



office of the premier

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



Annual Report 2021/2022

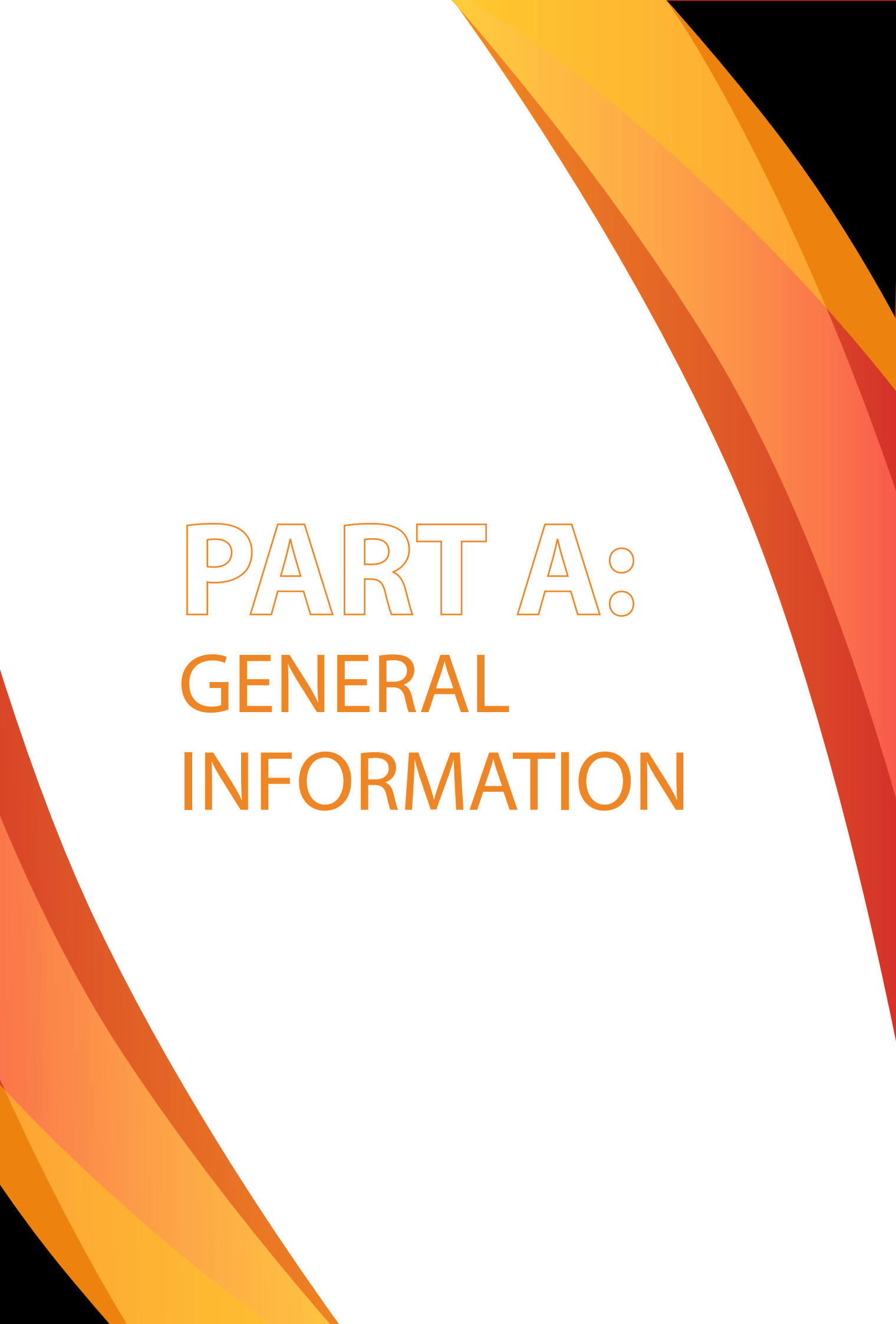


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PART A: GENERAL INFORMATION



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DEPARTMENT GENERAL INFORMATION

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LIST OF ABBREVIATION /ACRONYMS

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

FOREWORD BY THE PREMIER



Dr Zamani Saul (Mpl)
Premier of the Northern Cape

Through collective hard work and doing things differently we will realise the vision of a truly modern, growing and successful province for all who live, learn and work in the Northern Cape.

This Annual Report is a reflection of the work completed in the 2021/22 reporting period. We present this report at a time when we are still confronted with the COVID-19 pandemic albeit under relaxed restrictions but continued impact on our lives and the economy.

Our focus during this period under review was primarily on curbing the transmission of the COVID-19 virus and saving lives and livelihoods as well as implementing our reconstruction and recovery plan for the economy. The pandemic disrupted all government plans as we had to urgently embark on emergency planning and reprioritising of our annual planning and targeted outputs. The emergency plans that we embarked on, successfully assisted us to reduce the numbers which is evident in the decline of positive cases and fatalities.

All planned targets were however not fully met due to our budgetary constraints as well as reprioritisation of financial and human resources. We were also confronted with capacity challenges due to the inevitable budgetary cuts that we needed to implement.

Notwithstanding the challenges that we had to navigate, we remain resolute in our commitment to ensure business continuity on critical functions and processes that are central to our core objectives and we will ensure that operational and oversight functions will not be compromised.

Allow me thus to reflect on the achievements made by the Office during the 2021/2022 financial year towards achieving the 2019 – 2024 Medium Term Strategic Framework. In terms of Priority 1 of the 2019-2024 Medium Term Strategic Framework: "Towards a capable, ethical and development state", the Office of the Premier remains the key leading role player towards constructing a Modern, Growing and Successful Province.

A commitment was made in the previous financial year for the centralisation of different bursary schemes in the Province. The aforementioned will be located in the Office of the Premier. The budget for bursaries has been centralised in the Office of the Premier since 1st April 2020. The office awarded bursaries instead of loans as previously done and this resulted in the write off of R150 million in debt owed by former beneficiaries effective from 1st of April 2021.



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The incorporation of a youth component into the structure of the Office has been delayed given the drastic budget cuts.

With regards to the Remodelling of Public Works; the operational plan to implement the thirteen principle findings and recommendations of the feasibility study has been consulted and approved. We are also at various stages of putting in place the specific actions of the implementation plan for the State construction company. Consultation with various stakeholders to formalise the operational plan to implement the findings and recommendations of the feasibility study for the State mining company are underway.

As an Office we are continuing with our coordinating role for phased In-sourcing of cleaning and security services. EXCO has adopted a phased-in approach over a period ranging from 18 months to 3 years to allow a seamless transition from out-sourcing to in-sourcing.

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 continued 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 go to all our partners, business, civil society organizations and the general public who continue to selflessly and generously invest their time and resources to ensure that we grow our Province, provide an attractive investment environment and boost the employment market.

We present the 2021/2022 report during a very difficult time for not only the Province, but for that of the entire world as we earnestly embark on reconstruction and recovery of both the economy and the impact the pandemic had on every citizen of this progressive province.

Through collective hard work and doing things differently we will realise the vision of a truly modern, growing and successful province for all who live, learn and work in the Northern Cape.

DR ZAMANI SAUL (MPL)
PREMIER OF THE NORTHERN CAPE
DATE: **31 AUGUST 2022**



REPORT OF THE ACCOUNTING OFFICER



Adv. Justice Bekebeke: Accounting Officer
Office of the Premier Northern Cape

*I am pleased to report that
the Office of the Premier
obtained another clean audit*

OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT

During 2021/22 the COVID-19 pandemic was still very much part of our daily operations and the only thing that remained constant was change. We were forced to sharpen our oversight and strategic leadership roles and continued to provide the necessary support through our PROVJOINTS.

Despite the budget cuts our team has remained focussed and dedicated to ensure that we deliver on our core mandate. As part of the department's mandate and commitment to build a capable and developmental state for effective service delivery, the department has developed coherent strategic planning and governance strategies for implementation in the province, with the aim of Integrated Service Delivery.

In addition, we were able to grow our Research and Planning capacity, through appointments as well as building of partnerships with the private sector and academia, in order to drive our main mandate of governing, planning and coordinating the affairs of the provincial departments. Due to known constraints in and with the coordination of the affairs of municipalities, this Department also endeavours to provide assistance at municipal level.

I am pleased to report that the Office of the Premier obtained another clean audit. As part of our provincial vision, necessary support was provided to provincial departments and municipalities, through the Operation Clean Audit Committee towards improved audit outcomes. In this regard, we assisted the Namakwa District Municipality towards attaining its first clean audit and also assisted the Department of Social Development with successfully disputing and audit finding. In terms of the Department's 2021/22 APP planned targets versus our persistent capacity challenges, the OTP team managed to achieve 96% (53 out of the 55 planned targets).

Towards attaining the element of modernisation as required by our Vision, we have developed a web-based Performance Information System to monitor and analyse performance in the Province, to improve service delivery. The Provincial Information Technology Shared Service Centre was also established and the technical expertise will be appointed to assist with the development of a Provincial Broadband Strategy.



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The capacity challenges within the Office of the Premier remain one of our biggest challenges and reviewing the department’s organisational structure has become imperative. We are planning to review the structure during the 2022/23 financial year. The review will address all the current inefficiencies and allow for proper alignment of functions to maximize organisational efficiency within the current budgetary constraints.

We remain indebted to the Shared Internal Audit unit together with the Audit Committee for the role played in ensuring that we are able to account for our financial position as well as performance targets. We also take heed of any challenges raised by the Auditor-General of South Africa towards any improvement for the succeeding year.

Departmental receipts

Departmental receipts	2021/2022			2020/2021		
	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	100	125	(25)	96	112	(16)
Sales of capital assets	58	--	58	56	-	56
Financial transactions in assets and liabilities	-	108	(108)	-	102	(102)
Total	158	233	(75)	152	214	(62)

The department mainly derives its revenue from commission on insurance, garnishee orders 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 orders).

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 asset items as this is demand driven. It is also based on the fact that the department cannot anticipate the total amount of employees that will default on payments for court issued 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.

Programme Expenditure

Programme name	2021/2022			2020/2021		
	Final Appropriation	Final Appropriation	Final Appropriation	Final Appropriation	Actual Expenditure	(Over)Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	122,469	115,484	6,985	92,975	91,010	1,965
Institutional Development	91,446	89,218	2,228	75,854	74,344	1,510
Policy and Governance	46,504	44,786	1,718	47,132	45,805	1,327
Total	260,419	249,488	10,931	215,961	211,159	4,802



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The department spent R249, 488 which equates to 96% of the budget in relation to the final appropriation of the 2021/22 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 94% of their final appropriation for the 2021/22 financial year, whilst Institutional Development spent 98% & Policy and Governance spent 96% of their appropriation.

The department spent R211, 159 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 and Policy and Governance spent 97% of their final appropriation.

Virements / Roll Overs

The total virements will be a total decrease of R 758, 167 in Compensation of employees, a decrease of R 2 795, 342 in Goods and services, an increase of R 3 438, 225 in Transfer payments, and an increase of R 104, 954 under capital payments machinery and equipment and an increase of R10, 330 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 R 6 427, 845.46

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.

STRATEGIC FOCUS OVER THE SHORT-TERM PERIOD

The Department's short and medium term plans are outlined in the 2020-2025 Strategic Plan and 2021/2022 Annual Performance Plan.

PUBLIC PRIVATE PARTNERSHIPS

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

DISCONTINUED KEY ACTIVITIES ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during this year under review.

NEW OR PROPOSED KEY ACTIVITIES

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

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.

GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

No gifts and donations were received during the 2021/2022 financial year.

EXEMPTIONS AND DEVIATIONS RECEIVED FROM NATIONAL TREASURY

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

EVENTS AFTER THE REPORTING DATE

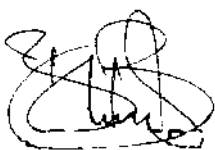
There were no events after the reporting date.

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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 2022





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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 2022.

Yours faithfully

ADV. JUSTICE BEKEBEKE
ACCOUNTING OFFICER
OFFICE OF THE PREMIER NORTHERN CAPE
DATE: 31 AUGUST 2022

STRATEGIC OVERVIEW



VISION

Modern, Growing and Successful Province



MISSION

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



VALUES

- 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

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



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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:

- (c) 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);

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- 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;

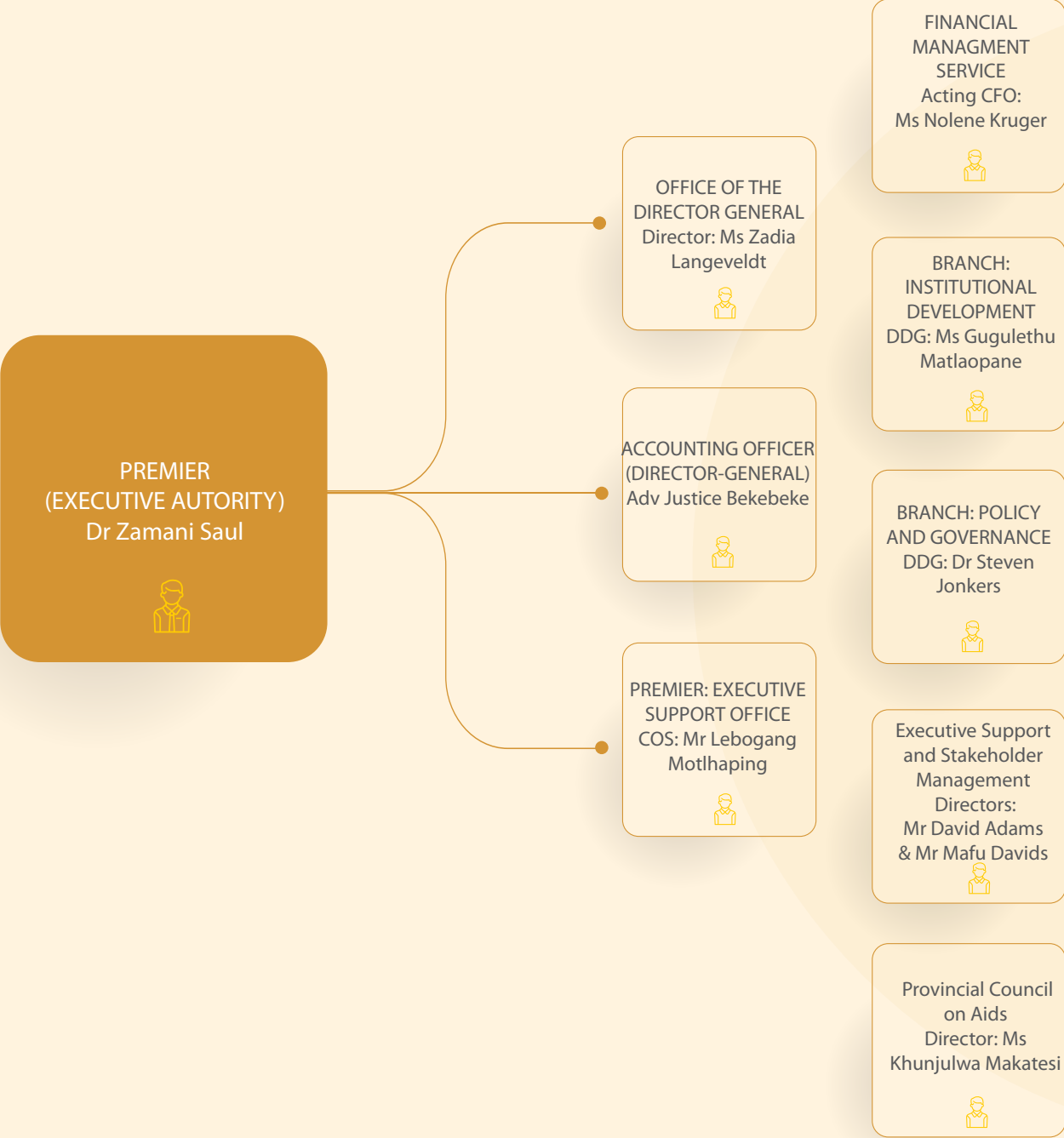
- Public Finance Management Act (PFMA);
- Public Service Regulations;
- Revised Framework for Strategic Plans and Annual Performance Plans, DPME 2019
- Revised National Evaluation Policy Framework 2019;
- Rights of Women in Africa (AU Women's Protocol)2004;
- S.A. Connect: South Africa's Broadband Strategy;
- 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





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ORGANISATIONAL STRUCTURE





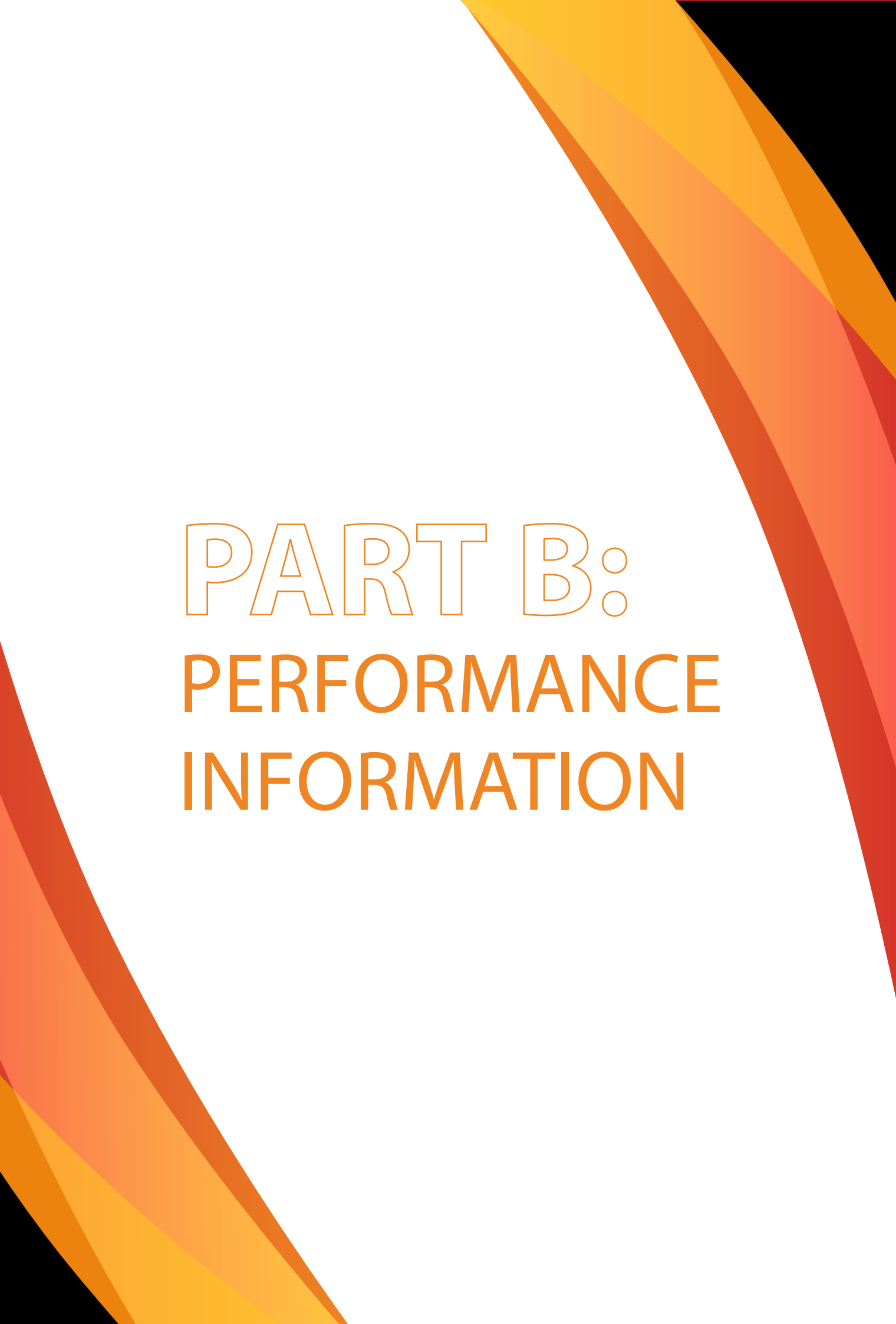
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ENTITIES REPORTING TO THE PREMIER

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



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AUDIT 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 96 of the Report of the Auditor General, published as Part E: Financial Information.

