity of legal professionals	Number of training initiatives	New indicator	New indicator	3	0	0	Not applicable	No training was planned for the 1 st quarter, hence the zero on actual achievements. Training was only planned for the 2 nd and 4 th quarters of 2020/2021. The Budget Adjustment and Covid-19 Pandemic regulations informed the reduction from 3 training initiatives to 1 training initiative.
	Coordination of legal services fora	Number of meetings in coordination of provincial legal services matters	New indicator	New indicator	12	0	-12	Covid-19 Pandemic regulations prohibited gatherings.	Output indicator and target was reviewed to ensure effective coordination and allow the department to continue to provide the required legal support services to the provincial administration under the COVID-19 regulations. A total of 3 meetings were planned for the 1 st quarter but could not materialise given the COVID-19 regulations.
	Preparation (draft/review/edit /certification) of legislation	Approved database and implementation plan for preparation of all provincial legislation	New indicator	New indicator	Database and implementation plan submitted for approval	0	0	Database and implementation plan submitted for approval was not planned for the 1 st quarter, hence it was not achieved in the 1 st quarter.	Database and implementation plan submitted for approval was not planned for the 1 st quarter, hence the zero on actual achievements. The targets were planned for the 2 nd and 4 th quarters of 2020/2021. The Budget Adjustment informed the revision of this indicator, therefore the implementation was removed for the year under review.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Building capacity of legal professionals	Number of training initiatives	New indicator	New indicator	1	1	None	None
	Coordination of legal services fora	Number of analytical reports in coordination of provincial legal services matters	New indicator	New indicator	4	4	None	None
		Approved Legal Services policy to coordinate legal services	New indicator	New indicator	Approved policy	Approved policy	None	None
	Provision of Legal advice and support	Number of reports submitted on the provision of legal support to NCPA	New indicator	New indicator	4 Reports	4 Reports	None	None
	Preparation (draft/review/edit /certification) of legislation	Approved database for preparation of all provincial legislation	New indicator	New indicator	Database submitted for approval	1 Database submitted for approval	None	None

2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 2.4. Communication Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/Output indicators/Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Driving the communication of government in a coordinated manner, with a coherent message to the citizenry at all spheres of government	Number of reports on Media Communication on Executive Council (Premier's) Outreach programme	4 Reports	3 Reports	4 Reports	1 Reports	-3 Reports	Executive Council Outreach focus has changed from the planned outreach programme to COVID initiatives.	The output indicator was reviewed due to the Executive Council Outreach focus changed to COVID initiatives.
		Number of reports on Presidential Hotline cases resolved	New indicator	New indicator	4 Reports	0 Reports	-4 Reports	Under-performance in the 1 st quarter is attributed the provincial report not received from national.	The annual target was reviewed from 4 reports to 1 report based on the expectation that national government will experience delays in releasing reports.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Driving the communication of government in a coordinated manner, with a coherent message to the citizenry at all spheres of government.	Media Communication reports on Executive Council COVID-19 initiatives.	4 Reports	3 Reports	4 Reports	3 Reports	-1 Report	This is a revised output indicator, and the actual 3 reports cover the 2 nd , 3 rd and 4 th quarters of the year under review. Refer to table 2.4.4.1 for 1 st quarter reporting.
		Number of reports on Presidential Hotline cases resolved	New indicator	New indicator	1 Reports	1 Reports	None	None
		Number of Reports on Communication Forums convened.	4 Forums	6 Forums	4 Reports	3 Reports	-1 Report	Under-performance is attributed to cancellation of one Communication Forum during the 1 st quarter based on gatherings being prohibited.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 2.5. Provincial Transformation Programmes								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	White Paper on the Rights of Person with Disabilities implemented	Provincial report consolidated on the implementation of the White Paper on the Rights of Person with Disabilities	New indicator	New indicator	1 Provincial Report	1 Provincial Report	None	None
	Charter of Positive Values implemented	Number of reports on the implementation of the Charter of Positive Values	New indicator	New indicator	4 Reports	4 Reports	None	None
	Provincial Transformation Programmes strengthened	An approved Provincial Gender Based Violence Strategy	New indicator	New indicator	1 Draft Policy	1 Draft Policy	None	None
		Monitoring reports on Children's Rights Delivery Plans	New indicator	New indicator	4 Reports	3 Reports	-1 Report	Under-performance is attributed to the Monitoring Reports on Children's Rights Delivery Plans not concluded for the 1 st quarter as a result of the pandemic.
		An approved Provincial Diversity Management Policy	New indicator	New indicator	1 Draft Policy	1 Draft Policy	None	None
		Number of Advocacy Programmes coordinated	17 Advocacy Programmes	9 Advocacy Programmes	10 Advocacy Programmes	7 Advocacy Programmes	- 3 Advocacy Programmes	Under-performance is attributed to: - Gatherings being prohibited in the 1st quarter resulted in 2 programmes not taking place - Children's Parliament for the 4th quarter was postponed indefinitely.

Strategies to overcome areas of under performance

There were no major deviations on the output indicators and annual targets. On the provincial output indicators the department will continue to engage the provincial departments to provide the required support.

Linking performance with budget

Table below depicts actual expenditure against the adjusted appropriation budget for the 2020/2021 financial year and the 2019/2020 financial year for the sub-programmes.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020	
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000
Strategic Human Resources	42,275	40,765	1,510	61,551	1,453
Information Communication Technology	18,721	18,721	-	20,712	3,314
Legal Services (State Law Advisory Services)	8,552	8,552	-	9,346	852
Communications	2,971	2,971	-	4,281	508
Programmes Support	3,334	3,334	-	4,431	904
Total	74,853	74,343	1,510	100,351	7,031

The Programme overall has spent R74,343 million against its total final appropriation budget of R74,853 million. The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of the budget allocation of Provincial Transformation Programmes (previous known as Special Programmes and still report as such in terms of budget allocation) from Programme 3 to Programme 2. Hence the budget will be reported under Programme 3.

4.3 PROGRAMME 3: POLICY AND GOVERNANCE

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

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

3.1 Provincial Performance Monitoring and Evaluation

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

The sub-programme is comprised of the following units:

3.1.1. Provincial Service Delivery Programmes Monitoring and Evaluation

3.1.2. Provincial Performance Information Monitoring and Evaluation

3.2 Provincial Policy Management

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

The sub-programme is comprised of the following units:

3.2.1. Provincial Strategic and Spatial Planning

3.2.2. Provincial Policy Coordination

3.2.3. Provincial Research and Development Services

Outcomes, outputs, output indicators, targets and actual achievements

The reprioritisation of the funds towards the COVID-19 pandemic has drastically reduced the department's budget allocation therefore management took a decision to review the Annual Performance Plan for 2020/21 to ensure alignment to the 2020/21 Budget Adjustment. Subsequent to the Revised APP, the programme continued to be impacted by the COVID-19 pandemic and sub-programmes could not fully realise its intention to achieve all the planned targets during the year under review.

Programme 3: Policy and Governance has 10 planned annual targets as per the original tabled APP of which 2 planned annual targets were reviewed. Of these 1 planned annual target was discontinued, hence the revised (re-tabled) APP has 9 planned annual targets. The programme achieved 5 targets during the reporting cycle. Detailed reasons for under and/or over-achievements of targets are captured in the tables below.

Given the revision of the planned targets the table 2.4.4.1 is utilised to report against the original tabled APP and table 2.4.4.2 is utilised to report against the re-tabled APP (Revised APP).

2.4.4.1: Report against the originally tabled Annual Performance Report until date of re-tabling

Sub-programme/unit: 3.1. Provincial Performance Monitoring and Evaluation									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/Output indicators/Annual Targets
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Integrated Monitoring and Evaluation reports.	Integrated M&E reports on provincial service delivery presented to provincial reporting structures	New Indicator	New Indicator	4 Reports	0 Reports	-4 Reports	Under-performance is attributed to; • Focus shift in the 1st quarter that required the department to monitor the implementation of the economic and social measures to combat COVID-19. • NC Provincial Report was submitted to DPME	Output and output indicator was reviewed to focus on provincial priorities ensuring an integrated approach to service delivery through lessons learnt by the COVID-19 pandemic.
		Provincial web-based reporting system implemented (Annual)	New Indicator	New Indicator	1 PIMS implemented	0	0	Not applicable	This 4 th quarter output indicator was discontinued for the 2020/2021 financial year. Through the budget cuts the department had to review the timelines for the Provincial web-based reporting system implementation of the system. The system will be implemented in the 2021/22 financial year.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Improved performance on planned provincial priorities	Integrated M&E analysis report on provincial service delivery	New Indicator	New Indicator	4 Reports	3 Reports	-1 Report	This is a revised output indicator, and the actual 3 reports cover the 2 nd , 3 rd and 4 th quarters of the year under review. Refer to table 2.4.4.1 for 1 st quarter reporting
		Evaluations completed as per the PEP (Annual)	New Indicator	New Indicator	2 Reports	0	-2 Report	The under-performance is attributed to the evaluations not being completed because: - DSD WOP was not completed because the evaluation ethical approval of the evaluations documents were applied for during October 2020 but the approval was only granted on the 24th March 2021. The process of ethical approval has to be followed externally to the province as the provincial committee is no longer functional due to capacity constraints within the province. This delayed the process within the province. - DOH evaluation data analysis and report writing process has been delayed by assessments from the data analyst which found that not all processes for data collected was completed. The main contributing factor relating to all data collection processes not been adhered to being the resignation of the lead evaluator resulting in the evaluation not having the direct oversight of a competent and skilled evaluator. In general the delays in the roll out of the planned evaluation is the skills constraints in the province and budget constraints preventing outsourcing of evaluations

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 3.2.1. Provincial Strategic and Spatial Planning								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Implementation of Provincial Growth and Development Plan Vision 2040	Number of Advisory Memorandums submitted to the Executive Authority on the implementation of the Provincial Growth and Development Plan	New Indicator	New Indicator	4	11	+7	The over-achievement is attributed to additional advisory memorandums on priority interventions to enhance the implementation of the PGDP and PSDF, that was submitted to Executive Council,
		Number of developed District Development Plans	New Indicator	New Indicator	5	5	None	None

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 3.2.2. Provincial Policy Coordination								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Assessed Policies	Assessment of Provincial and Municipal Policies aligned to the PGDP	New Indicator	New Indicator	2 Assessments	2 Assessments	None	None
		Roll-out of SEIAS at 2 Districts	New Indicator	New Indicator	2 Districts	1 District	-1 District	Under-performance is attributed to delays in the roll-out of the SEIAS during the 2 nd quarter but the department had an informal engagement with the Department of cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA) to plan the roll out of SEIAS at the District Municipalities.

Sub-programme/unit: 3.2.2. Provincial Policy Coordination								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
	Municipal and departmental Change Management Engagement Programme	Batho Pele Change Management Engagement Programme roll-out to municipalities and departments	New Indicators	New Indicators	1 Programme	2 Programme	+1 Programme	Over-performance is attributed to one additional programme (Khaedu blended programme) and supporting activities.
	Approved departmental service delivery charters	Number of departments with approved service delivery charters within the Provincial Administration	4 Departments	4 Departments	4 Departments	0 Departments	-4 Departments	Under-achievement is attributed to sector departments not reviewing their service delivery charters. Departments will develop and submit their three-year cycle SDIP by 30 March 2022, which will include approve service delivery charters and standards.

Table 2.4.4.2: Report against the originally tabled Annual Performance Plan and against the re-tabled Annual Performance Plan

Sub-programme/unit: 3.2.3. Provincial Research and Development Services									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Research towards the implementation of the Provincial Growth and Development Plan	Number of Research position paper	New Indicator	New Indicator	2	6	+4	Over-achievement is attributed to greater demand for research in areas such as the Infrastructure Summit, finalisation of the PGDP, Provincial Priorities.	

Strategies to overcome areas of under performance

There were no major deviations on the output indicators and annual targets. On the provincial output indicators, the department will provide the required support.

Linking performance with budget

Table below depicts actual expenditure against the adjusted appropriation budget for the 2020/2021 financial year and the 2019/2020 financial year for the sub-programmes.

Sub-programme expenditure

Sub- Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
*Special programmes (Provincial Transformation Management)	18,761	18,761	-	20,374	19,821	553
*Intergovernmental Relations (Stakeholder Management)	3,824	3,824	-	4,443	4,373	70
Provincial Policy Management	18,894	18,893	1	21,280	18,030	3,250
Programme Support	5,654	4,328	1,326	6,950	2,375	4,575
Total	47,133	45,806	1,327	53,047	44,599	8,448

The Programme overall has spent R45,806 million against its total final appropriation budget of R47,133 million. The variance is attributed to the rollover of the COEGA feasibility studies. The last tranche of payment will be processed in the next financial year. The uniformed budget structure implemented by National Treasury unfortunately prohibited the move of the budget allocation, as such the budget allocation for Intergovernmental Relation (now known as Stakeholder Management under Programme 1) and Special Programmes (now known as Provincial Transformation under Programme 2) are still reported under Programme 3.

5. TRANSFER PAYMENTS

5.1 TRANSFER PAYMENTS TO PUBLIC ENTITIES

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

5.2 TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects payments made for the period 1 April 2020 to 31 March 2021

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Premier's Bursary Trust Fund	Trust	Study loans for students	Yes	5,643	5,643	-
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantaged women to empower them to become economically active	Yes	7,614	7,614	-

All bursaries have been centralised at the Office of the Premier, which includes bursaries awarded by the Northern Cape Premier's Education Trust Fund as well as Departments of Education and Agriculture, Land Reform and Rural Development. The payments to learning institutions were processed for students who had been awarded bursaries by respective departments. A total of R5, 643 was transferred to the Premier's Bursary Trust Fund for 2020/21 financial year. This transfer relates to study loans for students at different educational institutions and 100% was utilised by the Trust Fund.

The department has transferred funds to the Mme Re Ka Thusa for 2020/21 financial year and 100% of the transferred amount was utilised by the Trust. This transfer relates to financial assistance for the previously disadvantaged women and this grant empowers them to become economically active.

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 2020/2021 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 2020/2021 financial year.

7. DONOR FUNDS

7.1 DONOR FUNDS RECEIVED

The Office of the Premier did not receive any donor funds for the 2020/2021 financial year.

8. CAPITAL INVESTMENT

8.1 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Infrastructure Projects	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)Under Expenditure	Final Appropriation	Actual Expenditure	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
New and replacement assets	–	–	–	–	–	–
Existing infrastructure assets	–	–	–	–	–	–
- Upgrades and additions	–	–	–	–	–	–
- Rehabilitation, renovations and refurbishments	–	–	–	–	–	–
- Maintenance and repairs	4	4	–	46	46	–
Infrastructure transfer	–	–	–	–	–	–
- Current	–	–	–	–	–	–
- Capital	–	–	–	–	–	–
Total	4	4	–	46	46	–



PART C:
GOVERNANCE

1. INTRODUCTION

The level of ethical leadership that the Office of the Premier ascribes to has been consistent over the past few years and places the department in a good position to practice good governance. This includes the management of public finances and resources, as it would give the necessary assurance that the Office of the Premier has 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 Northern Cape Provincial Treasury. The Audit Committee is an independent committee and both the responsibilities of these committees are formally defined in its 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. The Committee advises management on the overall systems of risk management which ensures that risk management is embedded within the systems and controls of the department. The committee further ensures that the departmental risks are mitigated to an acceptable level. The Audit Committee executes 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 and the department monitors the implementation thereof. During the year under review the department has performed annual risk assessment on departmental strategic risks and operational risks and the mitigation plans were developed for all strategic and operational risks identified.

3. FRAUD AND CORRUPTION

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

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

We have created and improved on our relationships with law enforcement agencies which has seen an increased footprint in the province. Our relationship with the SIU resulted in it opening its offices for the first time in the Northern Cape Province. The proximity of the SIU will result in improved relations and

co-ordination of all fraud and corruption related practices in our province. Our participation in the Local Government Anti-Corruption Forum (LGACF) has seen a closer partnership with local government and law enforcement agencies with the aim of addressing key vulnerabilities that have been identified in this sector. Most importantly, the forum looks at ways to best address consequence management through criminal prosecution and civil litigation.

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

Our partnership with the Ethics Institute, the South African Local Government Association (SALGA), the Department of Co-operative Governance and the Moral Regeneration Movement (MRM) resulted in the launch of the Local Government Ethical Leadership Initiative which was launched in November 2020. The OTP in collaboration with stated partners facilitates the research and interview process which is currently underway in our province and we will be reporting hereon shortly.

The OTP conducts quarterly awareness sessions advising public servants and the public to report fraud and corruption matters anonymously to the relevant authorities. The Office of the Premier protects the identity and personal information of any person who reports fraud and corruption.

No incidents of fraud or corruption were reported 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 each departmental bid committee meeting to execute their oversight role.

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

5. CODE OF CONDUCT

The Office of the Premier adheres to the Public Service Regulation, 2016 that came into effect on 1 August 2016 and which 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 advocate good governance.

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

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The Department's Employer Health and Wellness (EHW) unit deals with Occupational Health and Safety and Environmental issues. The unit has a Senior Manager that is responsible to oversee compliance with the Occupational Health and Safety Act (1993) and all related regulations. Management implemented life-saving policies, protocols and measures aimed at protecting employees and clients seeking services from the Office of the Premier. The department implemented its coordination role to provide health and safety performance on behalf of the Provincial Administration using existing data collection tools like the Systems Monitoring Tool, ensuring that policies are drafted, EHW implementation review reports and committing budgets for implementation.

The interventions strengthened adherence to protocols in the management of COVID-19 and the reporting obligations to users of information like DPSA, Department of Employment and Labour and National Institute of Occupational Health. At a governance level, Office of the Premier instituted additional measures which entailed setting up a COVID-19 Steering Committee to complement the existing Health and Safety Committee. This Committee, consists of members from Senior Management Team, recognized unions in the workplace and other knowledge resource individuals from IT, Finance, Legal Services etc.

At an administrative level, The Office of the Premier's risk adjusted strategy pursued a decongested workplace approach. These measures were adopted to respond to the various risk adjusted alert levels prevailing at different times throughout the reporting period. This approach will remain in place until such time that COVID-19 is no longer considered a public health threat.

7. PORTFOLIO COMMITTEE

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

Date of meeting	Matters raised by parliamentary committee	How the department has addressed the matters
28 May 2020	Provincial COVID-19 responses and budget reprioritisation	Department responded to matters raised by the Committee and all required reports, and additional information were provided to the Committee.
14 July 2020	Annual Performance Plan and Budget 2020/2021	The Department responded to the all observation and recommendations made by the Committee and submitted all required reports.
28 August 2020	Revised Strategic Plan 2020-2025 and Annual Performance Plan-Budget 2020/2021 Financial Year	
2 November 2020	Audit Action Plan	The Department did not have any unresolved significant audit issues during the 2019/2020 audit.

Date of meeting	Matters raised by parliamentary committee	How the department has addressed the matters
24 November 2020	First Quarter Report 2020/2021 Financial Year on non-financial and financial performance	Department responded to matters raised by the Committee and all required reports, and additional information were provided to the Committee.
9 March 2021	Second Quarter Report 2020/2021 Financial Year on non-financial and financial performance	
18 March 2021	Annual Report 2019/2020	The Department responded to the recommendations of the committee.

8. SCOPA RESOLUTIONS

During the year under review the Office of the Premier was required to submit the quarterly financial reports to the Standing Committee on Public Accounts. Upon which, the departments submitted quarterly financial reports for the first, second and third quarter of the 2020/2021 financial year.

Resolution No	Subject	Details	Response by the department	Resolved (yes/no)
None	Resolutions of Annual Report 2019/2020 Financial Year	The Committee recommends that: 1) OTP must strengthen current mechanism to prevent and detect possible SCM transgressions in order to prevent irregular expenditure	1) OTP has heeded the call of its oversight bodies such as the Northern Cape Provincial Legislature and others, to set the example in good governance and ethical leadership, by obtaining five consecutive unqualified audit opinions with no findings (clean audits). The department remains committed to avoid incurrence of unauthorised expenditure, irregular or fruitless and wasteful expenditure, and will continue to review control mechanisms.	Yes
		2) OTP must intensify measures to assist struggling government departments to improve its audit outcomes.	2) OTP remains committed to provide the necessary support to all provincial departments. To this end the following structures were established as part of government's mechanisms and are designed to add value and improve government's operations. Their core objective is to assist departments through providing strategic direction and advice relating to audit outcomes and risk management processes, amongst other: Head of Departments Forum; Provincial Operation Clean Audit; Chief Financial Officers Forum.	Yes

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

None

10. INTERNAL CONTROL UNIT

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

11. INTERNAL AUDIT AND AUDIT COMMITTEES

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 IAU 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:

- COVID-19 Data Analytics
- BACS user account management
- Key risks in working from home
- Emergency Procurement (COVID-19)
- Annual Financial Statements
- Performance Information
- Adequacy review of rectification plan
- Information Communication & Technology
- COVID19 Expenditure Report
- Asset Management
- Risk, Fraud & Ethics Management
- Transfer Payment

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.

The tables below disclose relevant information on the audit committee members:

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, Masters Degree in Business Leadership and Masters Degree in Information Technology	External	n/a	2 Dec 2014 Renewed: 29 November 2017	n/a	3
R Mnisi	LLB, Post Graduate Certificate in Compliance management	External	n/a	29 November 2017	n/a	2
S Calitz	Registered Government Auditor (RGA), Certified Government Audit Professional (CGAP), Certified Fraud Examiner (CFE), Advanced Certificate Forensic Examination, National Diploma Government Auditing	External	n/a	01 April 2019	n/a	3
L Wyngaard	Masters in Social Science	Internal	Executive Manager	29 November 2017	n/a	3
O Gaoraelwe	Bachelor of law, Conflict Management, Project Management, Certificate in environmental law	Internal	Acting Chief Director	01 April 2019	n/a	2

The following audit committee members attended 1 meeting, as their term started on 01 December 2020 and their first meeting was on 04 March 2021.

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
R Mnisi	LLB, Post Graduate Certificate in Compliance management	External	n/a	01 December 2020	n/a	1
S Calitz	Registered Government Auditor (RGA), Certified Government Audit Professional (CGAP), Certified Fraud Examiner (CFE), Advanced Certificate Forensic Examination, National Diploma Government Auditing	External	n/a	01 December 2020	n/a	1
D Padayachy	Bsc Degree, Executive Development Programme, Post Graduate HDE, Information Technology Management, Leadership in the Connection Economy Certificate, Capability Maturity Integration and Software and Project Management Certificate	External	n/a	01 December 2020	n/a	1
L Wyngaard	Masters in Social Science	Internal	Executive Manager	01 December 2020	n/a	1
O Gaoraelwe	Bachelor of law, Conflict Management, Project Management, Certificate in environmental law	Internal	Acting Chief Director	01 December 2020	n/a	1

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2021

Audit Committee's responsibility

The audit committee has complied with its responsibilities arising from section 38(1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the department revealed certain weaknesses, which were then raised with the Department.

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

- COVID19 Data Analytics
- BACS user account management
- Key risks in working from home
- Emergency Procurement (COVID19)
- Annual Financial Statements
- Performance Information
- Adequacy review of rectification plan
- Information Communication & Technology
- COVID19 Expenditure Report
- Asset Management
- Risk, Fraud & Ethics Management
- Transfer Payment

In-Year Management and Monthly/Quarterly Report

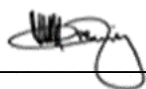
The department has reporting monthly and quarterly to the Treasury as required by the PFMA.

Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the department.

Auditor General's Report

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



Mr. Roy Mnisi
Chairperson of the Audit Committee
Department of Social Development
27 August 2021

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

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



PART D:

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

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

2. OVERVIEW OF HUMAN RESOURCES

2.1 THE STATUS OF HUMAN RESOURCES IN THE DEPARTMENT

Like in many organisations Human Resource Management had to navigate through the harsh impacts of the coronavirus disease (COVID-19). The department had to change and adapt in order to protect its employees whilst ensuring that work gets done and keep the organisation operational. This has resulted in a shift to a remote working model that most employees were not used to and the inadequate resources making it difficult for employees to be fully operational.

The department vacancy rate increased from 8.12 percent in the previous year to 9.59 percent in the current year. The senior management vacancy rate increase from 9.68 percent in the previous year to 13.33 percent in the current year. Vacant positions in senior management were not advertised as a result of the budget cuts brought about by the COVID-19 pandemic. The budget cuts informed a provincial moratorium on the filling of vacancies that was implemented in the third quarter of the year under review.

Staff promotion within salary levels 6 -8 and 9 -12 was 2 percent for the year under review. A total number of twenty-five people were employed additional to the fixed establishment for the 2020/2021 financial year. Of these twenty-four were interns.

The employee turnover rate for 2020/2021 was 5.6 percent, an increase from the previous year's 2 percent. This increase is attributable to retirement, resignation, death, transfer and discharged due to ill-health.

The Department currently employs sixteen women at SMS level, which constitutes 48% of the total number of posts at SMS level. In terms of the attainment of *disability targets*, the Department employs two officials, which constitutes 0.8%. As a control mechanism the Department will continue to improve its recruitment strategy by introducing targeted advertising and will appoint a member of the EE Committee on the selection panel.

2.2 HUMAN RESOURCE PRIORITIES FOR THE YEAR UNDER REVIEW

In its 2018/2021 MTSF Human Resource Plan the Office the Premier outlined five key strategic objectives where key areas were prioritised for achievement in 2020/2021 across the five objectives. These could not be achieved due to challenges brought about COVID-19 and the lockdown. However, efforts were made towards achievement of strategic objective two: building management and leadership capability in order to enhance the skills and professional ethos at senior management level. This was because of the sudden shift of doing things differently, like online methods of training and development coupled with the challenge of inadequate resources to accommodate the new normal. To this end, senior managers were trained in various critical areas also identified in the aligned departmental Work Place Skills Plan (WSP), including Change Management, Nyukela and Economic Governance and fifteen bursaries were awarded for the 2020 academic year.