OVERVIEW OF DEPARTMENT PERFORMANCE

SERVICE DELIVERY ENVIRONMENT

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 administrative level, relate to coordinating the affairs of the Northern Cape Provincial Administration, ensuring co-operation from Northern Cape Provincial Departments and providing strategic direction, as legislated. The Programmes of the department are accordingly structured to accommodate this duality and is aligned to the Budget Programme Structure approved by National Treasury.

The Department, as the apex in the Northern Cape Province, remains committed to lead the promotion of accountability, good governance and ethical leadership. To this end the, the Department obtained an unqualified audit opinion with no findings for the 2020/2021 financial

year. This achievement marks the 6th consecutive clean audit outcome. While this is a major achievement, management remains mindful of the shortcomings that impact the overall performance of the Department, such as our capacity challenges, amongst others.

The Department's strategic focus for the year under review was to strengthen service delivery integration and synergy between Provincial Departments through improved coordination within the provincial administration. The focus for 2021/2022 was 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.

National reporting has already been modernised with the introduction of the eQPRS and the Northern Cape Administration endeavoured to follow suit by replacing laborious manual systems with more efficient technological implements. To this end, the in-house Provincial Web-based Performance Information System that was approved during the 2020/2021 reporting cycle was implemented during the year under review. This system is used for monitoring and reporting and does not only ease the reporting burden, but also serve as an accessible central repository.

We have approved the establishment of a Provincial Information Technology Shared Services Centre as a mechanism to deploy the expertise required to implement technologies for digital transformation which will lead to service delivery improvement. The development of a Provincial Broadband strategy started in June 2021 and a Project Steering Committee was established followed by the development of a Project Charter to enable optimal management of the strategy development process.

SERVICE DELIVERY IMPROVEMENT PLAN

The Office of the Premier's Service Delivery Improvement Plan was not concluded but consultation with DPSA on the review of the service delivery mechanism and plans started.



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Main services and standards

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

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

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 complaint's mechanism.		

ORGANISATIONAL ENVIRONMENT

The delay and ultimately failure of implementing the 2017 Approved Organisational Structure has prevented the separation of the departmental provincial function from the internal or line function of the Office of the Premier. The reduced budget allocations towards compensation of employees have further hampered the plans of the Department to capacitate one of its core Programmes, the Policy and Governance Programme. Furthermore, the high vacancy rate was aggravated by resignations, retirements and deaths. It resulted in increased pressure being placed on the spares resources and the capacity challenges have affected the overall performance of the Department. In some instances, management mitigated it through assigning critical functions to employees at management level and the appointment of acting personnel.

The review process of the Department's Organisational Structure is depended on the conclusion of the DPSA review process of OTP generic structure across nine provinces as well as the generic structure for Programme 1. The review in the 2022/2023 financial year will ensure that the structure is fully compliant with the provisions of

the Directive on the Review of Organisational Structures. The structure will also be informed by the findings of the recently approved Organisational Functionality Assessment which has been concluded and will also be aligned to the organisation's HR plan. Furthermore, the review of structure will address all the current inefficiencies and that functions will be properly aligned to maximise organisational efficiency within the current budgetary constraints. This review will respond to the mandate of the organisation brought about by the vision of the 6th Administration such as the incorporation of the Bursary Coordination posts that is necessitated by the Centralisation of the Provincial Bursary function as well as the creation of the Youth and Military Veterans units in the Office 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 relations to COVID-19 impacted the implementation of our mandate.



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ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

In an effort to achieve the service delivery goals through strategic leadership and coordination, the department planned key performance interventions as stated in the Strategic Plan 2020/2025. The Department achieved the following:

DEVELOPMENT OF THE PROVINCIAL DEVELOPMENT PLAN 2030

To institutionalise the Provincial Growth and Development Plan (PGDP) and Provincial Spatial Development Framework (PSDF), which are the long-term plans aimed at steering the Northern Cape onto the path of becoming the Modern, Growing and Successful Province, there was a need to design a new Governance Model. The PGDP and PSDF will also be key in the development of the District Development Model's (DDM) One Plan.

The new Governance Model known as the Integrated Governance, Coordination, and Service Delivery Model was developed and approved and the implementation thereof started in the 2021/2022 financial year.

The Integrated Governance, Coordination, and Service Delivery (IGCSD) Model also includes the establishment of the Provincial Growth and Investment Council, which serves as a platform for a Quadra-helix of Government, Academia, Private Sector and Civil Society to deliberate on the joint implementation of the PGDP, PSDF and DDM. The Provincial Growth and Investment Council is the advisory council, placing the Northern Cape at a frontier of new ideas and innovative actions for strengthening the Province's socio-economic performance, based on the social compact to build a Modern, Growing and Successful Province. This Council was launched in the 2021/2022 financial year with the aim to drive the facilitation of our social compacting between government, business, labour, academia and civil society to commit, prioritise and implement the measures required to support the crucial structural socio-economic transformation to set the NC on a new people-centred development path.

HRD STRATEGY

The 2021/2022 financial year was the first year of the implementation of the HRD Strategy for the province which was approved in 2020. To give effect to its implementation, all sectors identified in the strategy for its implementation were provided with their respective indicators to ensure that all the quarterly as well as the annual reports are in line with the objectives of the strategy and the indicators of the strategy implementation plan. By the end of the 2021/22 financial year reports on the implementation of the strategy were received. It was analysed to measure progress on the achievement of the Vision of the Strategy, which is the provision of a skilled and capable workforce to support the Northern Cape Provincial inclusive growth path in building a Modern, Growing and Successful Province with the following five specific objectives:

- Strengthen basic education and foundation programmes in Science, Technology, Engineering, Mathematics, Languages and Life Orientation/Skills;
- Expanded access to quality post-schooling education and training;
- Production of appropriately skilled people for the economy;
- A developmental/capable state with effective and efficient planning and implementation capabilities; and
- Improved research and technological innovation outcomes.

The analysis of the implementation report indicates very good progress on the achievement of the above objectives and the strides that all stakeholders are making towards developing the much-needed skills in the province to build the capacity required for successful economic growth and social development.

CENTRALISATION OF BURSARIES

A Transversal Provincial Bursary Policy that guides the awarding of bursaries was developed and approved during the year under review. The administration of bursaries as well as the budget are fully managed by the Office of the Premier. Adjudication of applications for the academic year 2021 and 2022 was done by the Provincial Bursary Steering Committee led by the OTP. The legal process of dissolving the Trust is currently underway and the Trust Deed was amended to convert the students Loans into Bursaries and this led to the writing off of student's debts as pronounced by the Premier.



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YOUTH DEVELOPMENT

The establishment of a fully fledged youth development unit in the Office is still not being realised due to budgetary constraints. To ensure that the function receives the necessary attention an interim arrangement has been made to coordinate youth development in partnership with the Department of Social Development. This entails the appointment of an Intern in the year under review. The Intern reports to the Director Transformation Programmes as the Senior Manager overseeing the function until the budget is made available for the establishment of the unit.

INNOVATION AND TECHNOLOGY DEVELOPMENT INTERVENTIONS

Provincial Information Technology Shared Services Centre (ITSSC): A mechanism to deploy the expertise required and to implement technologies for digital transformation for service delivery improvement.

- 2016-2021 Annual PMTEC to lobby funding
- 2017 - HOD Forum Approved ITSSC proposal;
- 2020 - ITSSC Implementation Concept approved;
- 2021 - ITSSC Feasibility approved;
- 2021 – Project initiation budget allocated over the MTEF 2022-25;
- 2021 - 2022 Job Descriptions for five ITSSC senior management; positions were developed and approved;
- 2022 - Appointment of 3 Directors is underway as shortlisting has already been concluded.

Given the new drive on the strategic use of ICT and the 4th Industrial Revolution, the establishment of an ITSSC becomes more important and urgent. Such a share services centre will ensure, that quality services are delivered to the NCPG to enable service delivery in line with international best practices. The focus is therefore, to assess the Return on Investment (ROI) in respect of IT expenditure and a radical drive towards an e-enabling environment. The need for improving our ICT for effective and efficient engagement with stakeholders, policy makers and citizens at large, can thus not be over emphasised.

The budget was allocated as highlighted in the Provincial Budget Speech 2022/23 by MEC Vosloo (page 20), having stated the following,

Honourable Speaker, to resuscitate the ITSSC initiative, an amount of R10 million has been set aside for this project. While we acknowledge that this amount is not enough, it is a start. The Information Technology Shared Services Centre (ITSSC) will eventually fund itself through the pooling of the human and financial resources throughout the Provincial administration, leading to cost savings.

The OTP is now driving the appointment of the 3 Directors as experts towards driving the establishment of the ITSSC.

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

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.

Premier Support

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

Director-General Support

Purpose: Provide technical, administrative and secretariat support to the Director-General
The sub-programme comprised of the following units:

1. Office of the Director-General
2. Security and Records Management
3. Provincial Council on AIDS-Secretariat



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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. Executive Council Support
2. Stakeholder Management

Financial Management

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





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Outcomes, outputs, output indicators, targets and actual achievements

Programme 1 had 16 targets for the year under review. All 16 targets were achieved with 3 of those targets being over-achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 1.2.1. Office of the Director-General				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	
	Revised departmental risk register	Approved Departmental Risk Register	1 Risk Register 1 Risk Management Policy 1 Risk Management Implementation Plan	
	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	

Sub-programme: 1.2.2. Security and Records Management				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Assessed information and security support systems	Quarterly security threats assessment reports	New Indicator	
	Suitability for Employment	Percentage of new staff screened for employment suitability	100% of new staff	
	Compliance with the Anti- Corruption Framework	Quarterly Provincial Anti-Corruption reports	9 Departments	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	1 Approved Strategic Plan and 1 Annual Performance Plan	1 Annual Performance Plan	1 Annual Performance Plan	None	None
	Approved Risk Register	Approved Risk Register	Approved Risk Register	None	None
	6 eDisclosure System generated results	6 eDisclosure System generated results	7 eDisclosure System generated results	+ 1 eDisclosure System generated results	The over-achievement is attributed to the MMS level 11 category that was additional to the planned designated categories for the year under review.

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	New Indicator	4 Reports	4 Reports	None	None
	100% of new staff	100% of new staff	100% of new staff	None	None
	12 Departments	4 Provincial Anti-Corruption Reports	4 Provincial Anti-Corruption Reports	None	None



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Sub-programme: 1.2.3. Provincial Council of AIDS-Secretariat				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Local and Ward AIDS Councils at District Level Supported	Number of districts supported in the establishment of Local and Ward AIDS Councils	New Indicator	
	Stakeholder engagements on HIV, AIDS, TB and STI responses in the Province	Number of stakeholder engagements coordinated	New Indicator	

Sub-programme: 1.3.1. Executive Council Support				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	Revised Northern Cape Executive Council Handbook	New Indicator	
	Executive Council and Cluster Engagements coordinated	Number of consolidated reports on the Executive Council and Cluster Engagements	New Indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	5	5	5	None	None
	8 stakeholder engagements	12 stakeholder engagements	16 stakeholder engagements	+4 stakeholder engagements	The over-achievement is attributed to additional Mid Term Review Consultations conducted in all five districts in the NC Province.

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	0	Approved Northern Cape Executive Council Handbook	Approved Northern Cape Executive Council Handbook	None	None
	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	None	None



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Sub-programme: 1.3.2. Stakeholder Management				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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 the intergovernmental forums	4 Consolidated Reports	
	International engagements	Report on provincial international engagements coordinated	12 Engagements	
	Provincial Protocol Services	Number of consolidated reports on provincial protocol services rendered at government events	4 Reports	

Sub-programme: 1.4. Financial Management				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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)	
	Supplier payments	Percentage of uncontested invoices paid within 30 days of receipt date	100% invoices paid	
	Targeted designated groups procurement	Percentage of procurement of goods and services to targeted designated groups	94% of procurement of goods and services to targeted designated groups	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	None	None
	4 Engagements	1 Report	1 Report	None	None
	4 Consolidate Reports	4 Consolidate Reports	4 Consolidate Reports	None	None

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	1 Set of Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	1 Set of Annual Financial Statement (AFS)	None	None
	100%	100%	100%	None	None
	70% of procurement of goods and services to targeted designated groups	60% of procurement of goods and services to targeted designated groups	82% of procurement of goods and services to targeted designated groups	+22% of procurement of goods and services to targeted designated groups	The over-achievement is attributed to good internal controls.



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Strategy to overcome areas of under performance

There were no deviations to the planned targets. Good management controls resulted in some targets being over-achieved.

Linking performance with budgets

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

Sub-programme expenditure

Sub- Programme Name	2021/2022			2020/2021		
	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	27,621	27,186	435	21,597	21,597	-
Director-General Support	33,727	27,747	5,980	26,872	26,564	308
Executive Council Support	7,257	7,144	113	5,942	5,942	-
Financial Management Support	53,864	53,407	457	38,564	36,907	1,657
Total	122,469	115,484	6,985	92,975	91,010	1,965



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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:

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:

1. Human Resource Administration
2. Human Resource Strategy and Transversal Co-ordination
3. Performance Management and Capacity Development
4. Provincial HR Planning, Organisational and Operations Design
5. Labour Relations
6. Employee Health and Wellness

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.

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.

Communication Services

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

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



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Outcomes, outputs, output indicators, targets and actual achievements

Programme 2 had 30 targets for the year. All 30 targets were achieved with 6 of those targets being over-achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 2.1.1. Human Resource Administration				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Provincial vacancy rate	Average percentage of funded vacant posts on PERSAL (vacancy rate) within the Northern Cape Provincial Administration	10%	

Sub-programme: 2.1.2. Human Resource Strategy and Transversal Co-ordination				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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 Implementation Plan	Monitoring report on the Provincial HRD Strategy Implementation Plan	New Indicator	
	Provincial HRD Governance Structure	Number of HRD forums convened for integrated planning and coordination	New Indicator	
	Provincial HRD Plans	Number of reports on compliance by provincial departments with the submission of HRD plans	1 Report	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	11%	10%	10%	None	None

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	1 Monitoring Report	1 Monitoring Report	1 Monitoring Report	None	None
	2 HRD Forums	8 HRD Forums	8 HRD Forums	None	None
	1 Report	1 Report	1 Report	None	None



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Sub-programme: 2.1.3. Performance Management and Capacity Building				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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 and Implementation Plan	New Indicator	
	A Provincial PMDS Governance Structure	Number of Provincial PMDS Governance Forums for integrated planning and coordination	New Indicator	

Sub-programme: 2.1.4. Provincial HR Planning, Organisational and Operations Design				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	An approved Integrated Provincial Organisational Design Strategy.	New Indicator	
	An integrated Provincial Organisational Design Governance Structure.	Number of Integrated Provincial Organisational Design Governance Structure meetings coordinated for integrated planning and coordination.	New Indicator	

Sub-programme: 2.1.5. Labour Relations				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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 Framework	Approved Provincial Labour Relations Framework	New Indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	New Indicator	Draft Provincial PMDS Strategy developed	Draft Provincial PMDS Strategy developed	None	None
	Provincial PMDS Governance Forum for integrated planning and coordination established	4 Provincial PMDS Governance Forum.	5 Provincial PMDS Governance Forum.	+1 Provincial PMDS Governance Forum.	Over-achievement is attributed to 1 extra meeting to consult on the development of the Provincial PMDS Strategy

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	New Indicator	Draft Integrated Provincial Organisational Design Strategy developed.	Draft Integrated Provincial Organisational Design Strategy developed.	None	None
	1 Integrated Provincial Organisational Design Governance Forum for integrated planning and coordination established.	4 Integrated Provincial Organisational Design Governance Structure meetings	4 Integrated Provincial Organisational Design Governance Structure meetings	None	None

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	Draft Provincial Labour Relations Strategy	1 Approved Provincial Labour Relations Framework	1 Approved Provincial Labour Relations Framework	None	None



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Sub-programme: 2.1.6. Employee Health and Wellness				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	
	Prevention Programmes	Number of health prevention programmes	New Indicator	
	e-Health information messages	Number of e-Health prevention information	New Indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	4	4	6	+2	The over-achievement is attributed to additional support provided to sector departments
	9	4	6	+2	The over-achievement is attributed to health awareness programmes such as monitor compliance at the World TB Day National Event.
	9	5	10	+5	The over-achievement is attributed to an increased demand of e-health information sessions.