Another key priority was to undertake the review of the organisational structure which was approved in 2017 and to incorporate the priorities of the sixth administration, as well as to improve organisational efficiency and effectiveness. This was halted in order to accommodate the DPSA project to review generic functional models for Offices of the Premier, as well as that of Programme 1: Administration.

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

A holistic approach to recruitment, retention and skills development, balancing issues of upward mobility, sourcing of critical skills, the leadership pipeline and employment equity were identified as HR priorities and ranked the highest in the priority list with mitigation strategies put in place to achieve the outcomes. Continuous monitoring, trend analysis, evaluation of impact, reporting systems have been put in place. Some of the specifics to training and development are:

- Promotion of learning through clearly drafted PDPs
- Accelerate the implementation training as per the WSP
- Awarding bursaries
- Link capacity development initiatives with the organisational strategic priorities
- Managerial accountability for results in terms of enhanced performance
- Continuous monitoring, trend analysis, evaluation of impact, reporting and corrective action

2.4 EMPLOYEE PERFORMANCE MANAGEMENT

In terms of Employee Performance Management, all staff members are required to sign performance agreements annually and conduct performance assessments. Staff members who do not sign performance agreements with their line managers are not eligible for pay progression. A 100 percent compliance rate for Senior Managers were recorded during the year under review.

2.5 EMPLOYEE WELLNESS PROGRAMME

Employee Health and Wellness programme is fully operational in the Office of the Premier, with all required policies in place and had planned interventions for the 2020/2021 reporting cycle. With the coronavirus pandemic being the driving force, quick learning had to be the order of the day to ensure workplace readiness and compliance with the health protocols, as well as to ensure that there is a balance between safety, productivity and the wellbeing of all employees. To this end, the required committees were established, plans were developed and employees were educated to adapt to the new normal. Support and counselling services are available to all OTP employees and their immediate families.

2.6 ACHIEVEMENT AND CHALLENGES FACES BY THE DEPARTMENT

During the 2020-21 reporting cycle, the Office of the Premier implemented various developmental initiatives, to emphasize commitment its building a capable and developmental Public Service through capacity building. The training impact assessment tool was approved, but could unfortunately not be piloted during this period, due to the impact of the COVID-19 pandemic on the ability to implement face-to-face training interventions. The tool is intended to evaluate the quality, suitability, effectiveness and impact of the training by the attendee. In addition, the relevant supervisor will also assess any visible impact on the employee's performance. The analysis of this information will be utilised to make recommendations in terms of service providers and course content. The Department recognises that it is critical to assess the value derived from the skills development interventions undertaken, and is refocusing on testing the application of the tool on the online training interventions, during the 2021-22 financial year.

Another achievement for the department is evident in its transversal responsibilities, such as taking a lead in the Provincial Macro Organisation of Government (PMOG) which led to the establishment of the new Department of Agriculture, Environmental Affairs, Rural Development and Land Reform. After the proclamation of the new department the macro structure was developed, consulted with the MPSA who gave concurrence and the structure was subsequently approved. The starting date for the new department to operate was confirmed as the 1 April 2021.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 PERSONNEL RELATED EXPENDITURE

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

- Amount spent of personnel
- Amount spent on salaries, overtime, homeowner's allowance and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2020 and 31 March 2021

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	90 941	60 542	0	0	67%	618
Institutional Development	74 344	57 804	0	0	78%	602
Policy and Governance	45 806	33 202	0	0	73%	678
Total	211 090	151 530	0	0	72%	624

Table 3.1.2 Personnel costs by salary band for the period 1 April 2020 and 31 March 2021

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (level 3-5)	15 017	9%	59	254
Highly skilled production (levels 6-8)	26 293	17%	55	478
Highly skilled supervision (levels 9-12)	68 017	45%	85	800
Senior and Top management (levels 13-16)	43 262	28%	33	1310
Total	15 017	100%	232	657

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2020 and 31 March 2021

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	51 333	84%	507	0,8%	1 357	2%	2 381	4%
Institutional Development	49 176	84%	36	0,1%	1 266	2%	2 182	4%
Policy and Governance	28 486	84%	7	0%	490	2%	1 169	4%
Total	128 995	84%	550	0.40%	3113	2%	5 733	4%

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2020 and 31 March 2021

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)	11 000	73%	145	1%	851	6%	1 671	12%
Highly skilled production (levels 6-8)	20 634	78%	258	1%	982	4	1 897	8%
Highly skilled supervision (levels 9-12)	58 914	86%	146	0.2%	975	2%	1 731	3%
Senior management (level 13-16)	38 448	88%	0	0%	305	1%	394	1%
Total	128 995	84%	550	0,40%	3 113	2	5 733	4%

3.2 EMPLOYMENT AND VACANCIES

The tables in this section summarise the position with regard to employment and vacancies. The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations

Table 3.2.1 Employment and vacancies by programme as on 31 March 2021

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	102	99	3%	0
Institutional Development	89	83	7%	0
Policy and Governance	54	50	7%	0
Total	245	232	5%	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2021

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Skilled(3-5)	59	59	0%	0
Highly skilled production (6-8)	55	55	0%	0
Highly skilled supervision (9-12)	97	85	12%	0
Senior management (13-16)	34	33	3%	0
Total	245	232	5%	0

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2021

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative related	87	80	8%	0
Client information clerks/switchboard/reception	1	1	0%	0
Communication and information related	4	3	25%	0
Engineering and related professionals	2	2	0%	0
Executive authority	1	1	0%	0
Finance & economics related	11	10	9%	0
Financial clerks and credit controllers	12	12	0%	0
Food services aids	8	8	0%	0
General assistants and related	3	3	0%	0
Human resource and org development and related professionals	30	28	7%	0
Human resource clerks and related	4	4	0%	0
Information technology related	7	7	0%	0
Legal admin and related professionals	4	4	0%	0
Library mail & related clerks	19	19	0%	0
Messengers porters and drivers	1	1	0%	0
Psychologist and related	1	0	100%	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Risk management and security	2	2	0%	0
Secretaries and other keyboard operating clerks	14	14	0%	0
Security and related	4	4	0%	0
Senior managers	25	24	4%	0
Top Managers	6	6	0%	0
Total	245	232	5%	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 2021

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	6	6	100%	0	0%
Salary Level 14	6	5	83%	1	17%
Salary Level 13	20	20	100%	0	0%
Total	34	33	97%	1	3%

Table 3.3.2 SMS post information as on 30 September 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	2	2	100%	0	0%
Salary Level 15	6	6	100%	0	0%
Salary Level 14	6	6	100%	0	0%
Salary Level 13	20	20	100%	0	0%
Total	34	34	100%	0	0%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2020 and 31 March 2021

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 2020 and 31 March 2021

Reason for vacancies not advertised within six months
Not applicable
Reason for vacancies not advertised within twelve months
Not applicable

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 2020 and 31 March 2021

Reason for vacancies not advertised within six months
Not applicable
Reason for vacancies not filled within six months
Not applicable

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 2020 and 31 March 2021

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)	61	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	56	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	89	0	0	0	0	0	0
Senior Management Service Band A	19	0	0	0	0	0	0
Senior Management Service Band B	5	0	0	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
Contracts	12	0	0	0	0	0	0
Total	248	0	0	0	0	0	0

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

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2020 and 31 March 2021

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 2020 and 31 March 2021

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				0
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 2020 and 31 March 2021

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 2020 and 31 March 2021

Salary band	Number of employees at beginning of period- 1 April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Skilled (Levels3-5)	61	1	5	8,2%
Highly skilled production (Levels 6-8)	56	0	2	4%
Highly skilled supervision (Levels 9-12)	89	2	5	6%
Senior Management Service Bands A	19	0	0	0%
Senior Management Service Bands B	5	0	1	20%

Salary band	Number of employees at beginning of period- 1 April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior Management Service Bands C	4	1	1	25%
Senior Management Service Bands D	2	0	0	0%
Contracts	12	0	0	0%
Total	248	4	14	6%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2020 and 31 March 2021

Critical occupation	Number of employees at beginning of period-April 2020	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	80	1	3	3,8%
Client information clerks/switchboard/reception	1	0	0	-
Communication and information related	4	0	0	-
Engineering and related professionals	2	0	0	-
Executive authority	1	0	0	-
Finance & economics related	10	0	0	-
Financial clerks and credit controllers	12	0	0	-
Food services aids	9	1	2	22,2%
General assistants and related	4	0	1	25%
Human resource and org development and related professionals	35	1	1	2,9%
Human resource clerks and related	4	0	0	-
Information technology related	7	0	0	-
Legal admin and related professionals	4	0	0	-
Library mail & related clerks	19	0	1	5,3%
Messengers porters and drivers	1	0	0	-
Psychologist and related	1	0	1	100%
Risk management and security	2	0	1	50%
Secretaries and other keyboard operating clerks	15	0	0	-
Security and related	6	0	2	33,3%
Senior managers	25	0	1	4%
Top Managers	6	1	1	17%
Total	248	4	14	5,6%

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 2020 and 31 March 2021

Termination Type	Number	% of Total Resignations
Death	1	7%
Resignation	3	21%
Expiry of contract	-	-
Dismissal – operational changes	-	-
Dismissal – misconduct	-	-
Dismissal – inefficiency	-	-

Termination Type	Number	% of Total Resignations
Discharged due to ill-health	1	7%
Retirement	8	57%
Transfer to other Public Service Departments	1	7%
Other	-	-
Total	14	100%
Total number of employees who left as a % of total employment	14 of 248	6%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2020 and 31 March 2021

Occupation	Employees 1 April 2020	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	80	3	4%	0	0%
Client information clerks/switchboard/reception	1	0	0	0	0%
Communication and information related	4	0	0	0	0%
Engineering and related professionals	2	0	0	0	0%
Executive authority	1	0	0	0	0%
Finance & economics related	10	0	0	0	0%
Financial clerks and credit controllers	12	0	0	0	0%
Food services aids	9	0	0	0	0%
General assistants and related	4	0	0	0	0%
Human resource and org development and related professionals	35	1	3%	0	0%
Human resource clerks and related	4	0	0	0	0%
Information technology related	7	0	0	0	0%
Legal admin and related professionals	4	0	0	0	0%
Library mail & related clerks	19	0	0	0	0%
Messengers porters and drivers	1	0	0	0	0%
Psychologist and related	1	0	0	0	0%
Risk management and security	2	0	0	0	0%
Secretaries and other keyboard operating clerks	15	1	7%	0	0%
Security and related	6	0	0	0	0%
Senior managers	25	0	0	0	0%
Top Managers	6	0	0	0	0%
Total	248	5	2%	0	0%

Table 3.5.5 Promotions by salary band for the period 1 April 2020 and 31 March 2021

Salary Band	Employees at 1 April 2020	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)	59	0	0%	0	0
Highly skilled production (Levels 6-8)	55	3	5%	0	0
Highly skilled supervision (Levels 9-12)	97	2	2%	0	0
Senior Management (Level 13-16)	34	0	0%	0	0
Total	245	5	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	10	4	2	0	5	5	1	4	31
Professionals	1	2	0	1	1	0	0	0	5
Technicians and associate professionals	35	15	0	1	46	18	0	4	119
Clerks	9	8	0	0	30	8	1	3	59
Elementary occupations	8	0	0	0	7	3	0	0	18
Total	63	29	2	2	89	34	2	11	232
Employees with disabilities	1	1	0	0	0	0	0	0	2

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	5	1	0	0	1	1	0	0	8
Senior Management	5	3	2	0	4	4	1	4	23
Professionally qualified and experienced specialists and mid-management	12	6	0	2	8	4	0	2	34
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	28	12	0	0	42	16	0	3	101
Semi-skilled and discretionary decision making	8	7	0	0	27	5	1	2	50
Unskilled and defined decision making	5	0	0	0	7	4	0	0	16
Total	63	29	2	2	89	34	2	11	232

Table 3.6.3 Recruitment for the period 1 April 2020 to 31 March 2021

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

Table 3.6.4 Promotions for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	1	1	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	3	1	0	0	5
Employee with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2020 to 31 March 2021

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	1	0	0	1
Senior Management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	1	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	1	0	0	1	1	0	0	3
Semi-skilled and discretionary decision making	1	0	0	0	1	1	0	0	3
Unskilled and defined decision making	2	0	0	0	1	0	0	0	3
Total	6	1	0	0	3	4	0	0	14
Employee 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	12	14	1	0	11	11	0	3	52
Professionals	2	1	0	1	4	1	0	0	9
Technicians and associate professionals	6	2	0	0	18	7	1	2	36
Clerks	3	2	0	0	18	7	0	0	22
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Labourers and related workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupation	0	0	0	0	1	0	0	0	1
Total	23	19	1	1	44	26	1	5	120
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 2020

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	20	20	20	100%
Total	30	30	30	100%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2021

Reasons
Not applicable

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2021

Reasons
Not applicable

3.8 PERFORMANCE REWARDS

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

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2020 to 31 March 2021

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	11	64	17%	281	26
Female	5	86	9%	101	20
Asian					
Male	1	2	50%	44	44
Female	0	2	0%	0	0
Coloured					
Male	3	29	10%	106	35
Female	10	34	26%	251	25
White					
Male	0	0	0%	0	0
Female	3	11	18%	104	35
Total	33	233	14%	885	211