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Sub-programme: 2.2. Information Communication Technology				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Corporate Governance of ICT documents for Office of the Premier.	Number of departmental ICT documents (Policies, Charters, Plans, Frameworks, Manuals and Strategies) reviewed in the Office of the Premier	7 departmental ICT documents	
	Digital solutions for improved service delivery.	Number of departmental services e-enabled, based on the Service Delivery Model	2 departmental services	
	Cyber and Information Security Awareness Workshops.	Number of provincial workshops hosted on information security and privacy protection responsibilities	2 Workshops	
	Provincial government websites.	Number of Northern Cape Provincial Government Departments websites reviewed	4 Departments	
	ICT Projects	Number of reports on Provincial ICT Projects coordinated	New Indicator	
	Awareness through Provincial Thusong Services Outreach Programmes	Number of Thusong Service Centre Outreach Programmes hosted	New Indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	7 departmental ICT documents	7 departmental ICT documents	8 departmental ICT documents	+1 departmental ICT documents	The over-achievement is attributed to the review and approval of the Provincial Virtual Private Network Firewall policy due to audit requirements.
	2 departmental services	2 departmental services	2 departmental services	None	None
	2 Workshops	2 Workshops	2 Workshops	None	None
	4 Departments	4 Departments	4 Departments	None	None
	4 Reports	4 Reports	4 Reports	None	None
	4 Outreach Programmes hosted	4 Outreach Programmes hosted	6 Outreach Programmes hosted	+2 Outreach Programmes hosted	Over-achievement is attributed to the 7th National Annual Thusong Service Centre week which needed more Outreach programmes



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Sub-programme: 2.3. State Law Advisory Services				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Legal Professional Empowerment	Number of training initiatives	New indicator	
	Provincial Legal services	Number of analytical reports in coordination of provincial legal services matters	New indicator	
		Number of reports submitted on the provision of legal support to NCPA	New indicator	
	Provincial Legislation Database	Annual report on the Provincial Legislation Database implemented	New indicator	

Sub-programme: 2.4. Communication Services				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Effective communication of government with a coherent message to the citizenry	Media Communication reports on Executive Council COVID-19 initiatives	3 Reports	
		Quarterly reports on Provincial Communication Services rendered	New indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	1	3	3	None	None
	4	4	4	None	None
	4 Reports	4	4	None	None
	1 Database submitted for approval	1 Annual Report	1 Annual Report	None	None

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	4 Reports	4 Reports	4 Reports	None	None
	New indicator	4 Reports	4 Reports	None	None



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Sub-programme: 2.5. Provincial Transformation Programmes				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	
	Charter of Positive Values implemented	Number of reports on the implementation of the Charter of Positive Values	New indicator	
	Provincial Transformation Programmes strengthened	An approved Provincial Plan on Gender Based Violence Strategy	New indicator	
		Monitoring reports on Children's Rights Delivery Plans	New indicator	
		An approved Provincial Diversity Management Policy	New indicator	
		Number of Advocacy Programmes coordinated	9 Advocacy Programmes	

Strategy to overcome areas of under performance

There were no deviations on any of the planned targets. Performance was satisfactory and some targets were over-achieved.

Linking performance with budgets

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



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	1 Provincial report	1 Provincial report	1 Provincial report	None	None
	4 Reports	4 Reports	4 Reports	None	None
	1 Draft Strategy	1 Draft Strategy	1 Draft Strategy	None	None
	3 Reports	4 Reports	4 Reports	None	None
	1 Draft Policy	1 Draft Policy	1 Draft Policy	None	None
	7 Advocacy Programmes	10 Advocacy Programmes	10 Advocacy Programmes	None	None

Sub-programme expenditure

Sub- Programme Name	2021/2022			2020/2021		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Strategic Human Resources	57,214	57,213	1	42,275	40,765	1,510
Information Communication Technology	18,533	16,430	2,103	18,721	18,721	-
Legal Services (State Law Advisory Services)	8,792	8,733	59	8,553	8,553	-
Communications	3,409	3,344	65	2,971	2,971	-
Programmes Support	3,498	3,498	-	3,334	3,334	-
Total	91,446	89,218	2,228	74,854	74,344	1,510



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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:

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:

1. Provincial Service Delivery Programmes Monitoring and Evaluation
2. Provincial Performance Information Monitoring and Evaluation

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:

1. Provincial Strategic and Spatial Planning
2. Provincial Policy Coordination
3. Provincial Research and Development Services



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Outcomes, outputs, output indicators, targets and actual achievements

Programme 3 had 9 targets for the year, of which only 7 targets were fully achieved and 2 targets thereof over-achieved. The other 2 targets that were not achieved accounts for 1 target being partially achieved. The details of actual achievements are outlined in the tables below.

Sub-programme: 3.1. Provincial Performance Monitoring and Evaluation				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	
		Evaluations completed as per the PEP (annual)	New indicator	
		Provincial Web Based Reporting System Implemented	New indicator	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	3 Reports	4 Reports	4 Reports	None	None
	0	2	0	-2	The under-achievement is attributed to the the evaluations not been completed: 1. Medic Legal Evaluation: Lack of technical capacity to conclude the evaluations 2. WOP Evaluations: Late approval of the budget and agreements by DSD resulted in the implemented process being delayed and commenced in the 4th quarter of 2021/2022. The process will now be completed during the next financial year.
	New indicator	1 Web Based System Implemented	1 Web Based System Implemented	None	None



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Provincial Policy Management

Sub-programme: 3.2.1 Provincial Strategic and Spatial Planning				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments	Implementation of Provincial Growth and Development Plan Vision 2040	Number of Advisory Memorandums submitted to the Executive Authority on the implementation of the Provincial Growth and Development Plan and Provincial Spatial Development Framework	New Indicator	

Sub-programme: 3.2.2 Provincial Policy Coordination				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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	
		Assessment of Provincial and Municipal Policy aligned to the National Policy Development Framework	New Indicator	
	Municipal and departmental Change Management Engagement Programme	Batho Pele Change Management Engagement Programme roll-out to municipalities and departments	New Indicator	
	Approved departmental service delivery charters	Number of departments with approved service delivery charters within the Provincial Administration	4 Departments	



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	11 Memorandums	4 Memorandums	10 Memorandums	+6 Memorandums	The over-achievement is attributed to additional advisory memorandums on urgent progress relating to provincial matter such as, SPLUMA, GIS Coordination and Provincial SDI and the Rationalization of Provincial Public Entities.

	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	2 Assessments	2 Assessments	2 Assessments	None	None
	New Indicator	1 Assessment	1 Assessment	None	None
	2 Programmes	1 Programme	1 Programme	None	None
	0 Departments	4 Departments	1 Departments	-3 Departments	The under-performance is attributed to non-approval of departmental service delivery charters (SDIP). Department of Education has an approved SDIP. Ongoing support and training are provided to sector departments.



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Sub-programme: 3.2.3 Provincial Research and Development Services				
Outcome	Output	Output Indicator	Audited Actual Performance 2019/2020	
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 papers	New Indicator	

Strategy to overcome areas of under performance

Two targets were not achieved in Programme 3. These relates to evaluations and service delivery improvement plan. The biggest contributing factor to this under performance is lack of human capacity.

The target relating to Medic Legal Evaluation was impacted by lack of technical capacity within the M&E unit. DPME has been engaged to assist with the data analysis of Medic Legal Evaluation. Furthermore, the department has started with recruitment processes in the 4th quarter but it will only address a fraction of the capacity challenges with in Programme 3.

WOP Evaluation could not be completed due to the budget approval delay and approval of agreements by DSD. The process has started in the 4th quarter of 2021/22 financial year.

DPSA has exempted Departments from submitting SDIP for the 2021/22 financial year following the SDIP directive and as a result only one department within the Northern Cape Provincial Government produced an approved SDIP. Ongoing support and training are provided to Departments.

Linking performance with budgets

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



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	Audited Actual Performance 2020/2021	Planned Annual Target 2021/2022	Actual Achievement 2021/2022	Deviation from planned target to Actual Achievement 2021/2022	Reasons for deviations
	6	2	4	+2	Over-achievement is attributed to additional research and support that was required for the institutionalisation of the Provincial Governance Model.

Sub-programme expenditure

Sub- Programme Name	2021/2022			2020/2021		
	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)	19,886	19,887	(1)	18,761	18,761	-
*Intergovernmental Relations (Stakeholder Management)	4,120	4,120	-	3,824	3,824	-
Provincial Policy Management	19,256	17,662	1,594	18,893	18,892	1
Programme Support	3,242	3,117	125	5,654	4,328	1,326
Total	46,504	44,786	1,718	47,132	45,805	1,327



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Reporting on the Institutional Response to the COVID-19 Pandemic

The COVID-19 pandemic has changed the way we work and technology is an enabler for government to continue working and bring about simple and cost-effective solutions.

Table: Progress on Institutional Response to the COVID-19 Pandemic

Budget Programme	Intervention	Geographic location (Province/ District/ local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	
Administration	Cleaning, vaccinations, masks, disinfectant gel, sanitizers and goggles	Northern Cape / Sol Plaatjie Municipality	9	

TRANSFER PAYMENTS

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 865	R2 865	Viewing Services

TRANSFER PAYMENTS TO ALL ORGANISATIONS OTHER THAN PUBLIC ENTITIES

The table below reflects the transfer payments made for the period 1 April 2021 to 31 March 2022

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	21,563	21,563	-
Mme Re Ka Thusa	Trust	Financial assistance for previously disadvantaged women to empower them to become economically active	Yes	7,721	7,721	-

The table below reflects the transfer payments which were budgeted for in the period 1 April 2021 to 31 March 2022, but no transfer payments were made.

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



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	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
	-	54	54	-	-

CONDITIONAL GRANTS

The Office of the Premier neither paid nor received any conditional grants for the 2021/2022 financial year.

DONOR FUNDS

The Office of the Premier did not receive donor funds for the 2021/2022 financial year.

CAPITAL INVESTMENT

CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Infrastructure projects	2021/2022			2020/2021		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
Upgrades and additions	-	-	-	-	-	-
Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
Maintenance and repairs	69	69	-	4	4	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total	69	69	-	4	4	-



PART C:

GOVERNANCE



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INTRODUCTION

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

RISK MANAGEMENT

The Office of the Premier is committed to maintain an effective and efficient risk management system in accordance with the Public Finance Management Act (PFMA) section (38)(1)(a)(i), Treasury Regulation 3.2.1 and Public Sector Risk Management Framework(PSRMF). The department utilises the Shared Service Audit Committee based at Northern Cape Provincial Treasury, as an independent assurance provider who reports to the Audit Committee being an independent committee. Risk management reports form part of quarterly governance reports tabled at the governance structures of the Office of the Premier, inclusive of the Shared Service Audit Committee. Governance documents such as ethics and risk management committee charter, risk management policy and risk management register is current and approved.

The Department embarked on the process of recruiting a new Risk Management Committee Chairperson and Chief Risk Officer and this process was concluded with appointment dates of the 1st of January 2022 and the 1st of March 2022 respectively. In the absence of a Chief Risk Officer, the Accounting Officer delegated two senior officials to review the Strategic Risk Register. Risk assessments were conducted and the strategic risks identified in the previous cycle that were not fully mitigated and that were still relevant, has been carried over to the current financial year.

FRAUD AND CORRUPTION

The Office of the Premier remains committed to a Public Service which is free from fraud and corruption and to this end remains vigilant in its fight against these risks to the Northern Cape Provincial Government. Where matters are referred to the OTP or detected by means of other sources, these instances are referred to the relevant law enforcement agencies for investigation and prosecution. The Office of the Premier has an approved Anti-Corruption and Ethics Strategy; Whistle-Blowing Policy and Anti-corruption & Fraud Management Plan. The Anti-Corruption Unit is tasked with giving effect to these governance instruments and in so doing has developed professional relationships with other law enforcement and ethics centered agencies.

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

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

Awareness sessions are being used to encourage public servants and the public to report fraud and corruption matters anonymously to the relevant authorities. The Office of the Premier protects the identity and personal information of any person who reports fraud and corruption. For the 2021/22 reporting cycle, zero incidents of fraud or corruption were reported.



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MINIMISING CONFLICT OF INTEREST

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

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

CODE OF CONDUCT

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

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

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 Departmental Occupational Health and Safety Committee is fully functional and has managed matters pertaining to Health, Safety and Environment through a number of collaborations. The Department modified operations to ensure the safety of employees while balancing business continuity by embarking on risk assessments, which informed responses to the various alert levels at different intervals. Towards the latter part of the 4th quarter the country had moved to alert level 1 which had significantly less restrictions and the department planned for the return to normality. The Department coordinated the delivery of health, safety and provincial environmental policy implementation protocols and developed periodic reports on various national standard monitoring tools for the different information users which includes, DPSA, Bargaining Chambers, Strategic Management, Department of Labour, Department of Health and PROVJOINT.

The COVID-19 Workplace Implementation Plan and SHERQ policy anchored the Environmental Management Strategy of the Department. These served as key policy documents that informed the response to the Environmental Management issues.



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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
18 June 2021	Annual Performance Plan and Budget 2021/2022	Department responded to all recommendations made by the Committee and submitted all required reports.
23 November 2021	First Quarter Report 2021/2022 Financial Year on non-financial and financial performance	Department responded to matters raised by the Committee, all required reports, and additional information were provided to the Committee.
No meeting	Second Quarter Report 2021/2022 Financial Year on non-financial and financial performance	Department submitted written response and reports as per written request from the Committee, 22 February 2022
No meeting	Third Quarter Budget versus Expenditure Report	Department submitted written response and reports as per written request from the Committee, 11 April 2022
12 May 2022	Annual Report 2020/2021	Department responded to all recommendations made by the Committee and submitted progress reports pertaining to the recommendations.

SCOPA RESOLUTIONS

During the year under review the Office of the Premier was required to submitted 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	Resolution of the Annual Report 2020/2021	The Committee recommends that: 1. The Office of the Premier must submit a report on measures instituted to prevent and detect supply chain management transgressions that had resulted in irregular expenditure for the year under review.	This office remains committed to avoid incurrence of unauthorised expenditure, irregular or fruitless and wasteful expenditure, and will continue to review control mechanisms. The following measures have been instituted to prevent and detect potential irregular expenditure prior to processing of payments: - Engagements with Provincial Treasury to seek guidance on the treatment and disclosure of cash donations, which was one of the issues raised by AGSA. Engagements already unfolded and the OTP has already commenced with the implementation of the advice from Provincial Treasury; - SCM training was included on the Work Skills Plan for the 2022/2023 financial year in order to develop officials responsible for procurement; and - Improvement in the documents that serve as supporting documentation to payment batches to avoid confusion to the auditors.	Yes



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Resolution No	Subject	Details	Response by the department	Resolved (yes/no)
		2. The Office of the Premier must continue to address the lack of capacity for risk assessment with other provincial departments and report its progress quarterly to the committee	The Office of the Premier acknowledges the Committee's recommendation and will report on progress quarterly. Furthermore, it should be noted that the Office of the Premier remains committed to provide the necessary support to all provincial departments. To this end the strategic and governance structures such as, Head of Departments Forum and Chief Financial Officers Forum remains operational as part of government's mechanisms and are designed to add value and improve government's operations. These structures meet as frequent as mandated by their respective charters and as often as it deems necessary. Their core objective is to assist departments through providing strategic direction and advice relating to audit outcomes, and risk management processes, amongst others	Yes

PRIOR MODIFICATIONS TO
AUDIT REPORTS

None

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.

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 11 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:

- Annual Financial Statements
- Annual Report
- Asset Management
- Follow up – AGSA
- Follow up – Internal Audit
- Information Communication & Technology
- Performance Information
- Provincial Monitoring & Evaluation
- Risk Management
- Security & Record Management
- Supply Chain 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.



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Key activities and objectives of the audit committee:

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

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

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

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

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	4
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	3
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	4
L Wyngaard	Masters in Social Science	Internal	Executive Manager	01 December 2020	28 October 2021	2
O Gaoraelwe	Bachelor of law, Conflict Management, Project Management, Certificate in environmental law	Internal	Acting Chief Director	01 December 2020	n/a	2



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AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2022.

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:

- Annual Financial Statements
- Annual Report
- Asset Management
- Follow up – AGSA
- Follow up – Internal Audit
- Information Communication & Technology
- Performance Information
- Provincial Monitoring & Evaluation
- Risk Management
- Security & Record Management
- Supply Chain 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
Office of the Premier
31 July 2022



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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 om 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 by the Preferential procurement legislation and regulations issued by National Treasury. Furthermore, issues pertaining to preferential procurement are included in the departmental supply chain management policy. This policy is reviewed annually with updates from National and Provincial Treasury.
Determine qualification criteria for sale of state-owned enterprises?	No	Not applicable to department
Developing criteria for entering into partnerships with the private sector?	No	Not applicable to department
Determine criteria for the awarding of incentives, grants and investment schemes in support of Board Based Black Economic Empowerment?	Yes	As part of its output indicators, the department channels a minimum of 60% of procurement under goods and services to target designated groups to support Broad Based Black Economic Empowerment. Actual achievement on this output indicator is reported on quarterly to various stakeholders.





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PART D:

HUMAN RESOURCE MANAGEMENT



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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.

OVERVIEW OF HUMAN RESOURCES

The status of human resources in the department

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

The MTEF HR Plan 2021-22 to 2023-24, for the Office of the Premier was reviewed and approved in the 2021/22 financial year. The plan is aligned to the Organisational Functionality Assessment (OFA) findings and Action Plan, of which the process was concluded during 2021. The intention is that the HR actions identified in terms of both the OFA and HRP review processes, should be read in conjunction.

The rationale behind the indicated OFA project was, amongst others, to provide for a valuable base document to inform discussions in terms of organisational development planning and review processes. It was also intended as a vehicle to address historical organisational development related challenges, analyse the total service delivery environment of the Department, assess the functionality of the Department, and ensure that the departmental focus remains on challenges hampering service delivery and functionality. The OFA process also informs the next HRP review process, for possible amendment/ incorporation of critical HR matters.

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

- Improvement of organisational performance, through the functional area of HR Utilisation and Development, with prioritised HRP strategic interventions mainly focussed on, amongst others, management and leadership development, as well as the development of identified critical and scarce skills, via the departmental Work Place Skills Plan (WSP).

- Improvement of organisational performance, through the functional area of Ethics, Values, Employee and Labour Relations, with prioritised interventions focussed on the institutionalisation of the PS Code of Conduct.
- Improvement of organisational efficiency and effectiveness through organisational development, through the functional area of Organisational Development and Change Management, focussed on the prioritised HRP strategic intervention of the review of the current, approved organisational structure of the Department, in order to address the critical areas identified during the OFA project.
- Creating an enabling healthy workforce for increased productivity and enhanced service delivery in the public service, through Employee Health and Wellness, focussed on capacity building initiatives.

However, the review of the MTEF HRP for 2021-22 to 2023-24 proved challenging due to a number of reasons, including the fact that the 2017 approved organisational structure of the Department is not implemented. The Departmental organisational structure is also about to undergo review, which makes this juncture of HRP difficult, and will mean updating and re-adjustment throughout the current MTEF period. During this round of HRP review, engagement through the OFA process, i.e., consultation with senior management, was used to gather and engage on matters required for the HR Planning process, and served the role normally performed by the Strategic HR Planning Committee.

The Office of the Premier had 223 filled posts with a vacancy rate of 8% at the end of 2021/2022. The SMS band having the highest percentage posts vacant of 14%. The Office of the Premier currently employs fifteen women at SMS level, which constitutes 46,8% of the total number of posts at SMS level. The Department's Employment Equity target has improved but is still facing a challenge of non-compliance with the target set by government. For the period under review the department employed 1.8% of people living with disabilities, an increase from the previous year's 0.8%. The employee turnover rate of the Office of the Premier for the current year is 4.7%, a decrease from the previous year's 5.6%.

Human resources priorities for the year under review

The following priorities dominated the human resource environment of the department during the 2021/2022 cycle:

- Provide guidance and support to provincial department to comply with the prescribed 10% vacancy rate and maintain adequate staffing levels to achieve objectives



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- Capacitate critical functions within the Office of the Premier
- Monitor the implementation of the Northern Cape Human Resource Development Strategy Implementation Plan
- Coordination of the Human Resource Development Strategy in the Northern Cape Province
- Monitor and report on compliance by provincial departments on their HRD plans
- Implement the Provincial PMDS Policy
- Develop a draft Integrated Provincial Organisational Design Strategy
- Strengthen the employee health & wellness programmes to decrease environmental challenges
- Create a well-managed labour relations environment

Workforce planning and key strategies to attract and recruit a skilled and capable workforce

Capacity Development of employees remain critical and is high on the agenda of the office in its efforts to contribute to government's priority of building a capable state. For the year under review, thirteen (13) Senior Managers were trained in Public Administration Reform, Human Resource Management, Executive and Management Coaching and Nyukela Step Up programme in terms of continuous effort for leadership development.

The Training and Development Policy was reviewed and the E-Learning and Succession Plan Guides have been drafted and is at the consultation stage. To ensure the return on the investment on the training conducted the training impact assessment form has been implemented with the view to conduct assessment for process and system improvement. Seventeen Interns were recruited and placed under mentorship and three learners have been placed under Work Integrated Learning.

Employee performance management

The purpose of employee performance management is to manage and develop employee's behaviour, commitment and accountability for the achievement of the organisation's strategic goals. All staff members are required to enter into, sign and submit a performance agreement by the 31 May each year. Linked to the performance agreement is two formal performance reviews, one in the middle of the financial year and the other at the end of the financial year. In this context the Office of the Premier under the Performance Management and Capacity Development Unit reviewed the Northern Cape Provincial Administration Policy on Employee Performance Management and Development System in the previous financial year and implemented the policy

during the current year. This policy replaced the 2018 policy. The Office of the Premier recorded a 99% signing and submission of performance agreements for both SMS and level 1-12 employees for the year under review. The bi-annual and annual performance assessments were also conducted and completed within the prescribed timeframes for the 2021/2022 financial cycle.

Employee wellness programme

The Employee Health and Wellness programme is operational in the Office of the Premier, with all required policies in place. The necessary measures are in place to monitor and evaluate the impact of health promotion programmes. During the year under review there were a total of four policy support networks; three health prevention programmes and a number of e-health prevention promotions. HIV counselling and testing services were offered for the period of April 2021 to March 2022.

Achievement and challenges faced by the Department

Achievements:

- Concluded performance management processes within the prescribed timeframe.
- Enhanced capacity building programmes, trainings and provided bursaries.
- Appointed and placed seventeen unemployed youth to gain work experience, through internships and work integrated learning
- Five employees were registered for membership to professional bodies.
- Completed the process of Provincial Macro-Organisation of Government, in terms of the transfer of the ECD function from DSD to DOE.
- The MTEF HR Plan 2021-22 to 2023-24, for the Office of the Premier was reviewed and approved.

Challenges:

- 2017 Approved organisational structure not implemented impacting recruitment; PERSAL clean-up and job evaluation processes.
- Drastic budget cuts increasing capacity challenges and ultimately affect the performance of the department.
- Inability to finalise recruitment due to the moratorium on filling of all posts implemented by Provincial Treasury in 2020.
- Non-achievement of employment equity targets.
- Low staff morale due to an increase in pressure being placed on the scarce human resources.



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The Office of the Premier will prioritise the review of the Organisational Structure in the 2022/2023 financial year and continue to mitigate capacity challenges in the absence of funding through assigning critical functions to employees at management level and the appointment of acting personnel.

HUMAN RESOURCES OVERSIGHT STATISTICS

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

Personnel related expenditure

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

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

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2021 and 31 March 2022

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	115 484	60 718	0	0	53%	613
Institutional Development	89 218	58 944	0	0	66%	648
Policy and Governance	44 786	33 753	0	0	75%	649
Total	249 488	153 415	0	0	62%	634

Table 3.1.2 Personnel costs by salary band for the period 1 April 2021 and 31 March 2022

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Skilled (level 3-5)	15 387	10%	55	280
Highly skilled production (levels 6-8)	24 166	16%	52	465
Highly skilled supervision (levels 9-12)	63 086	41%	88	717
Senior and Top management (levels 13-16)	35 390	23%	33	1 072
Contract (Levels 3-5)	547	0%	2	274
Contract (Levels 6-8)	2 217	1%	2	1 109
Contract (Levels 9-12)	4 929	3%	6	822
Contract (Levels >= 13)	7 693	5%	4	1 923
Total	153 415	-	242	-



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Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2021 and 31 March 2022

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	53 564	88%	539	1%	1 305	2%	2 464	4%
Institutional Development	51 599	88%	9	0%	1 267	2%	2 220	4%
Policy and Governance	29 569	88%	0	0%	488	1%	1 202	4%
Total	134 732	88%	548	0%	3 060	2%	5 886	4%

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2021 and 31 March 2022

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)	14 095	92%	137	1%	824	5%	1 667	11%
Highly skilled production (levels 6-8)	19 266	80%	223	1%	972	4%	1 971	8%
Highly skilled supervision (levels 9-12)	54 394	86%	155	0%	966	2%	1 853	3%
Senior management (level 13-16)	31 989	90%	0	0%	298	1%	355	1%
Contract (Levels 3-5)	547	100%	0	0%	0	0%	0	0%
Contract (Levels 6-8)	2 183	98%	33	1%	0	0%	0	0%
Contract (Levels 9-12)	4 905	100%	0	0%	0	0%	0	0%
Contract (Levels >= 13)	7 353	96%	0	0%	0	0%	40	1%
Total	134 732	88%	548	0%	3 060	2%	5 886	4%



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Employment and Vacancies

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

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

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations

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

Table 3.2.1 Employment and vacancies by programme as on 31 March 2022

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	99	94	5%	0
Institutional Development	91	83	9%	0
Policy and Governance	52	46	12%	0
Total	242	223	8%	0

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2022

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Skilled(3-5)	57	57	0%	0
Highly skilled production (6-8)	54	52	4%	0
Highly skilled supervision (9-12)	94	82	13%	0
Senior management (13-16)	37	32	14%	0
Total	242	223	8%	0



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Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2022

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative related	83	76	8%	0
Client and information clerks/ switchboard/Reception	1	1	0%	0
Communication and information related	4	3	25%	0
Engineers and related professionals	2	1	50%	0
Executive Authority	1	1	0%	0
Financial and Economics related	10	9	10%	0
Financial clerks and credit controllers	12	11	8%	0
Food services aids and waiters	8	8	0%	0
General Assistants and related	3	3	0%	0
Hr & org development & relate professionals	31	29	6%	0
HR Clerks and related	4	4	0%	0
Information technology related	7	7	0%	0
Legal admin and related professionals related	4	4	0%	0
Library mail and related clerks	18	18	0%	0
Messengers porters and deliverers	1	1	0%	0
Risk management and Security	2	2	0%	0
Secretaries & other keyboard operating clerks	14	13	7%	0
Security and related	3	3	0%	0
Senior managers	28	23	18%	0
Top managers	6	6	0%	0
TOTAL	242	223	8%	0



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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 2022

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	100%
Salary Level 15	5	5	100%	0	0%
Salary Level 14	6	5	83%	1	17%
Salary Level 13	23	19	83%	4	17%
Total	36	31	86%	5	14%

Table 3.3.2 SMS post information as on 30 September 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	100%
Salary Level 15	5	5	100%	0	0%
Salary Level 14	6	5	83%	1	17%
Salary Level 13	23	20	86%	3	14%
Total	36	32	88%	4	12%

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2021 and 31 March 2022

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	1	0	0
Salary Level 13	3	0	0
Total	4	0	0



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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 2021 and 31 March 2022

Reason for vacancies not advertised within six months
The process of filling vacant funded posts was aligned to the provincial moratorium on filling of funded vacancies and it had a negatively impact on the timeframes of filling vacant positions.
Reason for vacancies not advertised within twelve months
N/A

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2021 and 31 March 2022

Reason for vacancies not advertised within six months
The process of filling vacant funded posts was aligned to the provincial moratorium on filling of funded vacancies and it had a negatively impact on the timeframes of filling vacant positions.
Reason for vacancies not filled within six months
The process of filling vacant funded posts was aligned to the provincial moratorium on filling of funded vacancies and it had a negatively impact on the timeframes of filling vacant positions.

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 2021 and 31 March 2022

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)	57	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	54	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	94	2	2%	0	0	0	0
Senior Management Service Band A	23	1	4%	0	0	0	0
Senior Management Service Band B	6	0	0	0	0	0	0
Senior Management Service Band C	6	0	0	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
Total	242	3	1%	0	0	0	0



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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 2021 and 31 March 2022

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

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2021 and 31 March 2022

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

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2021 and 31 March 2022

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

Employees with a disability				None
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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.



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Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2021 and 31 March 2022

Salary band	Number of employees at beginning of period- 1 April 2021	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Skilled (Levels 3-5)	59	1	1	1,7%
Highly skilled production (Levels 6-8)	55	0	3	5.5%
Highly skilled supervision (Levels 9-12)	85	3	6	7,1%
Senior Management Service Band A	20	0	1	5%
Senior Management Service Band B	5	0	0	0%
Senior Management Service Band C	6	0	0	0%
Senior Management Service Band D	2	0	0	0%
TOTAL	232	4	11	4,7%

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2021 and 31 March 2022

Critical occupation	Number of employees at beginning of period- April 2021	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	80	2	5	6,3%
Client and information clerks/switchboard/Reception	1	0	0	0%
Communication and information related	3	0	0	0%
Engineers and related professionals	2	0	1	50%
Executive Authority	1	0	0	0%
Financial and Economics related	10	0	1	10%
Financial clerks and credit controllers	12	0	1	8,3%
Food services aids and waiters	8	0	0	0%
General Assistants and related	3	0	0	0%
Hr & org development & relate professionals	28	1	0	0%
HR Clerks and related	4	0	0	0%
Information technology related	7	0	0	0%
Legal admin and related professionals related	4	0	0	0%
Library mail and related clerks	19	0	0	0%
Messengers porters and deliverers	1	0	0	0%
Risk management and Security	1	1	0	0%
Secretaries & other keyboard operating clerks	14	0	1	7,1%
Security and related	4	0	1	25%
Senior managers	24	0	1	4,2%
Top managers	6	0	0	0
TOTAL	232	4	11	4,7%



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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 2021 and 31 March 2022

Termination Type	Number	% Of Total Resignations
Death	2	18%
Resignation	4	36%
Expiry of contract	1	9%
Retirement	3	27%
Transfers to other Public Service Departments	1	9%
TOTAL	11	100%
Total number of employees who left as a % of the total employment	11 of 223	5%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2021 to 31 March 2022

Occupation	Employees 1 April 2021	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	2	3%	0	0%
Client and information clerks/ switchboard/Reception	1	0	0%	0	0%
Communication and information related	3	0	0%	0	0%
Engineers and related professionals	2	0	0%	0	0%
Executive Authority	1	0	0%	0	0%
Financial and Economics related	10	0	0%	0	0%
Financial clerks and credit controllers	12	1	8%	0	0%
Food services aids and waiters	8	0	0%	0	0%
General Assistants and related	3	0	0%	0	0%
Hr & org development & relate professionals	28	2	7%	0	0%
HR Clerks and related	4	0	0%	0	0%
Information technology related	7	0	0%	0	0%
Legal admin and related professionals related	4	0	0%	0	0%
Library mail and related clerks	19	0	0%	0	0%
Messengers porters and deliverers	1	0	0%	0	0%
Risk management and Security	1	1	100%	0	0%
Secretaries & other keyboard operating clerks	14	1	7%	0	0%
Security and related	4	0	0%	0	0%
Senior managers	24	0	0%	0	0%
Top managers	6	0	0%	0	0%
TOTAL	232	7	3%	0	0%



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Table 3.5.5 Promotions by salary band for the period 1 April 2021 to 31 March 2022

Salary Band	Employees at 1 April 2021	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	4	7%	0	0%
Highly skilled supervision (Levels 9-12)	85	3	4%	0	0%
Senior management (Levels 13-16)	33	0	0%	0	0%
TOTAL	232	7	3%	0	0%

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 2022

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	10	3	2	0	5	5	1	4	30
Professionals	1	2	0	1	0	0	0	0	4
Technicians and associate professionals	34	13	0	1	47	19	0	3	117
Clerks	9	8	0	0	27	7	1	3	55
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	7	0	0	0	7	3	0	0	17
Total	61	26	2	2	86	34	2	10	223
Employees with disabilities	1	1	0	0	0	2	0	0	4



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Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2022

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	2	2		4	4	1	4	22
Professionally qualified and experienced specialists and mid-management	11	6	0	2	9	4	0	2	34
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	27	10	0	0	40	17	0	2	96
Semi-skilled and discretionary decision making	8	7	0	0	25	4	1	2	47
Unskilled and defined decision making	5	0	0	0	7	4	0	0	16
Total	61	26	2	2	86	34	2	10	223

Table 3.6.3 Recruitment for the period 1 April 2021 to 31 March 2022

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management,	1	0	0	0	1	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	1	0	0	1
Semi-skilled and discretionary decision making,	0	1	0	0	0	0	0	0	1
TOTAL	1	1	0	0	1	1	0	0	4



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Table 3.6.4 Promotions for the period 1 April 2021 to 31 March 2022

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	0	0	0	2	1	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	2	0	0	0	2
TOTAL	2	0	0	0	4	1	0	0	7
Employee with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2021 to 31 March 2022

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	2	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	2	0	0	2	0	0	1	6
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	2	0	0	0	2
TOTAL	3	3	0	0	4	0	0	1	11



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Table 3.6.6 Disciplinary action for the period 1 April 2021 to 31 March 2022

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

Table 3.6.7 Skills development for the period 1 April 2021 to 31 March 2022

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	2	0	0	0	3	3	0	5	13
Professionals	10	1	0	0	2	9	0	0	22
Technicians and associate professionals	3	0	0	0	6	2	8	0	19
Clerks	0	0	0	0	4	0	0	0	4
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	0	0	0	0	0
Interns	2	0	0	0	12	3	0	0	17
Total	17	1	0	0	27	17	8	5	75
Employees with disabilities	0	0	0	0	0	0	0	0	0

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.



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Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2021

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100%
Salary Level 16	0	0	0	0
Salary Level 15	6	3	3	100%
Salary Level 14	6	5	4	80%
Salary Level 13	23	17	17	100%
Total	36	26	25	96%

Table 3.7.2 Reasons for not having concluded performance agreements for all SMS members as on 31 March 2022

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

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2022

Reasons
Condonation request submitted.