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2020 to 31 March 2021

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)	2	59	3%	17	8	0.01%
Highly skilled production (level 6-8)	7	55	13%	95	14	0.06%
Highly skilled supervision (level 9-12)	11	86	13%	246	22	0.16%
Total	20	200	26%	358	16	0.2%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2020 to 31 March 2021

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	4	79	5%	86	21
Client Information Clerks /Switchboard/ Reception	0	1	0%	0	0
Communication and Related	0	3	0%	0	0
Executive Authority	0	1	0%	0	0
Finance and Economics	2	10	20%	39	19
Financial Clerks and Credit	2	12	17%	9	9

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Food Service Aid	0	8	0%	0	0
General Assistant	0	3	0%	0	0
HR and OD	6	29	21%	96	16
Human Resources Clerks	0	4	0%	0	0
IT and Related	0	7	0%	0	0
Legal Admin and Related	3	4	75%	161	54
Library Mail and Related	1	20	5%	7	7
Psychologists and Related	0	0	0%	0	0
Risk Management and Security	1	2	50%	20	20
Secretaries & Other	1	14	7%	17	17
Security Officers	1	4	25%	14	14
Senior Managers	11	24	46%	413	38
Top Management	1	6	17%	51	51
Total	33	237	29%	914	29

Table 3.8.4 Performance related rewards (cash bonus), by salary band for 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	
Band A	9	20	45%	330	37	0.2%
Band B	2	5	40%	139	46	0.1%
Band C	2	6	17%	123	61	0.1%
Band D	0	2	0%	0	0	0
Total	13	33	102	591	49	0.4%

3.9 EMPLOYMENT OF FOREIGN NATIONALS

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 2020 and 31 March 2021

Salary band	01 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Lev. 6-8)	1	0.4%	1	0.4%	0	0%
Highly skilled supervision (Lev.9-12)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-162)	0	0	0	0	0	0
Total	1	0.4%	1	0.4%	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 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% Change
Secretary	1	0.4%	1	0.4%	0	0%
Total	1	0.4%	1	0.4%	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 2020 to 31 December 2020

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)	228	86%	38	27%	6	214
Highly skilled production (levels 6-8)	246	76%	35	25%	7	407
Highly Skilled Supervision (Levels 9-12)	256	77%	46	33%	6	703
Top and Senior management (levels 13-16)	108	79%	15	11%	7	488
Contracts (Levels 6-8)	20	45%	6	4%	3	6
Contracts (Levels 9-12)	2	0%	1	1%	2	6
Total	860	100%	141	100%	31	1824

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2020 to 31 December 2020

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)	44	100%	2	33%	22	43
Highly skilled production (Levels 6-8)	10	100%	2	33%	5	15
Top and Senior management (Levels 13-16)	62	100%	1	17%	62	275
Contracts (Levels 9-12)	9	100%	1	17%	9	26
Total	125	100%	6	100%	21	359

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 2020 to 31 December 2020

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled Levels 3-5)	1 129	21	54
Highly skilled production (Levels 6-8)	1 236	22	56
Highly skilled supervision(Levels 9-12)	1 902	22	85
Senior management (Levels 13-16)	539	23	23
Contract (Levels 3-5)	25	13	2
Contract (Levels 6-8)	198	12	16
Contract (Levels 9-12)	43	14	3
Contract (Levels 13-16)	19	10	2
Total	5091	137	37

Table 3.10.4 Capped leave for the period 1 January 2020 to 31 December 2020

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	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision(Levels 9-12)	7	1	45	7
Senior management (Levels 13-16)	0	0	0	25
Total	7	1	45	32

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

Table 3.10.5 Leave pay-outs for the period 1 April 2020 and 31 March 2021

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annuity discounting with resignation	152	2	76 000
Annual- Gratuity: death/retirement/medical retirement	599	10	59 900
Capped - Gratuity: death/retirement/medical retirement	372	5	74 400
Total	1123	17	210,300

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 • HCT screening • Condoms distributed • Brochure developed

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 BA Thekisho Director Senior Manager- Wellness (EHW)
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.	√		Six employees comprise the EHW: 1x Senior Manager 1x Manager – Registered Counsellor 2x Assistant Manager - Professional Nurse & SHERQ Practitioner 2x Support staff personnel Compensation: R3,466,428 Goods and Services: R23,620
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.	√		- 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)
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.	√		2x representation from SMS level 1x organised labour representation 8x representation Mr BA 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.	√		- HIVAIDS STI and TB Management Policy, - Health and Productivity Management Policy, - Wellness Management Policy - Safety Health Environment Risk and Quality Management Policy,
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	√		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 2020 – March 2021 Total employees screened - 57

Question	Yes	No	Details, if yes
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: • 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 2020 and 31 March 2021

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 2020 and 31 March 2021

Outcomes of disciplinary hearings	Number	% of total
Corrective counselling	0	0%
Verbal warning	0	0%
Written warning	0	0%
Final written warning	1	100%
Suspended without pay	0	0%
Fine	0	0%
Demotion	0	0%
Dismissal	0	0%
Not guilty	0	0%
Case withdrawn	0	0%
Total	1	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2020 and 31 March 2021

Type of misconduct	Number	% of total
Absenteeism	1	100%
Total	1	100%

Table 3.12.4 Grievances logged for the period 1 April 2020 and 31 March 2021

Grievances	Number	% of Total
Number of grievances resolved	1	50%
Number of grievances not resolved	1	50%
Total number of grievances lodged	2	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2020 and 31 March 2021

Disputes	Number	% of Total
Number of disputes upheld	0	0%
Number of disputes dismissed	0	0%
Total number of disputes lodged	0	0%

Table 3.12.6 Strike actions for the period 1 April 2020 and 31 March 2021

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 2020 and 31 March 2021

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 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	25	0	25
	Male	16	0	27	0	27
Professionals	Female	1	0	5	0	5
	Male	4	0	4	0	4
Technicians and associate professionals	Female	69	0	28	0	28
	Male	52	0	8	0	8
Clerks	Female	41	0	17	0	17
	Male	16	0	5	0	5
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	1	0	1
	Male	0	0	0	0	0
Sub Total	Female	126	0	79	0	79
	Male	88	0	41	0	41
Total		214	0	120	0	120

Table 3.13.2 Training provided for the period 1 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 1 April 2020	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	15	0	15
	Male	16	0	8	0	8
Professionals	Female	1	0	3	0	3
	Male	4	0	0	0	0
Technicians and associate professionals	Female	69	0	1	0	1
	Male	52	0	0	0	0
Clerks	Female	41	0	2	0	2
	Male	16	0	1	0	1
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	126	0	21	0	21
	Male	88	0	9	0	9
Total		214	0	30	0	30

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 2020 and 31 March 2021

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

3.15 UTILISATION OF CONSULTANTS

The following tables relates information on the utilisation of consultants in the department. In terms of the Public Service Regulations “consultant” means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- The rendering of expert advice;
- The drafting of proposals for the execution of specific tasks; and
- The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2020 and 31 March 2021

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Conduct feasibility studies on the: - Re-modelling of the Department of Roads and Public Works - Establishing of the Northern Cape Construction Company - Establishing of the Northern Cape Mining Company	8	324	R3 313 656

Total number of projects	Total individual consultants	Duration (work days)	Contract value in Rand
3	8	324	R3 313 656

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantage Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Conduct feasibility studies on the: - Re-modelling of the Department of Roads and Public Works - Establishing of the Northern Cape Construction Company - Establishing of the Northern Cape Mining Company	The service provider is a public entity, owned 100% by the Department of Trade and Industry		

Total number of projects	Total individual consultants	Duration (work days)	Contract value in Rand
3	8	324	R3 313 656

Table 3.15.3 Report on consultant appointments using donor funds for the period 1 April 2020 and 31 March 2021

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
None	0	0	0

Table 3.15.4 Analysis of consultant appointments using donor funds, in terms of Historically Disadvantage Individuals (HDIs) for the period 1 April 2020 and 31 March 2021

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None	0	0	0

3.16 SEVERANCE PACKAGES

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2020 and 31 March 2021

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 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 96 to 173, which comprise the appropriation statement, statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in equity and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Basis for opinion

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

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 28 to the financial statements, the corresponding figures for 31 March 2020 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 2021.

An uncertainty relating to the future outcome of exceptional litigation

8. With reference to note 17.1 to the financial statements, the Office of the Premier is the defendant in lawsuits. The Office of the Premier is opposing the claims, as it believes that the claims are invalid. The ultimate outcome of the matters could not be determined and no provision for any liability that may result was made in the financial statements.

Other matter

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

Unaudited supplementary schedules

10. The supplementary information set out on pages 54 to 86 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with 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.
12. In preparing the financial statements, the accounting officer is responsible for assessing the Office of the Premier's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless 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

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with 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.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Introduction and scope

15. In accordance with the Public Audit Act 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.
16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the Office of the Premier's approved performance planning documents. 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 do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the Office of the Premier's annual performance report for the year ended 31 March 2021:

Programme	Pages in the annual performance report
Programme 2 - Institutional Development	32 – 45

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

Other matters

20. I draw attention to the matters below.

Achievement of planned target

21. Refer to the annual performance report on pages 32 to 45 for information on the achievement of planned targets for the year and management explanations provided for the under and overachievement of targets.

Adjustment of material misstatements

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of 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

23. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the Office 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.
24. 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

25. 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.
26. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
27. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
28. 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.

29. 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.

Auditor-General

Cape Town

17 August 2021



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



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

ANNUAL FINANCIAL STATEMENTS FOR NC: OFFICE OF THE PREMIER

For the year ended
31 March 2021

**OFFICE OF THE PREMIER
VOTE 1**

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

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**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Appropriation per programme									
2020/21								2019/20	
	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	94,606	-	(1,631)	92,975	91,010	1,965	97.9%	124,611	122,356
2. Institutional Development	74,392	-	1,462	75,854	74,344	1,510	98.0%	100,351	93,320
3. Policy and Governance	46,963	-	169	47,132	45,805	1,327	97.2%	53,047	44,599
Subtotal	215,961	-	-	215,961	211,159	4,802	97.8%	278,009	260,275

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

	2020/21			2019/20	
	Final Appropriation	Actual Expenditure		Final Appropriation	Actual Expenditure
TOTAL (brought forward)					
Reconciliation with statement of financial performance					
ADD					
Departmental receipts	62			63	
Actual amounts per statement of financial performance (total revenue)	216,023			278,072	
Actual amounts per statement of financial performance (total expenditure)		211,159			260,275

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Appropriation per economic classification									
2020/21							2019/20		
	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	197,451	1	(4,290)	193,162	188,360	4,802	97.5%	243,807	226,073
Compensation of employees	154,002	-	(431)	153,571	151,530	2,041	98.7%	162,881	155,882
Salaries and wages	128,897	4,649	(191)	133,355	132,824	531	99.6%	143,634	136,699
Social contributions	25,105	(4,649)	(240)	20,216	18,706	1,510	92.5%	19,247	19,183
Goods and services	43,449	1	(3,859)	39,591	36,830	2,761	93.0%	80,926	70,191
Administrative fees	49	193	-	242	242	-	100.0%	2,293	2,293
Advertising	-	237	-	237	237	-	100.0%	389	389
Minor assets	15	70	-	85	85	-	100.0%	111	111
Audit costs: External	3,250	58	-	3,308	3,308	-	100.0%	4,029	4,029
Bursaries: Employees	-	444	-	444	444	-	100.0%	283	283
Catering: Departmental activities	418	953	-	1,371	1,371	-	100.0%	6,697	6,697
Communication	2,510	(399)	(77)	2,034	2,034	-	100.0%	2,695	2,695
Computer services	4,331	554	1,063	5,948	5,948	-	100.0%	3,206	3,206
Consultants: Business and advisory services	4,418	89	-	4,507	3,403	1,104	75.5%	7,849	117
Legal services	-	20	-	20	20	-	100.0%	87	87
Contractors	291	(139)	(40)	112	112	-	100.0%	2,991	2,991
Agency and support / outsourced services	284	(256)	-	28	28	-	100.0%	335	335
Fleet services	762	585	-	1,347	1,347	-	100.0%	2,062	2,062
Consumable supplies	419	696	(37)	1,078	1,078	-	100.0%	1,082	1,082

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Consumable: Stationery, printing and office supplies	347	139	(19)	467	467	-	100.0%	1,026	1,026
Operating leases	17,829	(5,375)	(3,218)	9,236	7,579	1,657	82.1%	10,827	10,827
Property payments	2,385	637	-	3,022	3,022	-	100.0%	3,110	3,110
Transport provided:									
Departmental activity	499	-	(499)	-	-	-	-	6,123	4,497
Travel and subsistence	3,203	1,684	(772)	4,115	4,115	-	100.0%	14,619	14,619
Training and development	1,954	(314)	(261)	1,379	1,379	-	100.0%	7,330	5,953
Operating payments	451	108	1	560	560	-	100.0%	1,055	1,055
Venues and facilities	34	13	-	47	47	-	100.0%	1,899	1,899
Rental and hiring	-	4	-	4	4	-	100.0%	828	828
Transfers and subsidies	15,658	(1)	1,617	17,274	17,274	-	100.0%	30,018	30,018
Provinces and municipalities	2	-	2	4	4	-	100.0%	2	2
Municipalities	2	-	2	4	4	-	100.0%	2	2
Municipal agencies and funds	2	-	2	4	4	-	100.0%	2	2
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	2	2
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	2	2
Non-profit institutions	10,889	-	-	10,889	10,889	-	100.0%	26,054	26,054
Households	4,764	-	1,615	6,379	6,379	-	100.0%	3,960	3,960
Social benefits	726	-	441	1,167	1,167	-	100.0%	930	930
Other transfers to households	4,038	-	1,174	5,212	5,212	-	100.0%	3,030	3,030
Payments for capital assets	2,852	-	2,520	5,372	5,372	-	100.0%	4,159	4,159
Machinery and equipment	2,852	-	2,476	5,328	5,328	-	100.0%	4,159	4,159
Transport equipment	723	-	646	1,369	1,369	-	100.0%	1,510	1,510
Other machinery and equipment	2,129	-	1,830	3,959	3,959	-	100.0%	2,649	2,649

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Intangible assets	-	-	44	44	44	-	100.0%	-	-
Payments for financial assets	-	-	153	153	153	-	100.0%	25	25
	215,961	-	-	215,961	211,159	4,802	97.8%	278,009	260,275

An amount of R 2,368,000 which relates to the centralisation of the bursary function to the Office of the Premier was incorrectly allocated to Non- Profit Institutions for the Norther Cape Premiers Education Trust Fund. A journal was performed to rectify the adjusted allocation with the R 2,368 million so as to ensure fair presentation as Transfers to Households.