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 2021 to 31 March 2022

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	3	61	5%	44	15
Female	8	86	9%	71	9
Asian					
Male	0	2	0%	0	0
Female	0	2	0%	0	0
Coloured					
Male	4	26	15%	53	13
Female	10	34	29%	93	9
White					
Male	1	2	50%	18	18
Female	2	10	20%	30	15
Total	28	223	13%	309	11



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Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2021 to 31 March 2022

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)	7	57	12%	36	5	0%
Highly skilled production (level 6-8)	4	52	8%	21	5	0%
Highly skilled supervision (level 9-12)	11	83	13%	80	7	0%
Total	22	192	11%	137	6	0%

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2021 to 31 March 2022

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	7	80	9%	85	12
Client Information Clerks /Switchboard/ Reception	0	1	0%	0	0
Communication and Related	0	3	0%	0	0
Engineers and related professionals	1	2	50%	0	0
Executive Authority	0	1	0%	0	0
Finance and Economics	2	10	20%	0	0
Financial Clerks and Credit	2	12	17%	26	13
Food Service Aid	3	8	38%	13	4
General Assistant	0	3	0%	0	0
HR and OD	2	28	7%	19	10
Human Resources Clerks	0	4	0%	0	0
IT and Related	2	7	29%	44	22
Legal Admin and Related	0	4	0%	0	0
Library Mail and Related	0	19	0%	0	0
Psychologists and Related	0	1	0%	0	0
Risk Management and Security	0	1	0%	0	0
Secretaries & Other	2	14	14%	11	6
Security Officers	1	4	25%	11	11
Senior Managers	6	24	25%	100	17
Top Management	0	6	0%	0	0
Total	28	232	12%	309	11



OFFICE OF THE PREMIER VOTE 1

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2021 to 31 March 2022

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	4	19	21%	47	12	0%
Band B	1	4	25%	14	14	0%
Band C	1	4	25%	17	17	0%
Band D	0	2	0%	0	0	0%
Total	6	29	21%	78	13	0%

Foreign Workers

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

Table 3.9.1 Foreign workers by salary band for the period 1 April 2021 and 31 March 2022

Salary band	01 April 2021		31 March 2022		Change	
	Number	% Of total	Number	% of total	Number	% Change
Lower skilled	0	0%	0	0%	0	0%
Highly skilled production (Lev. 6-8)	0	0%	0	0%	0	0%
Highly skilled supervision (Lev. 9-12)	0	0%	0	0%	0	0%
Contract (level 9-12)	0	0%	0	0%	0	0%
Contract (level 13-16)	0	0%	0	0%	0	0%
Total	0	0%	0	0%	0	0%

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2021 and 31 March 2022

Major occupation	01 April 2020		31 March 2021		Change	
	Number	% Of total	Number	% Of total	Number	% Change
Administrative Office workers	1	100%	1	100%	0	0%
Total	1	100%	1	100%	0	0%



OFFICE OF THE PREMIER VOTE 1

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 2021 to 31 December 2021

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)	200	91%	29	24%	7	188
Highly skilled production (levels 6-8)	209	82%	29	24%	7	322
Contract (Levels 6-8)	24	25%	8	7%	3	7
Highly skilled supervision (levels 9 -12)	305	85%	45	37%	7	870
Top and Senior management (levels 13-16)	66	86%	12	10%	6	298
Total	804	84%	123	100%	7	1 685

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2021 to 31 December 2021

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)	80	100%	3	50%	27	82
Highly skilled production (Levels 6-8)	28	100%	2	33%	14	42
Highly skilled supervision (Levels 9-12)	110	100%	1	17%	110	235
Senior Management (Levels 13-16)	0	0%	0	0%	0	0
TOTAL	218	100%	6	100%	36	359



OFFICE OF THE PREMIER VOTE 1

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 2021 to 31 December 2021

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Skilled (Levels 3-5)	1 128	51	22
Highly skilled production (Levels 6-8)	1 396	56	25
Highly skilled supervision (Levels 9-12)	2 117	83	26
Senior management (Levels 13-16)	563	24	23
Contract (Levels 3-5)	27	3	9
Contract (Levels 6-8)	326	21	16
Contract (Levels 9-12)	126	7	18
Contract (Levels 13-16)	85	4	21
TOTAL	5 768	249	23

Table 3.10.4 Capped leave for the period 1 January 202 to 31 December 2021

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 2022
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)	3	1	3	0.33
Senior management (Levels 13-16)	0	0	0	0
TOTAL	3	1	3	0.33

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 2021 and 31 March 2022

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Annual - discounting with resignation (work days)	172	3	57
Annual - discounting: contract expiry (work days)	58	1	58
Annual - gratuity: death/retirement/medical retirement (work)	148	5	30
Capped - gratuity: death/retirement/medical retirement (work)	100	3	33
TOTAL	478	12	40



OFFICE OF THE PREMIER VOTE 1

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

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

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



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Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	√		HIV counselling and Testing services offered for the period of April 2021-March 2022. Total Females tested: 10 Total males tested: 13 Grand Total tested: 23
8. Has the department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		1. Policy Support Learning Networks (4) 2. Number of Health Prevention Programmes (3) - Wellness Screening - Cervical, Breast and Prostate Cancer screening - COVID-19 Management (PPE Issuing) - COVID-19 Awareness and Education 3. Number of e-health prevention Promotions (8) - Safety in the workplace - Water Pollution - Eye-care - Prostate Cancer Awareness - Diabetes Awareness - Building resilience - Vitiligo - Grief

Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2021 and 31 March 2022

Total number of Collective agreements	None
---------------------------------------	------

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 2021 and 31 March 2022

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



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Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2021 and 31 March 2022

Type of misconduct	Number	% Of total
Unacceptable/ improper conduct	0	0%
Absenteeism	0	0%
Insubordination	0	0%
Total	0	0%

Table 3.12.4 Grievances logged for the period 1 April 2021 and 31 March 2022

Grievances	Number	% Of Total
Number of grievances resolved	3	100%
Number of grievances not resolved	0	0%
Total number of grievances lodged	3	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2021 and 31 March 2022

Disputes	Number	% Of Total
Number of disputes upheld	0	0%
Number of disputes dismissed	2	100%
Total number of disputes lodged	2	100%

Table 3.12.6 Strike actions for the period 1 April 2021 and 31 March 2022

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 2021 and 31 March 2022

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



OFFICE OF THE PREMIER VOTE 1

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 2021 and 31 March 2022

Occupational category	Gender	Number of employees as at 1 April 2021	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	11	0	11
	Male	16	0	2	0	2
Professionals	Female	1	0	8	0	8
	Male	4	0	7	0	7
Technicians and associate professionals	Female	68	0	6	0	6
	Male	51	0	7	0	7
Clerks	Female	42	0	2	0	2
	Male	17	0	2	0	2
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	10	0	0	0	0
	Male	8	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Interns	Female	15	0	0	0	0
	Male	2	0	0	0	0
Sub Total	Female	151	0	27	0	27
	Male	98	0	18	0	18
Total		249	0	45	0	45



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Table 3.13.2 Training provided for the period 1 April 2021 and 31 March 2022

Occupational category	Gender	Number of employees as at 1 April 2021	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	15	0	7	4	11
	Male	16	0	1	1	2
Professionals	Female	1	0	9	2	11
	Male	4	0	4	7	11
Technicians and associate professionals	Female	68	0	11	5	16
	Male	51	0	0	3	3
Clerks	Female	42	0	0	4	4
	Male	17	0	0	0	0
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	10	0	0	0	0
	Male	8	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Interns	Female	15	2	0	0	2
	Male	2	1	0	0	1
Sub Total	Female	151	2	27	15	44
	Male	98	1	5	11	17
Total		249	3	32	26	61

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



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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 2021 and 31 March 2022

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

Utilisation of Consultants

No consultants utilised for the period 1 April 2021 to 31 March 2022.

Severance Packages

Table 3.16.1 Granting of employee-initiated severance packages for the period 1 April 2021 and 31 March 2022

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



OFFICE OF THE PREMIER VOTE 1





OFFICE OF THE PREMIER VOTE 1

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

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Office of the Premier set out on pages 102 to 194, which comprise the appropriation statement, statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Premier as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act (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 department 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 29 to the financial statements, the corresponding figures for 31 March 2021 were restated as a result of errors in the financial statements of the department at, and for the year ended, 31 March 2022

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 these claims, as it believes that these 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. Underspending of the budget



OFFICE OF THE PREMIER VOTE 1

9. As disclosed in the appropriation statement, the Office of the Premier materially underspent the budget by R6 985 000 on Programme 1: Administration R2 228 000 on Programme 2: Institutional Development.

Other matter

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

Unaudited supplementary schedules

11. The supplementary information set out on pages 184 to 194 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

12. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by National Treasury and the requirements of the PFMA, and for such internal control as the accounting officer determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
13. 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

14. 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.
15. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

16. 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 selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.



OFFICE OF THE PREMIER VOTE 1

17. 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.
18. 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 2022:

Programmes	Pages in the annual performance report
Programme 2: Institutional Development	33– 45

19. 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.
20. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
- Programme 2: Institutional Development

Other matters

21. I draw attention to the matters below.

Achievement of planned targets

22. Refer to the annual performance report on pages 33 to 45 for information on the achievement of planned targets for the year and management’s explanations provided for the over achievement of targets.

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.



OFFICE OF THE PREMIER VOTE 1

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 those 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 on it.
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.

Internal control deficiencies

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.

Kimberley

31 July 2022



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence



OFFICE OF THE PREMIER VOTE 1

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programme and on the department’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 department’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 Northern Cape 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 a department 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.



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Appropriation per programme					
	2021/22				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	
	R'000	R'000	R'000	R'000	
Programme					
1. Administration	123,356	-	(887)	122,469	
2. Institutional Development	90,016	-	1,430	91,446	
3. Policy and Governance	47,047	-	(543)	46,504	
Subtotal	260,419	-	-	260,419	

	2021/22	
	Final Appropriation	Actual Expenditure
TOTAL (brought forward)		
Reconciliation with statement of financial performance		
ADD		
Departmental receipts	75	
Actual amounts per statement of financial performance (total revenue)	260,494	
ADD		
Prior year unauthorised expenditure approved without funding		
Actual amounts per statement of financial performance (total expenditure)		249,488



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				2020/21	
	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	%	R'000	R'000
	115,484	6,985	94,3%	92,975	91,010
	89,218	2,228	97,6%	75,854	74,344
	44,786	1,718	96,3%	47,132	45,805
	249,488	10,931	95,8%	215,961	211,159

		2020/21	
		Final Appropriation	Actual Expenditure
		62	
		216,023	

211,159



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Appropriation per economic classification				
			2021/22	
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Economic classification				
Current payments	223,235	-	(3,553)	
Compensation of employees	158,099	-	(758)	
Salaries and wages	127,026	6,181	802	
Social contributions	31,073	(6,181)	(1,560)	
Goods and services	65,136	-	(2,795)	
Administrative fees	1,217	160	(799)	
Advertising	676	(31)	(42)	
Minor assets	52	99	(15)	
Audit costs: External	4,036	(694)	-	
Bursaries: Employees	-	102	-	
Catering: Departmental activities	3,882	(1,288)	(1,522)	
Communication	3,112	(405)	(482)	
Computer services	2,063	1,507	1,547	
Consultants: Business and advisory services	4,364	73	5,356	
Laboratory services	-	4	-	
Legal services	-	6	-	
Contractors	1,097	(755)	(164)	
Agency and support / outsourced services	53	(53)	-	
Fleet services	1,793	139	(556)	
Consumable supplies	1,700	(309)	518	
Consumable: Stationery, printing and office supplies	907	(171)	(162)	
Operating leases	20,855	505	(112)	
Property payments	3,251	259	381	
Transport provided: Departmental activity	1,346	(88)	(1,258)	
Travel and subsistence	12,256	1,960	(5,478)	
Training and development	1,498	(1,466)	-	
Operating payments	779	(215)	(7)	
Venues and facilities	102	256	-	
Rental and hiring	97	405	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	219,682	209,266	10,416	95,3%	193,162	188,360
	157,341	153,415	3,926	97,5%	153,571	151,530
	134,009	134,732	(723)	100,5%	133,355	132,824
	23,332	18,683	4,649	80,1%	20,216	18,706
	62,341	55,851	6,490	89,6%	39,591	36,830
	578	578	-	100,0%	242	242
	603	602	1	99,8%	237	237
	136	135	1	100,0%	85	85
	3,342	3,342	-	100,0%	3,308	3,308
	102	102	-	100,0%	444	444
	1,072	1,072	-	100,0%	1,371	1,371
	2,225	2,224	1	100,0%	2,034	2,034
	5,117	3,985	1,132	77,9%	5,948	5,948
	9,793	4,437	5,356	45,3%	4,507	3,403
	4	4	-	100,0%	-	-
	6	6	-	100,0%	20	20
	178	178	-	100,0%	112	112
	-	-	-	-	28	28
	1,376	1,377	(1)	100,0%	1,347	1,347
	1,909	1,910	(1)	100,1%	1,078	1,078
	574	574	-	100,0%	467	467
	21,248	21,248	-	100,0%	9,236	7,579
	3,891	3,891	-	100,0%	3,022	3,022
	-	-	-	-	-	-
	8,738	8,735	3	100,0%	4,115	4,115
	32	32	-	100,0%	1,379	1,379
	557	558	(1)	100,2%	560	560
	358	359	(1)	100,3%	47	47
	502	502	-	100,0%	4	4



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Appropriation per economic classification				
			2021/22	
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Transfers and subsidies	32,185	-	3,438	
Provinces and municipalities	2	-	1	
Municipalities	2	-	1	
Municipal agencies and funds	2	-	1	
Departmental agencies and accounts	3	-	-	
Departmental agencies and accounts	3	-	-	
Non-profit institutions	23,704	(285)	-	
Households	8,476	285	3,437	
Social benefits	128	(30)	724	
Other transfers to households	8,348	315	2,713	
Payments for capital assets	4,999	-	105	
Machinery and equipment	4,995	(190)	(205)	
Transport equipment	1,166	(180)	-	
Other machinery and equipment	3,829	(10)	(205)	
Intangible assets	4	190	310	
Payments for financial assets	-	-	10	
Total	260,419	-	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	35,623	35,523	100	99,7%	17,274	17,274
	3	3	-	100,0%	4	4
	3	3	-	100,0%	4	4
	3	3	-	100,0%	4	4
	3	3	-	100,0%	2	2
	3	3	-	100,0%	2	2
	23,419	23,419	-	100,0%	10,889	10,889
	12,198	12,098	100	99,2%	6,379	6,379
	822	822	-	100,0%	1,167	1,167
	11,376	11,276	100	99,1%	5,212	5,212
	5,104	4,689	415	91,9%	5,372	5,372
	4,600	4,185	415	91,0%	5,328	5,328
	986	986	-	100,0%	1,369	1,369
	3,614	3,199	415	88,5%	3,959	3,959
	504	504	-	100,0%	44	44
	10	10	-	100,0%	153	153
	260,419	249,488	10,931	95,8%	215,961	211,159



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Programme 1: Administration				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Sub programme				
1.1 Premier Support	29,123	(1,495)	(7)	
1.2 Executive Council	7,729	(472)	-	
1.3 Director General Support	34,572	203	(1,048)	
1.4 Financial Management	51,932	1,764	168	
Total for sub programmes	123,356	-	(887)	
Economic classification				
Current payments	117,897	-	(4,612)	
Compensation of employees	62,148	-	(319)	
Salaries and wages	50,319	1,878	644	
Social contributions	11,829	(1,878)	(963)	
Goods and services	55,749	-	(4,293)	
Administrative fees	937	283	(761)	
Advertising	205	(11)	(50)	
Minor assets	35	85	(15)	
Audit costs: External	4,036	(694)	-	
Bursaries: Employees	-	-	-	
Catering: Departmental activities	3,330	(961)	(1,496)	
Communication	2,499	(575)	(482)	
Computer services	405	(83)	-	
Consultants: Business and advisory services	3,260	54	5,356	
Laboratory services	-	4	-	
Legal services	-	6	-	
Contractors	855	(534)	(164)	
Agency and support / outsourced services	-	-	-	
Fleet services	1,793	139	(556)	
Consumable supplies	1,325	(111)	518	
Consumable: Stationery, printing and office supplies	525	(137)	(162)	
Operating leases	20,778	(367)	(119)	
Property payments	2,923	314	381	
Transport provided: Departmental activity	1,299	(41)	(1,258)	
Travel and subsistence	10,847	2,032	(5,478)	
Training and development				
Operating payments	587	(100)	(7)	
Venues and facilities	17	309	-	
Rental and hiring	93	388	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	27,621	27,186	435	98,4%	21,597	21,597
	7,257	7,144	113	98,4%	5,942	5,942
	33,727	27,747	5,980	82,3%	26,872	26,564
	53,864	53,407	457	99,2%	38,564	36,907
	122,469	115,484	6,985	94,3%	92,975	91,010
	113,285	106,815	6,470	94,3%	86,687	84,722
	61,829	60,718	1,111	98,2%	60,832	60,524
	52,841	53,564	(723)	101,4%	53,605	53,297
	8,988	7,154	1,834	79,6%	7,227	7,227
	51,456	46,097	5,359	89,6%	25,855	24,198
	459	459	-	100,0%	207	207
	144	144	-	100,0%	1	1
	105	104	1	99,9%	73	73
	3,342	3,342	-	100,0%	3,308	3,308
	-	-	-	-	-	-
	873	873	-	100,0%	1,243	1,243
	1,442	1,442	-	100,0%	1,446	1,446
	322	321	1	99,7%	323	323
	8,670	3,314	5,356	38,2%	41	41
	4	4	-	100,0%	-	-
	6	6	-	100,0%	-	-
	157	157	-	100,0%	106	106
	-	-	-	-	28	28
	1,376	1,377	(1)	100,1%	1,347	1,347
	1,732	1,732	-	100,0%	969	969
	226	226	-	100,0%	244	244
	20,292	20,292	-	100,0%	9,236	7,579
	3,618	3,618	-	100,0%	2,938	2,938
	-	-	-	-	-	-
	7,401	7,398	3	100,0%	3,770	3,770
					-	-
	480	480	-	100,0%	531	531
	326	327	(1)	100,3%	41	41
	481	481	-	100,0%	3	3



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Programme 1: Administration				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Transfers and subsidies	2,839	-	2,995	
Provinces and municipalities	2	-	1	
Municipalities	2	-	1	
Municipal agencies and funds	2	-	1	
Departmental agencies and accounts	3	-	-	
Departmental agencies	3	-	-	
Non-profit institutions	-	-	-	
Households	2,834	-	2,994	
Social benefits	66	(30)	349	
Other transfers to households	2,768	30	2,645	
Payments for capital assets	2,620	-	720	
Machinery and equipment	2,620	(190)	410	
Transport equipment	1,166	(180)	-	
Other machinery and equipment	1,454	(10)	410	
Intangible assets	-	190	310	
Payments for financial assets	-	-	10	
Total	123,356	-	(887)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	5,834	5,734	100	98,3%	3,077	3,077
	3	3	-	100,0%	4	4
	3	3	-	100,0%	4	4
	3	3	-	100,0%	4	4
	3	3	-	100,0%	2	2
	3	3	-	100,0%	2	2
	-	-	-	-	-	-
	5,828	5,728	100	98,3%	3,071	3,071
	385	385	-	100,0%	235	235
	5,443	5,343	100	98,2%	2,836	2,836
	3,340	2,925	415	87,6%	3,058	3,058
	2,840	2,425	415	85,4%	3,058	3,058
	986	986	-	100,0%	1,369	1,369
	1,854	1,439	415	77,6%	1,689	1,689
	500	500	-	100,0%	-	-
	10	10	-	100,0%	153	153
	122,469	115,484	6,985	94,3%	92,975	91,010



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1.1 Premier Support

			2021/22	
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	26,115	(1,248)	(2,551)	
Compensation of employees	16,079	-	-	
Goods and services	10,036	(1,248)	(2,551)	
Transfers and subsidies	2,502	45	2,544	
Provinces and municipalities	2	-	1	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	2,500	45	2,543	
Other transfers to households	-	-	-	
Payments for capital assets	506	(292)	-	
Machinery and equipment	506	(292)	-	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	29,123	(1,495)	(7)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	22,316	21,881	435	98,1%	18,548	18,548
	16,079	15,645	434	97,3%	15,111	15,111
	6,237	6,236	1	100,0%	3,437	3,437
	5,091	5,091	-	100,0%	2,625	2,625
	3	3	-	100,0%	3	3
	-	-	-	-	-	-
	-	-	-	-	-	-
	5,088	5,088	-	100,0%	2,622	2,622
	-	-	-	-	-	-
	214	214	-	100,0%	424	424
	214	214	-	100,0%	424	424
	-	-	-	-	-	-
	-	-	-	-	-	-
	27,621	27,186	435	98,4%	21,597	21,597



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1.2 Executive Council				
2021/22				
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	7,572	(401)	(90)	
Compensation of employees	5,875	-	(88)	
Goods and services	1,697	(401)	(2)	
Transfers and subsidies	-	-	90	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	90	
Other transfers to households	-	-	-	
Payments for capital assets	157	(71)	-	
Machinery and equipment	157	(71)	-	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	7,729	(472)	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	7,081	6,968	113	98,4%	5,821	5,821
	5,787	5,672	115	98,0%	5,458	5,458
	1,294	1,296	(2)	100,2%	363	363
	90	90	-	100,0%	1	1
	-	-	-	-	1	1
	-	-	-	-	-	-
	-	-	-	-	-	-
	90	90	-	100,0%	-	-
	86	86	-	100,0%	120	120
	86	86	-	100,0%	120	120
	-	-	-	-	-	-
	-	-	-	-	-	-
	7,257	7,144	113	98,4%	5,942	5,942



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1.3 Director General Support				
2021/22				
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	33,957	(452)	(1,971)	
Compensation of employees	24,786	(875)	(231)	
Goods and services	9,171	423	(1,740)	
Transfers and subsidies	337	(45)	193	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	3	-	-	
Non-profit institutions				
Households	66	(30)	93	
Other transfers to households	268	(15)	100	
Payments for capital assets	278	700	720	
Machinery and equipment	278	510	410	
Intangible assets	-	190	310	
Payments for financial assets	-	-	10	
Total	34,572	203	(1,048)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	31,534	26,069	5,465	82,7%	25,783	25,475
	23,680	23,571	109	99,5%	24,569	24,261
	7,854	2,498	5,356	31,8%	1,214	1,214
	485	385	100	79,4%	418	418
	-	-	-	-	-	-
	3	3	-	100,0%	2	2
					-	-
	129	129	-	100,0%	212	212
	353	253	100	71,7%	204	204
	1,698	1,283	415	75,6%	518	518
	1,198	783	415	65,4%	518	518
	500	500	-	100,0%	-	-
	10	10	-	100,0%	153	153
	33,727	27,747	5,980	82,3%	26,872	26,564



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1.4 Financial Management				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	50,253	2,101	-	
Compensation of employees	15,408	875	-	
Goods and services	34,845	1,226	-	
Transfers and subsidies	-	-	168	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	168	
Other transfers to households	-	-	-	
Payments for capital assets	1,679	(337)	-	
Machinery and equipment	1,679	(337)	-	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	51,932	1,764	168	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	52,354	51,897	457	99,1%	36,535	34,878
	16,283	15,830	453	97,2%	15,694	15,694
	36,071	36,067	4	100,0%	20,841	19,184
	168	168	-	100,0%	33	33
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	168	168	-	100,0%	23	23
	-	-	-	-	10	10
	1,342	1,342	-	100,0%	1,996	1,996
	1,342	1,342	-	100,0%	1,996	1,996
	-	-	-	-	-	-
	-	-	-	-	-	-
	53,864	53,407	457	99,2%	38,564	36,907



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Programme 2: Institutional Development				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Sub programme				
1.1 Strategic Human Resources	57,547	(197)	(136)	
1.2 Information Communication Technology	16,639	335	1,559	
1.3 Legal Services	8,943	(151)	-	
1.4 Communication Services	3,461	(52)	-	
1.5 Programme Support	3,426	65	7	
Total for sub programmes	90,016	-	1,430	
Economic classification				
Current payments	66,851	-	1,201	
Compensation of employees	60,380	-	(339)	
Salaries and wages	48,231	3,368	-	
Social contributions	12,149	(3,368)	(339)	
Goods and services	6,471	-	1,540	
Administrative fees	134	(71)	(17)	
Advertising	376	56	8	
Minor assets	17	14	-	
Audit costs: External	-	-	-	
Bursaries: Employees	-	102	-	
Catering: Departmental activities	209	(130)	(5)	
Communication	538	212	-	
Computer services	1,658	1,590	1,547	
Consultants: Business and advisory services	-	27	-	
Legal services	-	-	-	
Contractors	233	(220)	-	
Agency and support / outsourced services	18	(18)	-	
Fleet services	-	-	-	
Consumable supplies	214	(60)	-	
Consumable: Stationery, printing and office supplies	254	2	-	
Operating leases	77	377	7	
Property payments	328	(55)	-	
Transport provided: Departmental activity	-	-	-	
Travel and subsistence	782	(317)	-	
Training and development	1,498	(1,466)	-	
Operating payments	128	(78)	-	
Venues and facilities	7	16	-	
Rental and hiring	-	19	-	



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					2020/2021	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	57,214	57,213	1	100,0%	42,275	40,765
	18,533	16,430	2,103	88,7%	18,721	18,721
	8,792	8,733	59	99,3%	8,553	8,553
	3,409	3,344	65	98,1%	2,971	2,971
	3,498	3,498	-	100,0%	3,334	3,334
	91,446	89,218	2,228	97,6%	75,854	74,344
	68,052	65,824	2,228	96,7%	68,298	66,788
	60,041	58,944	1,097	98,2%	59,314	57,804
	51,599	51,599	-	100,0%	50,516	50,516
	8,442	7,345	1,097	87,0%	8,798	7,288
	8,011	6,880	1,131	85,9%	8,984	8,984
	46	46	-	100,0%	25	25
	440	439	1	99,8%	236	236
	31	31	-	100,0%	7	7
	-	-	-	-	-	-
	102	102	-	100,0%	444	444
	74	74	-	100,0%	59	59
	750	750	-	100,0%	547	547
	4,795	3,664	1,131	76,4%	5,625	5,625
	27	27	-	100,0%	48	48
	-	-	-	-	20	20
	13	13	-	100,0%	5	5
	-	-	-	-	-	-
	-	-	-	-	-	-
	154	155	(1)	100,6%	99	99
	256	256	-	100,0%	118	118
	461	461	-	100,0%	-	-
	273	273	-	100,0%	84	84
	-	-	-	-	-	-
	465	465	-	100,0%	268	268
	32	32	-	100,0%	1,379	1,379
	50	50	-	100,0%	20	20
	23	23	-	100,0%	-	-
	19	19	-	100,0%	-	-



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Programme 2: Institutional Development				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Transfers and subsidies	21,625	-	339	
Provinces and municipalities	-	-	-	
Municipalities	-	-	-	
Municipal agencies and funds	-	-	-	
Departmental agencies and accounts	-	-	-	
Departmental agencies	-	-	-	
Non-profit institutions	15,983	(285)	-	
Households	5,642	285	339	
Social benefits	62	-	339	
Other transfers to households	5,580	285	-	
Payments for capital assets	1,540	-	(110)	
Machinery and equipment	1,536	-	(110)	
Transport equipment				
Other machinery and equipment	1,536	-	(110)	
Intangible assets	4	-	-	
Payments for financial assets	-	-	-	
Total	90,016	-	1,430	



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					2020/2021	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	21,964	21,964	-	100,0%	5,998	5,998
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	15,698	15,698	-	100,0%	3,275	3,275
	6,266	6,266	-	100,0%	2,723	2,723
	401	401	-	100,0%	347	347
	5,865	5,865	-	100,0%	2,376	2,376
	1,430	1,430	-	100,0%	1,558	1,558
	1,426	1,426	-	100,0%	1,514	1,514
	1,426	1,426	-	100,0%	1,514	1,514
	4	4	-	100,0%	44	44
	-	-	-	-	-	-
	91,446	89,218	2,228	97,6%	75,854	74,344



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2.1 Strategic Human Resources				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	35,586	(229)	(340)	
Compensation of employees	32,846	1,259	(339)	
Goods and services	2,740	(1,488)	(1)	
Transfers and subsidies	21,563	-	339	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	15,983	(285)	-	
Households	-	-	339	
Other transfers to households	5,580	285	-	
Payments for capital assets	398	32	(135)	
Machinery and equipment	398	32	(135)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	57,547	(197)	(136)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	35,017	35,017	-	100,0%	36,047	34,537
	33,766	33,766	-	100,0%	33,742	32,232
	1,251	1,251	-	100,0%	2,305	2,305
	21,902	21,902	-	100,0%	5,870	5,870
	-	-	-	-	-	-
	-	-	-	-	-	-
	15,698	15,698	-	100,0%	3,275	3,275
	339	339	-	100,0%	225	225
	5,865	5,865	-	100,0%	2,370	2,370
	295	294	1	99,7%	358	358
	295	294	1	99,7%	358	358
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	57,214	57,213	1	100,0%	42,275	40,765



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2.2 Information Communication Technology				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	15,687	199	1,525	
Compensation of employees	12,683	(1,259)	-	
Goods and services	3,004	1,458	1,525	
Transfers and subsidies	62	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	62	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	890	136	34	
Machinery and equipment	886	136	34	
Intangible assets	4	-	-	
Payments for financial assets	-	-	-	
Total	16,639	335	1,559	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	17,411	15,308	2,103	87,9%	17,603	17,603
	11,424	10,452	972	91,5%	11,215	11,215
	5,987	4,856	1,131	81,1%	6,388	6,388
	62	62	-	100,0%	128	128
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	62	62	-	100,0%	122	122
	-	-	-	-	6	6
	1,060	1,060	-	100,0%	990	990
	1,056	1,056	-	100,0%	946	946
	4	4	-	100,0%	44	44
	-	-	-	-	-	-
	18,533	16,430	2,103	88,7%	18,721	18,721



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2.3 Legal Services				
2021/22				
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	8,894	(116)	9	
Compensation of employees	8,707	(80)	-	
Goods and services	187	(36)	9	
Transfers and subsidies	-	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	49	(35)	(9)	
Machinery and equipment	49	(35)	(9)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	8,943	(151)	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	8,787	8,727	60	99,3%	8,502	8,502
	8,627	8,567	60	99,3%	8,431	8,431
	160	160	-	100,0%	71	71
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	5	6	(1)	120,0%	51	51
	5	6	(1)	120,0%	51	51
	-	-	-	-	-	-
	-	-	-	-	-	-
	8,792	8,733	59	99,3%	8,553	8,553



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2.4 Communication Services				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	3,318	32	-	
Compensation of employees	2,876	-	-	
Goods and services	442	32	-	
Transfers and subsidies	-	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	143	(84)	-	
Machinery and equipment	143	(84)	-	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	3,461	(52)	-	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	3,350	3,285	65	98,1%	2,854	2,854
	2,876	2,811	65	97,7%	2,668	2,668
	474	474	-	100,0%	186	186
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	59	59	-	100,0%	117	117
	59	59	-	100,0%	117	117
	-	-	-	-	-	-
	-	-	-	-	-	-
	3,409	3,344	65	98,1%	2,971	2,971



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2.5 Programme Support				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	3,366	114	7	
Compensation of employees	3,268	80	-	
Goods and services	98	34	7	
Transfers and subsidies	-	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	60	(49)	-	
Machinery and equipment	60	(49)	-	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	3,426	65	7	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	3,487	3,487	-	100.0%	3,292	3,292
	3,348	3,348	-	100.0%	3,258	3,258
	139	139	-	100.0%	34	34
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	11	11	-	100.0%	42	42
	11	11	-	100.0%	42	42
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	3,498	3,498	-	100.0%	3,334	3,334



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Programme 3: Policy and Governance				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Sub programme				
1.1 Special Programmes	20,487	(458)	(143)	
1.2 Intergovernmental Relations	3,804	380	(64)	
1.3 Provincial Policy Management	19,091	401	(236)	
1.4 Programme Support	3,665	(323)	(100)	
Total for sub programmes	47,047	-	(543)	
Economic classification				
Current payments	38,487	-	(142)	
Compensation of employees	35,571	-	(100)	
Salaries and wages	28,476	935	158	
Social contributions	7,095	(935)	(258)	
Goods and services	2,916	-	(42)	
Administrative fees	146	(52)	(21)	
Advertising	95	(76)	-	
Minor assets	-	-	-	
Audit costs: External	-	-	-	
Bursaries: Employees	-	-	-	
Catering: Departmental activities	343	(197)	(21)	
Communication	75	(42)	-	
Computer services	-	-	-	
Consultants: Business and advisory services	1,104	(8)	-	
Laboratory services	-	-	-	
Legal services	-	-	-	
Contractors	9	(1)	-	
Agency and support / outsourced services	35	(35)	-	
Fleet services	-	-	-	
Consumable supplies	161	(138)	-	
Consumable: Stationery, printing and office supplies	128	(36)	-	
Operating leases	-	495	-	
Property payments	-	-	-	
Transport provided: Departmental activity	47	(47)	-	
Travel and subsistence	627	245	-	
Training and development	-	-	-	
Operating payments	64	(37)	-	
Venues and facilities	78	(69)	-	
Rental and hiring	4	(2)	-	



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					2020/2021	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	19,886	19,887	(1)	100,0%	18,761	18,761
	4,120	4,120	-	100,0%	3,824	3,824
	19,256	17,662	1,594	91,7%	18,893	18,892
	3,242	3,117	125	96,2%	5,654	4,328
	46,504	44,786	1,718	96,3%	47,132	45,805
	38,345	36,627	1,718	95,5%	38,177	36,850
	35,471	33,753	1,718	95,2%	33,425	33,202
	29,569	29,569	-	100,0%	29,234	29,011
	5,902	4,184	1,718	70,9%	4,191	4,191
	2,874	2,874	-	100,0%	4,752	3,648
	73	73	-	100,0%	10	10
	19	19	-	100,0%	-	-
	-	-	-	-	5	5
	-	-	-	-	-	-
	-	-	-	-	-	-
	125	125	-	100,0%	69	69
	33	32	1	97,0%	41	41
	-	-	-	-	-	-
	1,096	1,096	-	100,0%	4,418	3,314
	-	-	-	-	-	-
	-	-	-	-	-	-
	8	8	-	100,0%	1	1
	-	-	-	-	-	-
	-	-	-	-	-	-
	23	23	-	100,0%	10	10
	92	92	-	100,0%	105	105
	495	495	-	100,0%	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	872	872	-	100,0%	77	77
	-	-	-	-	-	-
	27	28	(1)	103,7%	9	9
	9	9	-	100,0%	6	6
	2	2	-	100,0%	1	1



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Programme 3: Policy and Governance				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
	R'000	R'000	R'000	
Transfers and subsidies	7,721	-	104	
Provinces and municipalities	-	-	-	
Municipalities	-	-	-	
Municipal agencies and funds	-	-	-	
Departmental agencies and accounts	-	-	-	
Departmental agencies	-	-	-	
Non-profit institutions	7,721	-	-	
Households	-	-	104	
Social benefits	-	-	36	
Other transfers to households	-	-	68	
Payments for capital assets	839	-	(505)	
Machinery and equipment	839	-	(505)	
Transport equipment				
Other machinery and equipment	839	-	(505)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	47,047	-	(543)	



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					2020/2021	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	7,825	7,825	-	100,0%	8,199	8,199
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	7,721	7,721	-	100,0%	7,614	7,614
	104	104	-	100,0%	585	585
	36	36	-	100,0%	585	585
	68	68	-	100,0%	-	-
	334	334	-	100,0%	756	756
	334	334	-	100,0%	756	756
	334	334	-	100,0%	756	756
	-	-	-	-	-	-
	-	-	-	-	-	-
	46,504	44,786	1,718	96,3%	47,132	45,805