The amount of R 665,000 for early retirement payments were misallocated to Compensation to Employees in stead of Transfers to Households and subsequently rectified.

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Programme 1: Administration									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1.1 Premier Support	20,699	(356)	1,254	21,597	21,597	-	100.0%	30,153	29,953
1.2 Executive Council	4,213	1,745	(16)	5,942	5,942	-	100.0%	8,113	7,749
1.3 Director General Support	28,472	(927)	(673)	26,872	26,564	308	98.9%	41,432	39,806
1.4 Financial Management	41,222	(462)	(2,196)	38,564	36,907	1,657	95.7%	44,913	44,848
Total for sub programmes	94,606	-	(1,631)	92,975	91,010	1,965	97.9%	124,611	122,356
Economic classification									
Current payments	91,090	1	(4,404)	86,687	84,722	1,965	97.7%	118,245	115,990
Compensation of employees	61,012	-	(180)	60,832	60,524	308	99.5%	63,092	62,463
Salaries and wages	52,217	1,462	(74)	53,605	53,297	308	99.4%	55,664	55,099
Social contributions	8,795	(1,462)	(106)	7,227	7,227	-	100.0%	7,428	7,364
Goods and services	30,078	1	(4,224)	25,855	24,198	1,657	93.6%	55,153	53,527
Administrative fees	49	158	-	207	207	-	100.0%	1,916	1,916
Advertising	-	1	-	1	1	-	100.0%	65	65
Minor assets	11	62	-	73	73	-	100.0%	68	68
Audit costs: External	3,250	58	-	3,308	3,308	-	100.0%	4,029	4,029
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	418	825	-	1,243	1,243	-	100.0%	6,005	6,005
Communication	1,865	(376)	(43)	1,446	1,446	-	100.0%	2,023	2,023
Computer services	384	(61)	-	323	323	-	100.0%	330	330

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Consultants: Business and advisory services	-	41	-	41	41	-	100.0%	45	45
Legal services	-	-	-	-	-	-	-	83	83
Contractors	215	(93)	(16)	106	106	-	100.0%	2,963	2,963
Agency and support / outsourced services	-	28	-	28	28	-	100.0%	335	335
Fleet services	762	585	-	1,347	1,347	-	100.0%	2,062	2,062
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	141	828	-	969	969	-	100.0%	860	860
Consumable: Stationery, printing and office supplies	130	114	-	244	244	-	100.0%	568	568
Operating leases	17,756	(5,302)	(3,218)	9,236	7,579	1,657	82.1%	10,827	10,827
Property payments	2,385	553	-	2,938	2,938	-	100.0%	2,889	2,889
Transport provided: Departmental activity	499	-	(499)	-	-	-	-	5,572	3,946
Travel and subsistence	1,842	2,377	(449)	3,770	3,770	-	100.0%	11,026	11,026
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	337	193	1	531	531	-	100.0%	841	841
Venues and facilities	34	7	-	41	41	-	100.0%	1,824	1,824
Rental and hiring	-	3	-	3	3	-	100.0%	822	822
Transfers and subsidies	1,770	(1)	1,308	3,077	3,077	-	100.0%	3,655	3,655
Provinces and municipalities	2	-	2	4	4	-	100.0%	2	2
Provinces									
Municipalities	2	-	2	4	4	-	100.0%	2	2
Municipal agencies and funds	2	-	2	4	4	-	100.0%	2	2
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	2	2
Departmental agencies	3	(1)	-	2	2	-	100.0%	2	2
Households	1,765	-	1,306	3,071	3,071	-	100.0%	3,651	3,651

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

Social benefits	95	-	140	235	235	-	100.0%	645	645
Other transfers to households	1,670	-	1,166	2,836	2,836	-	100.0%	3,006	3,006
Payments for capital assets	1,746	-	1,312	3,058	3,058	-	100.0%	2,686	2,686
Machinery and equipment	1,746	-	1,312	3,058	3,058	-	100.0%	2,686	2,686
Transport equipment	723	-	646	1,369	1,369	-	100.0%	1,510	1,510
Other machinery and equipment	1,023	-	666	1,689	1,689	-	100.0%	1,176	1,176
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	153	153	153	-	100.0%	25	25
	94,606	-	(1,631)	92,975	91,010	1,965	97.9%	124,611	122,356

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

1.1 Premier Support									
	2020/21							2019/20	
	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	18,973	(382)	(43)	18,548	18,548	-	100.0%	27,250	27,050
Compensation of employees	15,493	(382)	-	15,111	15,111	-	100.0%	13,402	13,202
Goods and services	3,480	-	(43)	3,437	3,437	-	100.0%	13,848	13,848
Transfers and subsidies	1,501	-	1,124	2,625	2,625	-	100.0%	2,726	2,726
Provinces and municipalities	1	-	2	3	3	-	100.0%	1	1
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	100.0%	-	-
Other transfers to households	1,500	-	1,122	2,622	2,622	-	100.0%	2,725	2,725
Payments for capital assets	225	26	173	424	424	-	100.0%	177	177
Machinery and equipment	225	26	173	424	424	-	100.0%	177	177
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets								-	-
	20,699	(356)	1,254	21,597	21,597	-	100.0%	30,153	29,953

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

1.2 Executive Council									
	2020/21							2019/20	
	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	4,163	1,674	(16)	5,821	5,821	-	100.0%	8,075	7,711
Compensation of employees	3,784	1,674	-	5,458	5,458	-	100.0%	6,103	5,739
Goods and services	379	-	(16)	363	363	-	100.0%	1,972	1,972
Transfers and subsidies	1	-	-	1	1	-	100.0%	1	1
Provinces and municipalities	1	-	-	1	1	-	100.0%	1	1
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	49	71	-	120	120	-	100.0%	37	37
Machinery and equipment	49	71	-	120	120	-	100.0%	37	37
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	4,213	1,745	(16)	5,942	5,942	-	100.0%	8,113	7,749

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

1.3 Director General Support									
	2020/21							2019/20	
	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	27,879	(822)	(1,274)	25,783	25,475	308	98.8%	40,806	39,180
Compensation of employees	25,571	(822)	(180)	24,569	24,261	308	98.7%	27,053	27,053
Goods and services	2,308	-	(1,094)	1,214	1,214	-	100.0%	13,753	12,127
Transfers and subsidies	234	-	184	418	418	-	100.0%	520	520
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	3	(1)	-	2	2	-	100.0%	2	2
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	71	1	140	212	212	-	100.0%	199	199
Other transfers to households	160	-	44	204	204	-	100.0%	319	319
Payments for capital assets	359	(105)	264	518	518	-	100.0%	81	81
Machinery and equipment	359	(105)	264	518	518	-	100.0%	81	81
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	153	153	153	-	100.0%	25	25
	28,472	(927)	(673)	26,872	26,564	308	98.9%	41,432	39,806

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1.4 Financial Management									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	40,075	(469)	(3,071)	36,535	34,878	1,657	95.5%	42,114	42,049
Compensation of employees	16,164	(470)	-	15,694	15,694	-	100.0%	16,534	16,469
Goods and services	23,911	1	(3,071)	20,841	19,184	1,657	92.0%	25,580	25,580
Transfers and subsidies	34	(1)	-	33	33	-	100.0%	408	408
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	24	(1)	-	23	23	-	100.0%	403	403
Other transfers to households	10	-	-	10	10	-	100.0%	5	5
Payments for capital assets	1,113	8	875	1,996	1,996	-	100.0%	2,391	2,391
Machinery and equipment	1,113	8	875	1,996	1,996	-	100.0%	2,391	2,391
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	41,222	(462)	(2,196)	38,564	36,907	1,657	95.7%	44,913	44,848

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Programme 2: Institutional Development									
	2020/21							2019/20	
	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	43,592	(1,317)	-	42,275	40,765	1,510	96.4%	61,551	60,098
2.2 Information Communication Technology	16,896	363	1,462	18,721	18,721	-	100.0%	20,712	17,398
2.3 Legal Services	6,908	1,645	-	8,553	8,553	-	100.0%	9,376	8,524
2.4 Communication Services	3,484	(513)	-	2,971	2,971	-	100.0%	4,281	3,773
2.5 Programme Support	3,512	(178)	-	3,334	3,334	-	100.0%	4,431	3,527
Total for sub programmes	74,392	-	1,462	75,854	74,344	1,510	98.0%	100,351	93,320
Economic classification									
Current payments	67,723	-	575	68,298	66,788	1,510	97.8%	79,997	72,966
Compensation of employees	59,448	-	(134)	59,314	57,804	1,510	97.5%	62,412	60,072
Salaries and wages	48,131	2,385	-	50,516	50,516	-	100.0%	54,750	52,410
Social contributions	11,317	(2,385)	(134)	8,798	7,288	1,510	82.8%	7,662	7,662
Goods and services	8,275	-	709	8,984	8,984	-	100.0%	17,585	12,894
Administrative fees	-	25	-	25	25	-	100.0%	156	156
Advertising	-	236	-	236	236	-	100.0%	301	301
Minor assets	4	3	-	7	7	-	100.0%	28	28
Audit costs: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	444	-	444	444	-	100.0%	283	283

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Catering: Departmental activities	-	59	-	59	59	-	100.0%	213	213
Communication	524	23	-	547	547	-	100.0%	595	595
Computer services	3,947	615	1,063	5,625	5,625	-	100.0%	2,876	2,876
Consultants: Business and advisory services	-	48	-	48	48	-	100.0%	3,314	-
Legal services	-	20	-	20	20	-	100.0%	4	4
Contractors	52	(47)	-	5	5	-	100.0%	5	5
Agency and support / outsourced services	284	(284)	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	187	(88)	-	99	99	-	100.0%	200	200
Consumable: Stationery, printing and office supplies	155	(37)	-	118	118	-	100.0%	261	261
Operating leases	73	(73)	-	-	-	-	-	-	-
Property payments	-	84	-	84	84	-	100.0%	221	221
Transport provided: Departmental activity	-	-	-	-	-	-	-	3	3
Travel and subsistence	986	(625)	(93)	268	268	-	100.0%	1,610	1,610
Training and development	1,954	(314)	(261)	1,379	1,379	-	100.0%	7,330	5,953
Operating payments	109	(89)	-	20	20	-	100.0%	165	165
Venues and facilities	-	-	-	-	-	-	-	20	20
Rental and hiring	-	-	-	-	-	-	-	-	-
Transfers and subsidies	5,806	-	192	5,998	5,998	-	100.0%	19,137	19,137
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Departmental agencies	-	-	-	-	-	-	-	-	-
Non-profit institutions	3,275	-	-	3,275	3,275	-	100.0%	18,837	18,837

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Households	2,531	-	192	2,723	2,723	-	100.0%	300	300
Social benefits	163	-	184	347	347	-	100.0%	276	276
Other transfers to households	2,368	-	8	2,376	2,376	-	100.0%	24	24
Payments for capital assets	863	-	695	1,558	1,558	-	100.0%	1,217	1,217
Machinery and equipment	863	-	651	1,514	1,514	-	100.0%	1,217	1,217
Other machinery and equipment	863	-	651	1,514	1,514	-	100.0%	1,217	1,217
Intangible assets	-	-	44	44	44	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	74,392	-	1,462	75,854	74,344	1,510	98.0%	100,351	93,320

An amount of R 2,368 million which relates to the centralisation of the bursary function to the Office of the Premier was incorrectly allocated to Non- Profit Institutions for the Norther Cape Premiers Education Trust Fund. A journal was performed to rectify the adjusted allocation with the R 2,368 million so as to ensure fair presentation as Transfers to Households.