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3.1 Special Programmes				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	12,560	(458)	(93)	
Compensation of employees	11,572	(195)	(72)	
Goods and services	988	(263)	(21)	
Transfers and subsidies	7,721	-	73	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	7,721	-	-	
Households	-	-	73	
Other transfers to households	-	-	-	
Payments for capital assets	206	-	(123)	
Machinery and equipment	206	-	(123)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	20,487	(458)	(143)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	12,009	12,010	(1)	100,0%	10,968	10,968
	11,305	11,305	-	100,0%	10,836	10,836
	704	705	(1)	100,0%	132	132
	7,794	7,794	-	100,0%	7,614	7,614
	-	-	-	-	-	-
	-	-	-	-	-	-
	7,721	7,721	-	100,0%	7,614	7,614
	73	73	-	100,0%	-	-
	-	-	-	-	-	-
	83	83	-	100,0%	179	179
	83	83	-	100,0%	179	179
	-	-	-	-	-	-
	-	-	-	-	-	-
	19,886	19,887	(1)	100,0%	18,761	18,761



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3.2 Intergovernmental Relations				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	3,685	380	-	
Compensation of employees	3,618	258	-	
Goods and services	67	122	-	
Transfers and subsidies	-	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	119	-	(64)	
Machinery and equipment	119	-	(64)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	3,804	380	(64)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	4,065	4,065	-	100,0%	3,735	3,735
	3,876	3,876	-	100,0%	3,707	3,707
	189	189	-	100,0%	28	28
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	55	55	-	100,0%	89	89
	55	55	-	100,0%	89	89
	-	-	-	-	-	-
	-	-	-	-	-	-
	4,120	4,120	-	100,0%	3,824	3,824



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3.3 Provincial Policy Management				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	18,702	401	(28)	
Compensation of employees	18,424	-	(28)	
Goods and services	278	401	-	
Transfers and subsidies	-	-	31	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	28	
Other transfers to households	-	-	3	
Payments for capital assets	389	-	(239)	
Machinery and equipment	389	-	(239)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	19,091	401	(236)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	19,075	17,481	1,594	91,6%	18,417	18,416
	18,396	16,802	1,594	91,3%	18,258	18,257
	679	679	-	100,0%	159	159
	31	31	-	-	117	117
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	28	28	-	100,0%	117	117
	3	3	-	100,0%	-	-
	150	150	-	100,0%	359	359
	150	150	-	100,0%	359	359
	-	-	-	-	-	-
	-	-	-	-	-	-
	19,256	17,662	1,594	91,7%	18,893	18,892



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3.4 Programme Support				
	2021/22			
	Adjusted Appropriation	Shifting of Funds	Virement	
Economic classification	R'000	R'000	R'000	
Current payments	3,540	(323)	(21)	
Compensation of employees	1,957	(63)	-	
Goods and services	1,583	(260)	(21)	
Transfers and subsidies	-	-	-	
Provinces and municipalities	-	-	-	
Departmental agencies and accounts	-	-	-	
Non-profit institutions	-	-	-	
Households	-	-	-	
Other transfers to households	-	-	-	
Payments for capital assets	125	-	(79)	
Machinery and equipment	125	-	(79)	
Intangible assets	-	-	-	
Payments for financial assets	-	-	-	
Total	3,665	(323)	(100)	



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					2020/21	
	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	%	R'000	R'000
	3,196	3,071	125	96,1%	5,057	3,731
	1,894	1,770	124	93,5%	624	402
	1,302	1,301	1	100,0%	4,433	3,329
	-	-	-	-	468	468
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	468	468
	-	-	-	-	-	-
	46	46	-	100,0%	129	129
	46	46	-	100,0%	129	129
	-	-	-	-	-	-
	-	-	-	-	-	-
	3,242	3,117	125	96,2%	5,654	4,328



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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 R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Appropriation
	Administration	122,469	115,484	6,985	6%
	Institutional Development	91,446	89,218	2,228	2%
	Policy and Governance	46,504	44,786	1,718	4%
4.2	Per economic classification	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Appropriation
		R'000	R'000	R'000	R'000
	Current payments				
	Compensation of employees	157,341	153,415	3,926	2%
	Goods and services	62,341	55,851	6,490	10%
	Transfers and subsidies				
	Provinces and municipalities	3	3	0	0%
	Departmental agencies and accounts	3	3	0	0%
	Non-profit institutions	23,419	23,419	0	0%
	Households	12,198	12,098	100	1%
	Payments for capital assets				
	Machinery and equipment	4,600	4,185	415	9%
	Intangible assets	504	504	0	0%
	Payments for financial assets	10	10	0	0%



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Virements and shifting of funds were performed in all the affected elements of the appropriation statement, within relevant PFMA & Treasury regulations due processes.

A saving of R3.9 million was incurred under Compensation of employees due to employees who exited the system and recruitment processes were under way at year end.

The saving under other economic classifications of R6,915m is attributable to contractual obligations not processed at 31 March 2022 reporting date.

A request for a rollover has been requested from Provincial Treasury for the 2022/23 financial year.



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STATEMENT OF FINANCIAL PERFORMANCE

	Note	2021/22 R'000	2020/21 R'000
REVENUE			
Annual appropriation	1	260,419	215,961
Departmental revenue	2	75	62
TOTAL REVENUE		260,494	216,023
EXPENDITURE			
Current expenditure			
Compensation of employees	3	153,415	151,530
Goods and services	4	55,851	36,829
Total current expenditure		209,266	188,359
Transfers and subsidies			
Transfers and subsidies	6	35,523	17,274
Total transfers and subsidies		35,523	17,274
Expenditure for capital assets			
Tangible assets	7	4,185	5,329
Intangible assets	7	504	44
Total expenditure for capital assets		4,689	5,373
Payments for financial assets	5	10	153
TOTAL EXPENDITURE		249,488	211,159
SURPLUS/(DEFICIT) FOR THE YEAR		11,006	4,864
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		10,931	4,802
Annual appropriation		10,931	4,802
Departmental revenue and NRF Receipts	12	75	62
SURPLUS/(DEFICIT) FOR THE YEAR		11,006	4,864



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STATEMENT OF FINANCIAL POSITION

	Note	2021/22 R'000	2020/21 R'000
ASSETS			
Current assets		5,986	3,430
Cash and cash equivalents	8	10	10
Prepayments and advances	9	1,672	1,626
Receivables	10	4,304	1,794
Non-current assets		5,093	5,380
Receivables	10	5,093	5,380
TOTAL ASSETS		11,079	8,810
LIABILITIES			
Current liabilities		11,079	8,808
Voted funds to be surrendered to the Revenue Fund	11	10,931	4,802
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	19	10
Bank overdraft	13	129	3,988
Payables	14	-	8
TOTAL LIABILITIES		11,079	8,808
NET ASSETS		-	2

	Note	2021/22 R'000	2020/21 R'000
Represented by:			
Recoverable revenue		-	2
TOTAL		-	2



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STATEMENT OF CHANGES IN NET ASSETS

	Note	2021/22 R'000	2020/21 R'000
Recoverable revenue			
Opening balance		2	2
Transfers:			
Irrecoverable amounts written off		(2)	-
Closing balance		-	2
TOTAL		-	2



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CASH FLOW STATEMENT

	Note	2021/22 R'000	2020/21 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		260,652	216,175
Annual appropriated funds received	1.1	260,419	215,961
Departmental revenue received	2	233	214
Net (increase)/decrease in working capital		(2,564)	421
Surrendered to Revenue Fund		(5,026)	(17,957)
Current payments		(209,266)	(188,359)
Payments for financial assets		(10)	(153)
Transfers and subsidies paid		(35,523)	(17,274)
Net cash flow available from operating activities	15	8,263	(7,147)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(4,689)	(5,373)
(Increase)/decrease in non-current receivables	15	287	(593)
Net cash flows from investing activities		(4,402)	(5,966)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(2)	-
Net cash flows from financing activities		(2)	-
Net increase/(decrease) in cash and cash equivalents		3,859	(13,113)
Cash and cash equivalents at beginning of period		(3,978)	9,135
Cash and cash equivalents at end of period	16	(119)	(3,978)



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

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

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

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

1 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.



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7 Revenue

7.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.

The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

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.

8.4 Leases



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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. Operating lease payments received are recognised as departmental revenue.

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. Finance lease payments received are recognised as departmental revenue.

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.

Prepayments are expensed when the project has been completed.

12 Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

13 Investments

Investments are recognised in the statement of financial position at cost.



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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

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.

The department does not make provision for impairment for inter-governmental debt as paragraph 11(b) of the Prescription Act of 1969.

15 Payables

Payables recognised in the statement of financial position are recognised at cost.

16 Capital Assets

16.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

16.2 Movable capital assets

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.

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.



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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 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.



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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 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 present fairly the department's primary and secondary information; that the department complied with the Standard except that it has departed from a particular requirement to achieve fair presentation; and the requirement from which the department has departed, the nature of the departure and the reason for departure.

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

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions within the Premiere portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling activities of the department. The number of individuals and the full compensation is recorded in the notes to the financial statements.



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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 the lower of cost and current replacement value.

The department 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 payment has been affected.

31 **Transfer of functions**

Transfer of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer.

Transfer of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.

32 **Mergers**

Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger.

Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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:

	2021/22			2020/21		
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received	Funds not requested /not received
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	122,469	122,469	-	92,975	92,975	-
Institutional Development	91,446	91,446	-	75,854	75,854	-
Policy & Governance	46,504	46,504	-	47,132	47,132	-
Total	260,419	260,419	-	215,961	215,961	-

2. Departmental revenue

	Note	2021/22 R'000	2020/21 R'000
Sales of goods and services other than capital assets	2.1	125	112
Transactions in financial assets and liabilities	2.2	108	102
Total revenue collected		233	214
Less: Own revenue included in appropriation	15	(158)	(152)
Departmental revenue collected		75	62

2.1 Sales of goods and services other than capital assets

	Note 2	2021/22 R'000	2020/21 R'000
Sales of goods and services produced by the department		125	112
Other sales		125	112
Total		125	112

2.2 Transactions in financial assets and liabilities

	Note 2	2021/22 R'000	2020/21 R'000
Other Receipts including Recoverable Revenue		108	102
Total		108	102



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

3. Compensation of employees

3.1 Salaries and Wages

	Note	2021/22 R'000	2020/21 R'000
Basic salary		102,774	104,341
Performance award		546	1,203
Service Based		153	142
Compensative/circumstantial		2,683	2,425
Other non-pensionable allowances		28,576	24,713
Total		134,732	132,824

3.2 Social contributions

	Note	2021/22 R'000	2020/21 R'000
Employer contributions			
Pension		12,697	12,839
Medical		5,959	5,843
Bargaining council		27	24
Total		18,683	18,706
Total compensation of employees		153,415	151,530
Average number of employees		242	268



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

4. Goods and services

	Note	2021/22 R'000	2020/21 R'000
Administrative fees		661	332
Advertising		602	238
Minor assets	4.1	135	85
Bursaries (employees)		102	444
Catering		1,072	1,371
Communication		3,187	2,033
Computer services	4.2	3,985	5,948
Consultants: Business and advisory services		4,356	3,314
Legal services		6	20
Contractors		178	111
Agency and support / outsourced services		-	28
Audit cost – external	4.3	3,342	3,308
Fleet services		1,375	1,347
Consumables	4.4	1,493	1,546
Operating leases		21,248	7,579
Property payments	4.5	3,923	3,022
Rental and hiring		502	4
Transport provided as part of the departmental activities		-	-
Travel and subsistence	4.6	8,735	4,115
Venues and facilities		359	47
Training and development		32	1,378
Other operating expenditure	4.7	558	559
Total		55,851	36,829

4.1 Minor assets

	Note	2021/22 R'000	2020/21 R'000
	4		
Tangible assets		135	85
Machinery and equipment		135	85
Intangible assets			
Software		-	-
Total		135	85

4.2 Computer services

	Note	2021/22 R'000	2020/21 R'000
	4		
SITA computer services		3,244	5,543
External computer service providers		741	405
Total		3,985	5,948



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

4.3 Audit cost – External

	Note 4	2021/22 R'000	2020/21 R'000
Regularity audits		3,342	3,308
Total		3,342	3,308

4.4 Consumables

	Note 4	2021/22 R'000	2020/21 R'000
Consumable supplies		919	1,078
Uniform and clothing		-	79
Household supplies		750	819
Building material and supplies		50	14
Communication accessories		17	2
IT consumables		47	31
Other consumables		55	133
Stationery, printing and office supplies		574	468
Total		1,493	1,546

4.5 Property payments

	Note 4	2021/22 R'000	2020/21 R'000
Municipal services		62	83
Property maintenance and repairs		594	4
Other		3,267	2,935
Total		3,923	3,022

4.6 Travel and subsistence

	Note 4	2021/22 R'000	2020/21 R'000
Local		8,532	4,111
Foreign		203	4
Total		8,735	4,115



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

4.7 Other operating expenditure

	Note 4	2021/22 R'000	2020/21 R'000
Professional bodies, membership and subscription fees		22	19
Other		536	540
Total		558	559

5. Payments for financial assets

	Note	2021/22 R'000	2020/21 R'000
Debts written off	5.1	10	153
Total		10	153

5.1 Debts written off

	Note 5	2021/22 R'000	2020/21 R'000
Nature of debts written off			
Staff debts and third parties		10	153
Total		10	153
Total debt written off		10	153

6. Transfers and subsidies

	Note	2021/22 R'000	2020/21 R'000
Provinces and municipalities		3	4
Departmental agencies and accounts	Annexure 1A	3	2
Non-profit institutions	Annexure 1B	23,419	10,889
Households	Annexure 1C	12,098	6,379
Total		35,523	17,274



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7. Expenditure for capital assets

	Note	2021/22 R'000	2020/21 R'000
Tangible assets		4,185	5,329
Machinery and equipment	26	4,185	5,329
Intangible assets		504	44
Software	27	504	44
Total		4,689	5,373

7.1 Analysis of funds utilised to acquire capital assets – 2021/22

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	4,185	-	4,185
Machinery and equipment	4,185	-	4,185
Intangible assets	504	-	504
Software	504	-	504
Total	4,689	-	4,689

7.2 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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7.3 Finance lease expenditure included in Expenditure for capital assets

	2021/22 R'000	2020/21 R'000
Tangible assets		
Machinery and equipment	2,433	4,285
Total	2,433	4,285

8. Cash and cash equivalents

	2021/22 R'000	2020/21 R'000
Cash on hand	10	10
Total	10	10

9. Prepayments and advances

	Note	2021/22 R'000	2020/21 R'000
Prepayments (Not expensed)	9.1	1,672	1,626
Total		1,672	1,626

9.1 Prepayments (Not expensed)

	Note	Balance as at 1 April 2021	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year prepayments	Balance as at 31 March 2022
	9	R'000	R'000	R'000	R'000	R'000
Goods and services		1,626	-	-	46	1,672
Total		1,626	-	-	46	1,672

	Note	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
	9	R'000	R'000	R'000	R'000	R'000
Goods and services		1,783	(157)	-	-	1,626
Total		1,783	(157)	-	-	1,626



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10. Receivables

	Note	2021/22		2020/21			
		Current R'000	Non- current R'000	Total R'000	Current R'000	Non- current R'000	Total R'000
Claims recoverable	10.1	2,890	4,958	7,848	511	5,245	5,756
Staff debt	10.2	1,414	135	1,549	1,283	135	1,418
Total		4,304	5,093	9,397	1,794	5,380	7,174

10.1 Claims recoverable

	Note 10	2021/22 R'000	2020/21 R'000
National departments		363	360
Provincial departments		5,488	3,355
Public entities		1,997	2,041
Private enterprises		-	-
Total		7,848	5,756

10.2 Staff debt

	Note 10	2021/22 R'000	2020/21 R'000
Ex- Officials		135	24
Current Officials		1,414	1,394
Total		1,549	1,418

11. Voted funds to be surrendered to the Revenue Fund

	Note	2021/22 R'000	2020/21 R'000
Opening balance		4,802	17,734
Prior period error		-	-
As restated		4,802	17,734
Transfer from statement of financial performance (as restated)		10,931	4,802
Paid during the year		(4,802)	(17,734)
Closing balance		10,931	4,802



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

	Note	2021/22 R'000	2020/21 R'000
Opening balance		10	19
Prior period error			
As restated		10	19
Transfer from Statement of Financial Performance (as restated)		75	62
Own revenue included in appropriation		158	152
Paid during the year		(224)	(223)
Closing balance		19	10

13. Bank Overdraft

	Note	2020/21 R'000	2020/21 R'000
Consolidated Paymaster General Account		129	3,988
Total		129	3,988

14. Payables – current

	Note	2021/22 R'000	2020/21 R'000
Clearing accounts	14.1	-	8
Total		-	8

14.1 Clearing accounts

	Note 14	2021/22 R'000	2020/21 R'000
PERSAL		-	8
Total		-	8

15. Net cash flow available from operating activities

	Note	2021/22 R'000	2020/21 R'000
Net surplus/(deficit) as per Statement of Financial Performance		11,006	4,864
Add back non cash/cash movements not deemed operating activities		(2,743)	(12,011)
(Increase)/decrease in receivables		(2,510)	256
(Increase)/decrease in prepayments and advances		(46)	157
Increase/(decrease) in payables – current		(8)	8
Expenditure on capital assets		4,689	5,373
Surrenders to Revenue Fund		(5,026)	(17,957)
Own revenue included in appropriation		158	152
Net cash flow generated by operating activities		8,263	(7,147)



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

	Note	2021/22 R'000	2020/21 R'000
Consolidated Paymaster General account		(129)	(3,988)
Cash on hand		10	10
Total		(119)	(3,978)

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

	Note	2021/22 R'000	2020/21 R'000
Liable to	Nature		
Housing loan guarantees	Employees	Annex 2A	-
Claims against the department		Annex 2B	2,145
Intergovernmental payables (unconfirmed balances)		Annex 4	826
Other		Annex 3B	34,140
Total		37,416	37,111

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 re-imbursement in the aforementioned contingencies.