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2.1 Strategic Human Resources									
	2020/21							2019/20	
	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	37,736	(1,317)	(372)	36,047	34,537	1,510	95.8%	42,509	41,056
Compensation of employees	35,039	(1,163)	(134)	33,742	32,232	1,510	95.5%	33,787	33,711
Goods and services	2,697	(154)	(238)	2,305	2,305	-	100.0%	8,722	7,345
Transfers and subsidies	5,736	-	134	5,870	5,870	-	100.0%	18,938	18,938
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	3,275	-	-	3,275	3,275	-	100.0%	18,837	18,837
Households	93	-	132	225	225	-	100.0%	91	91
Other transfers to households	2,368	-	2	2,370	2,370	-	100.0%	10	10
Payments for capital assets	120	-	238	358	358	-	100.0%	104	104
Machinery and equipment	120	-	238	358	358	-	100.0%	104	104
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	43,592	(1,317)	-	42,275	40,765	1,510	96.4%	61,551	60,098

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2.2 Information Communication Technology									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	16,177	363	1,063	17,603	17,603	-	100.0%	19,471	16,157
Compensation of employees	11,166	49	-	11,215	11,215	-	100.0%	12,001	12,001
Goods and services	5,011	314	1,063	6,388	6,388	-	100.0%	7,470	4,156
Transfers and subsidies	70	-	58	128	128	-	100.0%	199	199
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	70	-	52	122	122	-	100.0%	185	185
Other transfers to households	-	-	6	6	6	-	100.0%	14	14
Payments for capital assets	649	-	341	990	990	-	100.0%	1,042	1,042
Machinery and equipment	649	-	297	946	946	-	100.0%	1,042	1,042
Intangible assets	-	-	44	44	44	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	16,896	363	1,462	18,721	18,721	-	100.0%	20,712	17,398

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2.3 Legal Services									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6,885	1,645	(28)	8,502	8,502	-	100.0%	9,356	8,504
Compensation of employees	6,713	1,718	-	8,431	8,431	-	100.0%	9,087	8,235
Goods and services	172	(73)	(28)	71	71	-	100.0%	269	269
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	23	-	28	51	51	-	100.0%	20	20
Machinery and equipment	23	-	28	51	51	-	100.0%	20	20
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	6,908	1,645	-	8,553	8,553	-	100.0%	9,376	8,524

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2.4 Communication Services									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,434	(513)	(67)	2,854	2,854	-	100.0%	4,240	3,732
Compensation of employees	3,143	(475)	-	2,668	2,668	-	100.0%	3,419	2,911
Goods and services	291	(38)	(67)	186	186	-	100.0%	821	821
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	50	-	67	117	117	-	100.0%	41	41
Machinery and equipment	50	-	67	117	117	-	100.0%	41	41
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,484	(513)	-	2,971	2,971	-	100.0%	4,281	3,773

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2.5 Programme Support									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,491	(178)	(21)	3,292	3,292	-	100.0%	4,421	3,517
Compensation of employees	3,387	(129)	-	3,258	3,258	-	100.0%	4,118	3,214
Goods and services	104	(49)	(21)	34	34	-	100.0%	303	303
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	21	-	21	42	42	-	100.0%	10	10
Machinery and equipment	21	-	21	42	42	-	100.0%	10	10
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,512	(178)	-	3,334	3,334	-	100.0%	4,431	3,527

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Programme 3: Policy and Governance									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
3.1 Special Programmes	18,178	520	63	18,761	18,761	-	100.0%	20,374	19,821
3.2 Intergovernmental Relations	3,840	(51)	35	3,824	3,824	-	100.0%	4,443	4,373
3.3 Provincial Policy Management	18,938	(342)	297	18,893	18,892	1	100.0%	21,280	18,030
3.4 Programme Support	6,007	(127)	(226)	5,654	4,328	1,326	76.5%	6,950	2,375
Total for sub programmes	46,963	-	169	47,132	45,805	1,327	97.2%	53,047	44,599
Economic classification									
Current payments	38,638	-	(461)	38,177	36,850	1,327	96.5%	45,565	37,117
Compensation of employees	33,542	-	(117)	33,425	33,202	223	99.3%	37,377	33,347
Salaries and wages	28,549	802	(117)	29,234	29,011	223	99.2%	33,220	29,190
Social contributions	4,993	(802)	-	4,191	4,191	-	100.0%	4,157	4,157
Goods and services	5,096	-	(344)	4,752	3,648	1,104	76.8%	8,188	3,770
Administrative fees	-	10	-	10	10	-	100.0%	221	221
Advertising	-	-	-	-	-	-	-	23	23
Minor assets	-	5	-	5	5	-	100.0%	15	15
Audit costs: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	-	69	-	69	69	-	100.0%	479	479
Communication	121	(46)	(34)	41	41	-	100.0%	77	77

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Computer services	-	-	-	-	-	-	-	-	-
Consultants: Business and advisory services	4,418	-	-	4,418	3,314	1,104	75.0%	4,490	72
Legal services	-	-	-	-	-	-	-	-	-
Contractors	24	1	(24)	1	1	-	100.0%	23	23
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Fleet services	-	-	-	-	-	-	-	-	-
Consumable supplies	91	(44)	(37)	10	10	-	100.0%	22	22
Consumable: Stationery, printing and office supplies	62	62	(19)	105	105	-	100.0%	197	197
Operating leases	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	548	548
Travel and subsistence	375	(68)	(230)	77	77	-	100.0%	1,983	1,983
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	5	4	-	9	9	-	100.0%	49	49
Venues and facilities	-	6	-	6	6	-	100.0%	55	55
Rental and hiring	-	1	-	1	1	-	100.0%	6	6
Transfers and subsidies	8,082	-	117	8,199	8,199	-	100.0%	7,226	7,226
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Departmental agencies	-	-	-	-	-	-	-	-	-
Non-profit institutions	7,614	-	-	7,614	7,614	-	100.0%	7,217	7,217
Households	468	-	117	585	585	-	100.0%	9	9
Social benefits	468	-	117	585	585	-	100.0%	9	9
Other transfers to households	-	-	-	-	-	-	-	-	-

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Payments for capital assets	243	-	513	756	756	-	100.0%	256	256
Machinery and equipment	243	-	513	756	756	-	100.0%	256	256
Other machinery and equipment	243	-	513	756	756	-	100.0%	256	256
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total	46,963	-	169	47,132	45,805	1,327	97.2%	53,047	44,599

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3.1 Special Programmes									
	2020/21							2019/20	
	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	10,501	520	(53)	10,968	10,968	-	100.0%	13,082	12,529
Compensation of employees	10,316	520	-	10,836	10,836	-	100.0%	11,081	10,528
Goods and services	185	-	(53)	132	132	-	100.0%	2,001	2,001
Transfers and subsidies	7,614	-	-	7,614	7,614	-	100.0%	7,226	7,226
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	7,614	-	-	7,614	7,614	-	100.0%	7,217	7,217
Households	-	-	-	-	-	-	-	9	9
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	63	-	116	179	179	-	100.0%	66	66
Machinery and equipment	63	-	116	179	179	-	100.0%	66	66
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	18,178	520	63	18,761	18,761	-	100.0%	20,374	19,821

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3.2 Intergovernmental Relations									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,802	(51)	(16)	3,735	3,735	-	100.0%	4,402	4,332
Compensation of employees	3,758	(51)	-	3,707	3,707	-	100.0%	3,808	3,738
Goods and services	44	-	(16)	28	28	-	100.0%	594	594
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	38	-	51	89	89	-	100.0%	41	41
Machinery and equipment	38	-	51	89	89	-	100.0%	41	41
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	3,840	(51)	35	3,824	3,824	-	100.0%	4,443	4,373

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

3.3 Provincial Policy Management									
	2020/21							2019/20	
	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	18,836	(342)	(77)	18,417	18,416	1	100.0%	21,178	17,928
Compensation of employees	18,599	(342)	-	18,258	18,257	1	100.0%	20,345	17,095
Goods and services	237	-	(78)	159	159	-	100.0%	833	833
Transfers and subsidies	-	-	117	117	117	-	100.0%	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	117	117	117	-	100.0%	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	102	-	257	359	359	-	100.0%	102	102
Machinery and equipment	102	-	257	359	359	-	100.0%	102	102
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	18,938	(342)	297	18,893	18,892	1	100.0%	21,280	18,030

**OFFICE OF THE PREMIER
VOTE 1**

**APPROPRIATION STATEMENT
for the year ended 31 March 2021**

3.4 Programme Support									
	2020/21							2019/20	
	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	5,499	(127)	(315)	5,057	3,731	1,326	73.8%	6,903	2,328
Compensation of employees	869	(127)	(118)	624	402	222	64.4%	2,143	1,986
Goods and services	4,630	-	(197)	4,433	3,329	1,104	75.1%	4,760	342
Transfers and subsidies	468	-	-	468	468	-	100.0%	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	468	-	-	468	468	-	100.0%	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
Payments for capital assets	40	-	89	129	129	-	100.0%	47	47
Machinery and equipment	40	-	89	129	129	-	100.0%	47	47
Intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
	6,007	(127)	(226)	5,654	4,328	1,326	76.5%	6,950	2,375

OFFICE OF THE PREMIER
VOTE 1
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2021

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	92,975	91,010	1,965	2%
Institutional Development	75,854	74,344	1,510	2%
Policy and Governance	47,132	45,805	1,327	3%
4.2 Per economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
Current payments				
Compensation of employees	153,571	151,530	2,041	1%
Goods and services	39,591	36,830	2,761	7%
Transfers and subsidies				
Provinces and municipalities	4	4	-	0%
Departmental agencies and accounts	2	2	-	0%
Non-profit institutions	10,889	10,889	-	0%
Households	6,379	6,379	-	0%
Payments for capital assets				
Machinery and equipment	5,328	5,328	-	0%
Intangible assets	44	44	-	0%
Payments for financial assets	153	153	-	0%

OFFICE OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
REVENUE			
Annual appropriation	<u>1</u>	215,961	278,009
Departmental revenue	<u>2</u>	62	63
TOTAL REVENUE		216,023	278,072
EXPENDITURE			
Current expenditure			
Compensation of employees	<u>3</u>	151,530	155,882
Goods and services	<u>4</u>	36,829	70,190
Total current expenditure		188,359	226,072
Transfers and subsidies			
Transfers and subsidies	<u>6</u>	17,274	30,018
Total transfers and subsidies		17,274	30,018
Expenditure for capital assets			
Tangible assets	<u>7</u>	5,329	4,160
Intangible assets	<u>7</u>	44	-
Total expenditure for capital assets		5,373	4,160
Payments for financial assets	<u>5</u>	153	25
TOTAL EXPENDITURE		211,159	260,275
SURPLUS/(DEFICIT) FOR THE YEAR		4,864	17,797
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		4,802	17,734
Annual appropriation		4,802	17,734
Departmental revenue and NRF Receipts	<u>12</u>	62	63
SURPLUS/(DEFICIT) FOR THE YEAR		4,864	17,797

**OFFICE OF THE PREMIER
VOTE 1
STATEMENT OF FINANCIAL POSITION
as at 31 March 2021**

	<i>Note</i>	2020/21 R'000	2019/20 R'000
ASSETS			
Current assets		3,430	12,968
Cash and cash equivalents	<u>8</u>	10	9,135
Prepayments and advances	<u>9</u>	1,626	1,783
Receivables	<u>10</u>	1,794	2,050
Non-current assets		5,380	4,787
Receivables	<u>10</u>	5,380	4,787
TOTAL ASSETS		8,810	17,755
LIABILITIES			
Current liabilities		8,808	17,753
Voted funds to be surrendered to the Revenue Fund	<u>11</u>	4,802	17,734
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	<u>12</u>	10	19
Bank overdraft	<u>13</u>	3,988	-
Payables	<u>14</u>	8	-
TOTAL LIABILITIES		8,808	17,753
NET ASSETS		2	2
	<i>Note</i>	2020/21 R'000	2019/20 R'000
Represented by:			
Recoverable revenue		2	2
TOTAL		2	2

**OFFICE OF THE PREMIER
VOTE 1**

**STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2021**

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Recoverable revenue			
Opening balance		2	2
Closing balance		<u>2</u>	<u>2</u>
TOTAL		<u><u>2</u></u>	<u><u>2</u></u>

**OFFICE OF THE PREMIER
VOTE 1**

**CASH FLOW STATEMENT
for the year ended 31 March 2021**

	Note	2020/21 R'000	2019/20 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		216,175	278,208
Annual appropriated funds received	<u>1.1</u>	215,961	278,009
Departmental revenue received	<u>2</u>	214	199
Net (increase)/decrease in working capital		421	(511)
Surrendered to Revenue Fund		(17,957)	(14,833)
Current payments		(188,359)	(226,072)
Payments for financial assets		(153)	(25)
Transfers and subsidies paid		(17,274)	(30,018)
Net cash flow available from operating activities	<u>15</u>	(7,147)	6,749
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	<u>7</u>	(5,373)	(4,160)
Proceeds from sale of capital assets	<u>2.2</u>	-	8
(Increase)/decrease in non-current receivables		(593)	(447)
Net cash flows from investing activities		(5,966)	(4,599)
Net increase/(decrease) in cash and cash equivalents		(13,113)	2,150
Cash and cash equivalents at beginning of period		9,135	6,985
Cash and cash equivalents at end of period	<u>16</u>	(3,978)	9,135

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

Summary of significant accounting policies

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

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

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

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

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

	Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.
7.2	Departmental revenue Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise. Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.
7.3	Accrued departmental revenue Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when: • it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and • the amount of revenue can be measured reliably. The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents. Write-offs are made according to the department's debt write-off policy
8	Expenditure
8.1	Compensation of employees
8.1.1	Salaries and wages Salaries and wages are recognised in the statement of financial performance on the date of payment.
8.1.2	Social contributions Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.
8.2	Other expenditure Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.
8.3	Accruals and payables not recognised Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

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

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

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

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

	All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment. Biological assets are subsequently carried at fair value. Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.
16.3	Intangible assets 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. Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project. 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. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.
16.4	Project Costs: Work-in-progress Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid. 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. Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.
17	Provisions and Contingents
17.1	Provisions 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.
17.2	Contingent liabilities 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

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

	by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.
17.3	Contingent assets 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.
17.4	Capital commitments Capital commitments are recorded at cost in the notes to the financial statements.
18	Unauthorised expenditure Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either: • 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. Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.
19	Fruitless and wasteful expenditure 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. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written off. 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.
20	Irregular expenditure Irregular expenditure is recorded in the notes to the financial statements when confirmed after its assessment. 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. Irregular expenditure is reduced from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off. 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.
21	Changes in accounting estimates and errors Changes in accounting estimates are applied prospectively in accordance with MCS

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

	requirements. 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 fairly present 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) at no or a

OFFICE OF THE PREMIER

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2021

	nominal charge, the lower of cost and current replacement value. 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.
29	Public-Private Partnerships 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. 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.
30	Employee benefits 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.
31	Transfers of functions 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. 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.
32	Mergers Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger. Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.

**OFFICE OF THE PREMIER
VOTE 1**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

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	2020/21 Funds not requested /not received	Final Appropriation	Appropriation received	2019/20 Funds not requested /not received
	R'000	R'000	R'000	R'000	R'000	
Administration	92,975	92,975	-	124,611	124,611	-
Institutional Development	75,854	75,854	-	100,351	100,351	-
Policy & Governance	47,132	47,132	-	53,047	53,047	-
Total	215,961	215,961		278,009	278,009	-

2. Departmental revenue

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Sales of goods and services other than capital assets	2.1	112	114
Fines, penalties and forfeits	2.2	-	-
Sales of capital assets	2.3	-	8
Transactions in financial assets and liabilities	2.4	102	85
Total revenue collected		214	207
Less: Own revenue included in appropriation		(152)	(144)
Departmental revenue collected		62	63

**OFFICE OF THE PREMIER
VOTE 1**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

2.1 Sales of goods and services other than capital assets

	Note	2020/21 R'000	2019/20 R'000
	2		
Sales of goods and services produced by the department		112	114
Other sales		112	114
Total		112	114

2.2 Sale of capital assets

	Note	2020/21 R'000	2019/20 R'000
	3		
Tangible assets		-	8
Machinery and equipment	39	-	8
Total		-	8

2.3 Transactions in financial assets and liabilities

	Note	2020/21 R'000	2019/20 R'000
	3		
Other Receipts including Recoverable Revenue		102	85
Total		102	85

3. Compensation of employees

3.1 Salaries and Wages

	Note	2020/21 R'000	2019/20 R'000
Basic salary		104,341	107,410
Performance award		1,203	1,566
Service Based		142	118
Compensative/circumstantial		2,425	2,683
Other non-pensionable allowances		24,713	24,923
Total		132,824	136,700

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3.2 Social contributions

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Employer contributions			
Pension		12,839	13,318
Medical		5,843	5,770
UIF		-	71
Bargaining council		24	23
Total		18,706	19,182
 Total compensation of employees		 151,530	 155,882
 Average number of employees		 268	 255

4. Goods and services

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Administrative fees		332	2,333
Advertising		238	389
Minor assets	4.1	85	111
Bursaries (employees)		444	283
Catering		1,371	6,697
Communication		2,033	2,695
Computer services	4.2	5,948	3,206
Consultants: Business and advisory services		3,314	76
Legal services		20	87
Contractors		111	2,993
Agency and support / outsourced services		28	335
Audit cost – external	4.3	3,308	4,029
Fleet services		1,347	2,062
Consumables	4.4	1,546	2,107
Operating leases		7,579	10,827
Property payments	4.5	3,022	3,110
Rental and hiring		4	828
Transport provided as part of the departmental activities		-	4,497
Travel and subsistence	4.6	4,115	14,618
Venues and facilities		47	1,899
Training and development		1,378	5,953
Other operating expenditure	4.7	559	1,055
Total		36,829	70,190

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4.1 Minor assets

	Note	2020/21	2019/20
	4	R'000	R'000
Tangible assets		85	111
Machinery and equipment		85	111
Total		85	111

4.2 Computer services

	Note	2020/21	2019/20
	4	R'000	R'000
SITA computer services		5,543	3,205
External computer service providers		405	1
Total		5,948	3,206

4.3 Audit cost – External

	Note	2020/21	2019/20
	4	R'000	R'000
Regularity audits		3,308	4,029
Total		3,308	4,029

4.4 Consumables

	Note	2020/21	2019/20
	4	R'000	R'000
Consumable supplies		1,078	1,081
Uniform and clothing		79	10
Household supplies		819	942
Building material and supplies		14	54
Communication accessories		2	5
IT consumables		31	49
Other consumables		133	21
Stationery, printing and office supplies		468	1,026
Total		1,546	2,107

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4.5 Property payments

	Note	2020/21	2019/20
	4	R'000	R'000
Municipal services		83	207
Property maintenance and repairs		4	46
Other		2,935	2,857
Total		3,022	3,110

4.6 Travel and subsistence

	Note	2020/21	2019/20
	4	R'000	R'000
Local		4,111	13,364
Foreign		4	1,254
Total		4,115	14,618

4.7 Other operating expenditure

	Note	2020/21	2019/20
	4	R'000	R'000
Professional bodies, membership and subscription fees		19	24
Resettlement costs		-	-
Other		540	1,031
Total		559	1,055

5. Payments for financial assets

	Note	2020/21	2019/20
		R'000	R'000
Debts written off	5.1	153	25
Total		153	25

5.1 Debts written off

	Note	2020/21	2019/20
	5	R'000	R'000
Nature of debts written off			
Staff debts and third parties		153	25
Total debt written off		153	25

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6. Transfers and subsidies

		2020/21 R'000	2019/20 R'000
	<i>Note</i>		
Provinces and municipalities		4	2
Departmental agencies and accounts	<i>Annexure 1A</i>	2	2
Non-profit institutions	<i>Annexure 1B</i>	10,889	26,054
Households	<i>Annexure 1C</i>	6,379	3,960
Total		17,274	30,018

7. Expenditure for capital assets

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Tangible assets		5,329	4,160
Machinery and equipment	26	5,329	4,160
Intangible assets			-
Software	27	44	-
Total		5,373	4,160

7.1 Analysis of funds utilised to acquire capital assets – 2020/21

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	5,329		5,329
Machinery and equipment	5,329	-	5,329
Intangible assets	44	-	44
Software	44	-	44
Total	5,373	-	5,373

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7.2 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

7.3 Finance lease expenditure included in Expenditure for capital assets

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Tangible assets			
Machinery and equipment		4,285	3,351
Total		4,285	3,351

8. Cash and cash equivalents

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Consolidated Paymaster General Account		-	9,125
Cash on hand		10	10
Total		10	9,135

9. Prepayments and advances

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Prepayments (Not expensed)	9.1	1,626	1,783
Total		1,626	1,783

An amount of R 1,625,864.29 was reclassified from receivables to prepayments and advances for the 2019/20 financial year. Refer to note 28.

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9.1 Prepayments (Not expensed)

	<i>Note</i>	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year prepayments	Balance as at 31 March 2021
		R'000	R'000	R'000	R'000	R'000
Goods and services	9	1,783	(157)	-	-	1,626
Total		1,783	(157)	-	-	1,626

	<i>Note</i>	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year prepayments	Balance as at 31 March 2020
		R'000	R'000	R'000	R'000	R'000
Goods and services	9	292	(292)	-	1,783	1,783
Total		292	(292)	-	1,783	1,783

10. Receivables

		2020/21			2019/20		
		Current	Non- current	Total	Current	Non- current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	<i>Note 10.1</i>	511	5,245	5,756	630	4,701	5,331
Staff debt	<i>Note 10.2</i>	1,283	135	1,418	1,420	86	1,506
Total		1,794	5,380	7,174	2,050	4,787	6,837

10.1 Claims recoverable

	<i>Note</i>	2020/21	2019/20
	<i>10 and Annex 3</i>	R'000	R'000
National departments		360	360
Provincial departments		3,355	3,081
Public entities		2,041	1,890
Private enterprises		-	-
Total		5,756	5,331

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10.2 Staff debt

	<i>Note</i>	2020/21	2019/20
	<i>10</i>	R'000	R'000
Ex-Officials		24	86
Current Officials		1,394	1,420
Total		1,418	1,506

11. Voted funds to be surrendered to the Revenue Fund

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
Opening balance		17,734	14,635
Prior period error		-	-
As restated		17,734	14,635
Transfer from statement of financial performance (as restated)		4,802	17,734
Paid during the year		(17,734)	(14,635)
Closing balance		4,802	17,734

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

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
Opening balance		19	10
Prior period error		-	-
As restated		19	10
Transfer from Statement of Financial Performance (as restated)		62	63
Own revenue included in appropriation		152	144
Paid during the year		(223)	(198)
Closing balance		10	19

13. Bank Overdraft

	<i>Note</i>	2020/21	2019/20
		R'000	R'000
Consolidated Paymaster General Account		3,988	-
Total		3,988	-

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14. Payables – current

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Clearing accounts	14.1	8	-
Total		8	-

14.1 Clearing accounts

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Description	14	8	-
Total		8	-

15. Net cash flow available from operating activities

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Net surplus/(deficit) as per Statement of Financial Performance		4,864	17,797
Add back non cash/cash movements not deemed operating activities		(12,011)	(11,048)
(Increase)/decrease in receivables		256	(630)
(Increase)/decrease in prepayments and advances		157	135
(Increase)/decrease in other current assets		-	-
Increase/(decrease) in payables – current		8	(16)
Proceeds from sale of capital assets		-	(8)
(Increase)/decrease in other financial assets		-	-
Expenditure on capital assets		5,373	4,160
Surrenders to Revenue Fund		(17,957)	(14,833)
Voted funds not requested/not received		-	-
Own revenue included in appropriation		152	144
Other non-cash items		-	-
Net cash flow generated by operating activities		(7,147)	6,749

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

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Consolidated Paymaster General account		(3,988)	9,125
Cash on hand		10	10
Total		(3,978)	9,135

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

		<i>Note</i>	2020/21 R'000	2019/20 R'000
Liable to	Nature			
Housing loan guarantees	Employees	<i>Annex 2A</i>	39	39
Claims against the department		<i>Annex 2B</i>	2,145	2,471
Intergovernmental payables (unconfirmed balances)		<i>Annex 4</i>	826	826
Other		<i>Annex 2B</i>	34,140	34,140
Total			37,150	37,476

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

The Labour Appeal Court (LAC) declared the salary increases for the 2020/21 financial year invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the department will be obligated to pay the salary increases in dispute.