In order to ensure fair presentation, contingent liabilities was restated due to the confirmation cancellation letter of a housing guarantee received from the bank. The cancellation of the housing loan guarantee decreased the contingent liabilities by R 39,000. Please refer to note 28.2

18. Capital commitments

	Note	2021/22 R'000	2020/21 R'000
Machinery and equipment		435	73
Total		435	73



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19. Accruals and payables not recognised

19.1 Accruals

			2021/22 R'000	2020/21 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	4,219	-	4,219	9,096
Transfers and subsidies	561	-	561	84
Capital assets	92	-	92	103
Other	1,059	-	1,059	1,554
Total	5,931	-	5,931	10,837
			2021/22 R'000	2020/21 R'000
Listed by programme level				
Administration			3,276	8,713
Institutional Development			1,555	562
Policy and Governance			1,100	1,562
Total			5,931	10,837



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19.2 Payables not recognised

			2021/22 R'000	2020/21 R'000
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	5	-	5	-
Transfers and subsidies	-	-	-	-
Capital assets	-	-	-	-
Other	-	-	-	-
Total	5	-	5	-

	Note	2021/22 R'000	2020/21 R'000
Listed by programme level			
Administration		1	-
Institutional Development		2	-
Policy and Governance		2	-
		-	-
Total		5	-

	Note	2021/22 R'000	2020/21 R'000
Included in the above totals are the following:			
Confirmed balances with other departments	Annex 4	1,059	1,784
Total		1,059	1,784

Accruals and payables not recognised for the 2020/21 financial was restated as the amount of R 1,553,916.92 was omitted from the accruals amount report under Policy and Governance. Please refer to note 28.5.

20. Employee benefits

	Note	2021/22 R'000	2020/21 R'000
Leave entitlement		8,137	8,290
Service bonus		2,561	2,800
Performance awards		-	692
Capped leave		1,841	2,257
Long service awards		33	120
Other		301	76
Total		12,873	14,235

The balance of the line item leave entitlement for 2020/21 was restated due to leave that was captured after the financial statements were submitted for auditing. Please refer to note 28.



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Included in the amounts of leave entitlement and capped leave commitments are negative balances for 2021/22 due to normal leave management due processes. The negative balances are as follows:

	Note	2021/22 R'000	2020/21 R'000
Leave entitlement		235	112
Capped leave		295	308
Total		530	420

21. Lease commitments

21.1 Operating leases

2021/22	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	12,992	2,185	15,177
Later than 1 year and not later than 5 years	-	-	-	20	20
Later than five years	-	-	-	-	-
Total lease commitments	-	-	12,992	2,205	15,197

2020/21	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	12,992	2,046	15,038
Later than 1 year and not later than 5 years	-	-	-	65	65
Later than five years	-	-	-	-	-
Total lease commitments	-	-	12,992	2,111	15,103

Operating leases amounting to R 180,153.05 was restated as it was incorrectly classified as finance leases during the 2020/21 financial year. Please refer to note 28.3.



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21.2 Finance leases **

2021/22	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	1,175	1,175
Later than 1 year and not later than 5 years	-	-	-	1,063	1,063
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	2,238	2,238

2020/21	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	2,846	2,846
Later than 1 year and not later than 5 years	-	-	-	2,257	2,257
Later than five years	-	-	-	-	-
Total lease commitments	-	-	-	5,103	5,103

Finance leases amounting to R 180,153.05 was restated as it was incorrectly classified as finance leases during the 2020/21 financial year. Please refer to note 28.4.

22. Irregular expenditure

22.1 Reconciliation of irregular expenditure

Note	2021/22 R'000	2020/21 R'000
Opening balance	23,356	21,749
Prior period error	-	-
As restated	23,356	21,749
Add: Irregular expenditure – relating to prior year	-	-
Add: Irregular expenditure – relating to current year	341	1,607
Less: Prior year amounts condoned	-	-
Less: Current year amounts condoned	-	-
Closing balance	23,697	23,356
Analysis of closing balance		
Current year	341	1,607
Prior years	23,356	21,749
Total	23,697	23,356



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At the reporting date, an application for condonation was submitted to Provincial Treasury of irregular expenditure amounting to R 23,355,960.44. The department awaits the outcome of the application.

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

Incident	Disciplinary steps taken/criminal proceedings	2021/22 R'000
Non-compliance with SCM procedures	None	341
Total		341

23. Fruitless and wasteful expenditure

23.1 Reconciliation of fruitless and wasteful expenditure

	Note	2021/22 R'000	2020/21 R'000
Opening balance		-	-
Prior period error		-	-
As restated			
Fruitless and wasteful expenditure – relating to prior year		-	-
Fruitless and wasteful expenditure – relating to current year		3	-
Less: Amounts recoverable	15.6	(3)	-
Less: Amounts written off		-	-
Closing balance		-	-

23.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2021/22 R'000
Traffic fines	Debts was created	3
Total		3

23.2 Details of fruitless and wasteful expenditure recoverable

Incident	2021/22 R'000
Traffic fines recoverable	3
Total	3



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24. Related party transactions

Payments made	Note	2021/22 R'000	2020/21 R'000
Trust under the control of the department		23,704	10,889
Total		23,704	10,889

24.1 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 Premier's Education Trust Fund.

Payments made	Note	2021/22 R'000	2020/21 R'000
Northern Cape Premier's Education Trust Fund		15,983	3,275
Total		15,983	3,275

24.2 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.

	Note	2021/22 R'000	2020/21 R'000
Payments made			
Mme Re Ka Thusa Trust Fund		7,721	7,614
Total		7,721	7,614

24.3 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.

	Note	2021/22 R'000	2020/21 R'000
Payments made			
Key management personnel		27,359	26,809
Total		27,359	26,809



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24.4 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:

24.4.1 Provincial Departments

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

24.4.2 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

25. Key management personnel

	No. of Individuals	2021/22 R'000	2020/21 R'000
Political office bearers	1	2,260	2,260
Level 15 to 16	7	13,618	14,416
Level 14	8	11,121	9,797
Family members of key management personnel	1	360	336
Total		27,359	26,809

A senior official of the Office of The Premier was seconded by the Premier to be the Acting Head Official of Provincial Treasury with effect 01 January 2022 in terms of the Public Service Act, read in conjunction with paragraph 62 of the amended Public Service Regulations of 2016. The remuneration paid to the employee was R 1,777,373.88 of which R 1,324,204.02 was paid by the Office of the Premier and R 453,169.86 by Provincial Treasury.



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26. Non-adjusting events after reporting date

2021/22	
Nature of event	R'000
Include an estimate of the financial effect of the subsequent non-adjusting events or a statement that such an estimate cannot be made.	-
Total	-

At the reporting date, there were no non-adjusting post balance sheet events for the Office of the Premier.

27. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2022

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	17,485	-	1,752	(288)	18,949
Transport assets	1,120	-	-	-	1,120
Computer equipment	8,123	-	1,510	(275)	9,358
Furniture and office equipment	7,526	-	242	(13)	7,755
Other machinery and equipment	716	-	-	-	716
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	17,485	-	1,752	(288)	18,949

Movable Tangible Capital Assets under investigation

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:		
Machinery and equipment	16	269

Assets under investigation are assets currently recorded in the departmental loss asset register. These matters will be resolved during the 2022/23 financial year.



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27.1 Movement for 2020/21

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

	Opening balance R'000	Prior period error 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

27.2 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2022

	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	-	-	-	7,436	-	7,436
Additions	-	-	-	136	-	136
Disposals	-	-	-	(81)	-	(81)
TOTAL MINOR ASSETS	-	-	-	7,491	-	7,491

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	-	-	-
Number of minor assets at cost	-	-	-	4,864	-	4,864
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,864	-	4,864



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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	29	51

Assets under investigation are assets currently recorded in the departmental loss asset register. These matters will be resolved during the 2022/23 financial year.

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER 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
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 R1 minor assets						
Number of minor assets at cost	-	-	-	4,865	-	4,865
TOTAL NUMBER OF MINOR ASSETS	-	-	-	4,865	-	4,865



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27.3 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2022

	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	-	-	-	81	-	81
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	-	81	-	81

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

28. Intangible Capital Assets

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	6,016	504	-	6,520
TOTAL INTANGIBLE CAPITAL ASSETS	6,016	504	-	6,520

28.1 Movement for 2020/21

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

	Opening balance R'000	Prior period error 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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29. Prior period errors

29.1 Employee benefits

	Note	Amount before error correction	Prior period error	Restated Amount
		2020/21	2020/21	2020/21
		R'000	R'000	R'000
Liabilities: Employee benefits	20	14,243	(8)	14,235
Net effect		14,243	(8)	14,235

Nature of prior period errors

	Note	2020/21 R'000
Decrease in leave entitlement.		(8)
Net effect		(8)

In order to ensure fair presentation, employee benefits were restated due to temporary incapacity leave that was declined. The annual leave entitlement decreased the liability of leave entitlement and employee benefits by R 8,277.00. Please refer to note 20.

	Note	2020/21 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.

29.2 Contingent liabilities

	Note	Amount before error correction	Prior period error	Restated Amount
		2020/21	2020/21	2020/21
		R'000	R'000	R'000
Contingent liabilities	17	37,150	(39)	37,111
Net effect		37,150	(39)	37,111



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Nature of prior period errors

	Note	2020/21 R'000
Cancellation of housing loan guarantees		(39)
Net effect		(39)

In order to ensure fair presentation, contingent liabilities was restated due to the confirmation cancellation letter of a housing guarantee received from the bank. The cancellation of the housing loan guarantees decreased the contingent liability by R 39,000.00. Please refer to note 17.

	Note	2020/21 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.

29.3 Operating leases

	Note	Amount before error correction	Prior period error	Restated Amount
		2020/21	2020/21	2020/21
		R'000	R'000	R'000
Machinery and equipment	21.1	14,923	180	15,103
Net effect		14,923	180	15,103

Nature of prior period errors

	Note	2020/21 R'000
Erroneous classification of operating leases	21.1	180
Net effect		180

In order to ensure fair presentation, operating leases amounting to R 180,153.05 was restated as it was incorrectly classified as finance leases. Please refer to note 21.1.



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	Note	2020/21 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.

29.4 Finance leases

	Note	Amount before error correction	Prior period error	Restated Amount
		2020/21	2020/21	2020/21
		R'000	R'000	R'000
Machinery and equipment	21.2	5,283	(180)	5,103
Net effect		5,283	(180)	5,103

Nature of prior period errors

	Note	2020/21 R'000
Erroneous classification of operating leases	21.2	(180)
Net effect		(180)

In order to ensure fair presentation, finance leases amounting to R 180,153.05 was restated as it was incorrectly classified as finance leases. Please refer to note 21.2.

	Note	2020/21 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.

29.5 Accruals and Payables not recognised

	Note	Amount before error correction	Prior period error	Restated Amount
		2020/21	2020/21	2020/21
		R'000	R'000	R'000
Accruals	19	9,283	1,554	10,837
Net effect		9,283	1,554	10,837



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Nature of prior period errors

	Note	2020/21 R'000
Balance confirmed with departments omitted from accruals	19	1,554
Net effect		1,554

In order to ensure fair presentation, accruals and payables not recognised for the 2020/21 financial year was restated as the amount of R 1,553,916.92 was omitted from the accrual amount reported under policy and Governance. Please refer to note 19.

	Note	2020/21 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.

30. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

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

31. COVID-19 Response Expenditure

	Note Annexure 5	2021/22 R'000	2020/21 R'000
Goods and services		54	412
Expenditure for capital assets		-	265
Total		54	677



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ANNEXURE 1A

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	
	R'000	R'000	R'000	R'000	
South African Broadcasting Corporation	3	-	-	3	
TOTAL	3	-	-	3	

ANNEXURE 1B

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NAME OF HIGHER EDUCATION INSTITUTION	TRANSFER ALLOCATION				
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	
	R'000	R'000	R'000	R'000	
Premier's Bursary Trust Fund	15,698	-	-	15,698	
Mme Re Ka Thusa Trust Fund	7,721	-	-	7,721	
TOTAL	23,419	-	-	23,419	

ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	
	R'000	R'000	R'000	R'000	
Transfers					
Leave Payouts	483	-	-	483	
Pension Penalty	339	-	-	339	
Discretionary Fund	5,000	-	-	5,000	
Gifts and Donations	411	-	-	411	
Bursaries (Non-employees)	5,865	-	-	5,865	
TOTAL	12,098	-	-	12,098	



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	TRANSFER		2020/21
	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	%	R'000
	3	100%	2
	3	100%	2

	TRANSFER			2020/21
	Actual Transfer	Amount not transferred	% of Available funds Transferred	Final Appropriation
	R'000	R'000	%	R'000
	15,698	-	100%	3,275
	7,721	-	100%	7,614
	23,419	-	100%	10,889

	EXPENDITURE		2020/21
	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	%	R'000
	483	100%	1,167
	339	100%	-
	5,000	100%	2,444
	411	100%	400
	5,865	100%	2,368
	12,098	100%	6,379



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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)

Paid in cash
Gifs, donations and sponsorships made from the Discretionary Fund
Financial assistance

TOTAL

Made in kind

Gifts, donations and sponsorships made from the Discretionary Fund
Corporate Gifts
Social responsibility
Funeral assistance
Hospital hamper

TOTAL

SUB -TOTAL



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	2021/22	2020/21
	R'000	R'000
	1,828	636
	25	21
	1,853	657
	3,172	1,808
	67	38
	251	309
	84	75
	8	2
	3,582	2,232
	5,435	2,889



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ANNEXURE 2A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2022 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2021	Guarantees draw downs during the year	
		R'000	R'000	R'000	
	Housing	-	-	-	
	TOTAL	-	-	-	

In order to ensure fair presentation, contingent liabilities was restated due to the confirmation cancellation letter of a housing guarantee received from the bank. The cancellation of the housing loan guarantees decreased the contingent liability by R 39,000.00. Please refer to note 17.

ANNEXURE 2B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2022

Nature of Liability	Opening Balance	Liabilities incurred during the year	
	1 April 2021		
	R'000	R'000	
Claims against the department			
Damages	2,145	549	
Subtotal	2,145	549	
Other			
Transnet	34,140	-	
Subtotal	34,140	-	
TOTAL	36,285	549	



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	Guarantees repayments/ cancelled/ reduced during the year	Revaluation due to foreign currency movements	Closing balance 31 March 2022	Revaluations due to inflation rate movements	Accrued guaranteed interest for year ended 31 March 2022
	R'000	R'000	R'000	R'000	R'000
	-	-	-	-	-
	-	-	-	-	-

	Liabilities paid/ cancelled/reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance
			31 March 2022
	R'000	R'000	R'000
	(94)	-	2,450
	(94)	-	2,450
	-	-	34,140
	-	-	34,140
	(94)	-	36,590



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ANNEXURE 3
CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	
	R'000	R'000	R'000	R'000	
Department					
Agriculture	-	-	-	-	
CoGHSTA	-	-	-	-	
Economic Development	-	-	-	-	
Education	-	-	726	726	
Environment and Nature Conservation	-	-	11	-	
Health	-	-	3,643	1,678	
Roads and Public Works	-	-	627	616	
Social Development	-	-	-	-	
Sport, Arts and Culture	-	-	11	21	
Transport, Safety and Liaison	-	313	-	-	
Treasury	-	-	470	-	
SAPS	-	-	343	340	
National School of Government	-	-	20	20	
	-	313	5,851	3,401	
Other Government Entities					
EWSETA	-	-	1,875	1,875	
DNS Supplies and Logistics	-	-	9	9	
Mme Re Ka Thusa	-	48	-	-	
The Phone Book Company	-	-	110	110	
Exilite	-	-	3	-	
	-	48	1,997	1,994	
TOTAL	-	361	7,848	5,395	



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Total		Cash in transit at year end 2021/22	
31/03/2022	31/03/2021	Receipt date up to six (6) working days after year end	Amount
R'000	R'000		R'000
-	-		
-	-		
-	-		
726	726		
11	-		
3,643	1,678		
627	616		
-	-		
11	21		
-	313		
470	-		
343	340		
20	20		
5,851	3,714		
1,875	1,875		
9	9		
-	48		
110	110		
3	-		
1,997	2,042		
7,848	5,756		



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ANNEXURE 4

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		
	31/03/2022	31/03/2021	31/03/2022	31/03/2021	
	R'000	R'000	R'000	R'000	
DEPARTMENTS					
Current					
Health	-	1,044	-	-	
Legislature	-	230	-	-	
SAPS	15	-	-	-	
Subtotal	15	1,274	-	-	
Non-current					
Justice	-	-	420	420	
National School of Government	-	-	229	229	
NCFMTE	-	-	168	168	
Provincial Treasury	-	510	-	-	
Roads and Public Works	-	-	1	1	
Government Printing Works	-	-	8	8	
Health	1,044	-	-	-	
Subtotal	1,044	510	826	826	
TOTAL	1,059	1,784	826	826	

ANNEXURE 5



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TOTAL		Cash in transit at year end 2021/22 *	
	31/03/2022	31/03/2021	Payment date up to six (6) working days before year end
	R'000	R'000	Amount R'000
	-	1,044	
	-	230	
	15	-	
	15	1,274	
	420	420	
	229	229	
	168	168	
	-	510	
	1	1	
	8	8	
	1,044	-	
	1,870	1,336	
	1,885	2,610	



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COVID-19 RESPONSE EXPENDITURE

Per quarter and in total

Expenditure per economic classification	2021/22					2020/21
	Q1	Q2	Q3	Q4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services	7	33	6	8	54	412
Cons House Sup: Wash/Clean/Detergent	7	29	3	1	40	163
Cons Supp: Medical Supplies	-	2	3	7	12	71
Cons Hous Supp: Disp Paper/Plast	-	2	-	-	2	12
Cons Supp: Uni/Prot Clth& Clothes	-	-	-	-	-	76
O/P: Printing & Publication Serv	-	-	-	-	-	46
Com: Radio & TV Transmissions	-	-	-	-	-	44
Expenditure for capital assets						265
Audio Visual Equipment	-	-	-	-	-	217
Domestic Furniture	-	-	-	-	-	19
Comp Hard & System Desktop	-	-	-	-	-	29
TOTAL COVID-19 RESPONSE EXPENDITURE	7	33	6	8	54	677



OFFICE OF THE PREMIER

PR200/2022

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