18. Capital commitments

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Computer equipment		73	131
Total		73	131

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19. Accruals and payables not recognised

19.1 Accruals

			2020/21 R'000	2019/20 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	9,096	-	9,096	8,549
Transfers and subsidies	84	-	84	350
Capital assets	103	-	103	334
Total	9,283	-	9,283	9,233

	Note	2020/21 R'000	2019/20 R'000
Listed by programme level			
Administration		8,713	5,085
Institutional Development		562	4,070
Policy and Governance		8	78
Total		9,283	9,233

19.2 Payables not recognised

			2020/21 R'000	2019/20 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	-	-	-	1
Total	-	-	-	1

	Note	2020/21 R'000	2019/20 R'000
Listed by programme level			
Administration		-	1
Institutional Development		-	-
Policy and Governance		-	-
Total		-	1

	Note	2020/21 R'000	2019/ 20 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 4	1,784	510
Total		1,784	510

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20. Employee benefits

	Note	2020/21 R'000	2019/20 R'000
Leave entitlement		8,298	6,164
Service bonus		2,800	2,995
Performance awards		692	906
Capped leave		2,257	2,542
Long service awards		120	142
Other		76	229
Total		14,243	12,978

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	2020/21 R'000	2019/20 R'000
Leave entitlement		112	216
Capped leave		308	345
Total		420	561

21 Lease commitments

21.1 Operating leases

2020/21	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	-	-	12,992	1,866	14,858
Later than 1 year and not later than 5 years	-	-	-	65	65
Total lease commitments	-	-	12,992	1,931	14,923

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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	-	-	-	-	-
Total lease commitments	-	-	9,744	1,958	11,702

21.2 Finance leases

2020/21	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	-	-	-	3,026	3,026
Later than 1 year and not later than 5 years	-	-	-	2,257	2,257
Total lease commitments	-	-	-	5,283	5,283

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

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22. Irregular expenditure

22.1 Reconciliation of irregular expenditure

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Opening balance		21,749	21,730
Prior period error		-	(1,177)
As restated		21,749	20,553
Add: Irregular expenditure – relating to prior year		-	-
Add: Irregular expenditure – relating to current year		1,607	1,196
Less: Prior year amounts condoned		-	-
Less: Current year amounts condoned		-	-
Less: Prior year amounts not condoned and removed		-	-
Less: Amounts written off		-	-
Closing balance		23,356	21,749

Analysis of closing balance

Current year	1,607	1,196
Prior years	21,749	20,553
Total	23,356	21,749

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 R1,176,612.00. Please refer to note 28.

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

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Non-compliance with SCM	None	1,607
Total		1,607

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22.3 Prior period error

	Note	2019/20 R'000
Nature of prior period error		
Refer to note 28		
Relating to 2008/09 – 2011/12		1,177
Total		1,177

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 R1,176,612.00.

23. Related party transactions

	Note	2020/21 R'000	2019/20 R'000
Payments made			
Trust under the control of the department		10,889	26,054
Total		10,889	26,054

23.1 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 subjected to prior approval by the Premier of the Northern Cape Province, who is a patron to the Northern Cape Premiers Education Trust Fund.

	Note	2020/21 R'000	2019/20 R'000
Payments made			
Northern Cape Premier's Education Trust Fund		3,275	18,837
Total		3,275	18,837

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23.2 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>	2020/21 R'000	2019/20 R'000
Payments made			
Mme Re Ka Thusa		7,614	7,217
Total		<u>7,614</u>	<u>7,217</u>

23.3 Key Management Personnel

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

	<i>Note</i>	2020/21 R'000	2019/20 R'000
Payments made			
Key management personnel		26,809	27,334
Total		<u>26,809</u>	<u>27,334</u>

23.4 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:

23.4.1 Provincial Departments

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

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

23.4.2 Provincial Entities

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

24. Key management personnel

	No. of Individuals	2020/21 R'000	2019/20 R'000
Political office bearers	1	2,260	2,386
Level 15 to 16	8	14,416	12,971
Level 14	7	9,797	11,644
Family members of key management personnel	1	336	333
Total		26,809	27,334

A senior official was seconded to the Office of the Premier from the Department of Health with effect 01 April 2020 in terms of the Public Service Act, read in conjunction with the amended Public Service Regulations of 2016 and subsequently transferred to the Office of the Premier with effect 01 September 2020.

Non-adjusting events after reporting date

Nature of event	2020/21 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	-

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25 Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	17,517	-	1,043	(1,075)	17,485
Transport assets	1,120	-	-	-	1,120
Computer equipment	8,336	-	557	(770)	8,123
Furniture and office equipment	7,345	-	486	(305)	7,526
Other machinery and equipment	716	-	-	-	716
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	17,517	-	1,043	(1,075)	17,485

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	12	209

Assets under investigation are assets currently reflecting on the departmental loss asset register. The matter will be resolved during the 2021/22 financial year.

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25.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	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	5,328	-	(4,285)	-	1,043
Transport assets	1,369	-	(1,369)	-	-
Computer equipment	557	-	-	-	557
Furniture and office equipment	486	-	-	-	486
Other machinery and equipment	2,916	-	(2,916)	-	-
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	5,328	-	(4,285)	-	1,043

25.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	-	1,075	1,075	-
Transport assets	-	-	-	-
Computer equipment	-	770	770	-
Furniture and office equipment	-	305	305	-
Other machinery and equipment	-	-	-	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	-	1,075	1,075	-

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25.3 Movement for 2019/20

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

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	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

25.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	-	-	7,417	-	7,417
Additions	-	-	-	84	-	84
Disposals	-	-	-	(65)	-	(65)
TOTAL MINOR ASSETS	-	-	-	7,436	-	7,436

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of minor assets at cost	-	-	-	4,865	-	4,865
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,865	-	4,865

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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Minor Capital Assets under investigation

	Number	Value R'000
Included in the above total of the minor capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	27	45

Assets under investigation are assets currently reflecting on the departmental loss asset register. The matter will be resolved during the 2021/22 financial year.

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
Prior period error						
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

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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25.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2021

	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	-	-	-	65	-	65
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	65	-	65

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

25.6 S42 Movable capital assets

MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA – 31 MARCH 2021

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

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MINOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA – 31 MARCH 2021

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

MAJOR ASSETS TO BE TRANSFERRED IN TERMS OF S42 OF THE PFMA - 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
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 R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
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 2021**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	6,036	-	44	(64)	6,016
TOTAL INTANGIBLE CAPITAL ASSETS	6,036	-	44	(64)	6,016

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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26.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	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	44	-	-	-	44
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	44	-	-	-	44

26.2 Disposals

DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
SOFTWARE	-	64	64	-
TOTAL DISPOSALS OF INTANGIBLE CAPITAL ASSETS	-	64	64	-

26.3 Movement for 2019/20

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

	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	6,036	-	-	-	6,036
TOTAL INTANGIBLE CAPITAL ASSETS	6,036	-	-	-	6,036

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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27 COVID 19 Response Expenditure

	<i>Note</i>	2020/21	2019/20
	<i>Annexure 5</i>	R'000	R'000
Goods and services		412	237
Expenditure for capital assets		265	-
Total		677	237

28 Prior period errors

28.1 Receivables

Nature of prior period errors

	<i>Note</i>	2019/20
		R'000
Re-classification of prepayments and advances from receivables.		(1,626)
Net effect		(1,626)

In order to ensure fair presentation, prepayments to the value of R 1,625,864.29 were reclassified from receivables to prepayments and advances.

	<i>Note</i>	2019/20
		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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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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28.2 Prepayments and advances

Nature of prior period errors

	<i>Note</i>	2019/20 R'000
Re-classification of prepayments and advances from receivables.		1,626
Net effect		1,626

In order to ensure fair presentation, prepayments to the value of R 1,625,864.29 were reclassified from receivables to prepayments and advances.

	<i>Note</i>	2019/20 R'000
Expenditure		-
Net effect		-

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

28.3 Irregular Expenditure

Nature of prior period errors

	<i>Note</i>	2019/20 R'000
Erroneous over stating of irregular expenditure		(1,177)
Net effect		(1,177)

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 R1,176,612.00.

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	Note	2019/20 R'000
Expenditure		-
Net effect		<u>-</u>

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

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

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2019/20
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
South African Broadcasting Corporation	2	-	-	2	2	100%	2
TOTAL	2	-	-	2	2	100%	2

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

	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appropriation Act	Roll overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
NON-PROFIT INSTITUTIONS							
Transfers							
Premier's Bursary Trust Fund	3,275	-	-	3,275	3,275	100%	18,837
Mme Re Ka Thusa Trust Fund	7,614	-	-	7,614	7,614	100%	7,217
TOTAL	10,889	-	-	10,889	10,889	100%	26,054

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

	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appropriation Act	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
Leave Payouts	1,167	-	-	1,167	1,167	100%	334
Severance Packages	-	-	-	-	-	-	588
Discretionary Fund	2,444	-	-	2,444	2,444	100%	2,390
Gifts and Donations	400	-	-	400	400	100%	648
Bursaries (Non-employees)	2,368	-	-	2,368	2,368	100%	-
TOTAL	6,379	-	-	6,379	6,379	100%	3,960

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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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)	2020/21	2019/20
	R'000	R'000
Paid in cash		
Gifts, donations and sponsorships made from the Discretionary Fund	636	667
Financial assistance	21	54
Made in kind	657	721
Gifts, donations and sponsorships made from the Discretionary Fund	1,808	1,723
Corporate Gifts	38	19
Social responsibility	309	301
Funeral assistance	75	274
Hospital hampers	2	11
Subtotal	2,232	2,328
TOTAL	2,889	3,049

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

ANNEXURE 2A

STATEMENT OF FINANCIAL GUARANTEES ISSUES AS AT 31 MARCH 2021

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2020	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced during the year	Revaluation due to foreign currency movements	Closing balance 31 March 2021	Revaluations due to inflation rate movements	Accrued guaranteed interest for year ended 31 March 2021
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	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 2021**

	Opening Balance 1 April 2020	Liabilities incurred during the year	Liabilities paid/cancelle d/reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance 31 March 2021
Nature of Liability	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Damages	2,471	-	(326)	-	2,145
Subtotal	2,471	-	(326)	-	2,145
Other					
Transnet	34,140	-	-	-	34,140
Subtotal	34,140	-	-	-	34,140
TOTAL	36,611	-	(326)	-	36,285

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021**

**ANNEXURE 3
CLAIMS RECOVERABLE**

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21	
							Receipt date up to six (6) working days after year end	
	31/03/2021 R'000	31/03/2020 R'000	31/03/2021 R'000	31/03/2020 R'000	31/03/2021 R'000	31/03/2020 R'000		Amount R'000
Department								
Agriculture	-	-	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-
Education	-	-	726	726	726	726	-	-
Environment and Nature Conservation	-	-	-	-	-	-	-	-
Health	-	-	1,678	1,359	1,678	1,359	-	-
Roads and Public Works	-	-	616	616	616	616	-	-
Social Development	-	-	-	-	-	-	-	-
Sports, Arts and Culture	-	-	21	21	21	21	-	-
Transport, Safety and Liaison	313	313	-	-	313	313	-	-
Treasury	-	-	-	11	-	11	-	-
Provincial Legislature	-	-	-	35	-	35	-	-
SAPS	-	-	340	340	340	340	-	-
Health Western Cape	-	-	-	-	-	-	-	-
National School of Government	-	-	20	20	20	20	-	-
	313	313	3,401	3,128	3,714	3,441		

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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Other Government Entities

EWSETA	-	-	1,875	1,875	1,875	1,875	-	-
Liquid Telecom	-	-	-	6	-	6	-	-
HRA Trading	-	-	-	-	-	-	-	-
DNS Suppliers and Logistics	-	-	9	9	9	9	-	-
Mme Re Ka Thusa	48	-	-	-	48	-	-	-
The Phone Book Company	-	-	110	-	110	-	-	-
	48	-	1,994	1,890	2,042	1,890	-	-
TOTAL	361	313	5,395	5,018	5,756	5,331	-	-

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

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2020/21	
							Payment date up to six (6) working days before year end	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020		Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DEPARTMENTS								
Current								
Government Printing Works	-	-	-	8	-	8	-	-
Health	1,044	-	-	-	1,044	-	-	-
Provincial Legislature	230	-	-	-	230	-	-	-
Subtotal	1,274	-	-	8	1,044	8		
Non-current								
Justice	-	-	420	420	420	420	-	-
National School of Government	-	-	229	229	229	229	-	-
NCFMTE	-	-	168	168	168	168	-	-
Provincial Treasury	510	510	-	-	510	510	-	-
Roads and Public Works	-	-	1	1	1	1	-	-
Government Printing Works	-	-	8	-	8	-	-	-
Subtotal	510	510	826	818	1,336	1,328	-	-
TOTAL INTERGOVERNMENT PAYABLES	1,784	510	826	826	2,380	1,336	-	-

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
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**ANNEXURE 5
COVID 19 RESPONSE EXPENDITURE
Per quarter and in total**

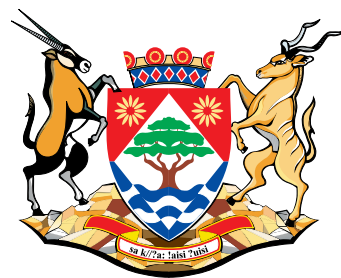
Expenditure per economic classification	2020/21					2019/20
	Q1	Q2	Q3	Q4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services	79	109	103	121	412	237
Cons House Sup:Wash Clean/Detergent	4	67	92	-	163	97
Cons House Sup:Dis Paper/Plast	-	-	-	12	12	2
Cons Supp:Medical Supplies	14	29	11	17	71	-
Cons Supp:Uni/Prot Clth&Clothes	61	13	-	2	76	-
O/P:Printing&Publication Serv	-	-	-	46	46	-
Com: Radio & TV Transmissions	-	-	-	44	44	-
P/P: Cleaning Services	-	-	-	-	-	138
Expenditure for capital assets	236	-	29	-	265	-
Audio Visual Equipment	217	-	-	-	217	-
Domestic Furniture	19	-	-	-	19	-
Comp Hard&System Desktop	-	-	29	-	29	-
TOTAL COVID 19 RESPONSE EXPENDITURE	315	109	132	121	677	237



OFFICE OF THE PREMIER

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