



Economic Development & Tourism

Department:
Economic Development & Tourism
NORTHERN CAPE PROVINCE



ANNUAL REPORT

FOR THE YEAR ENDED
31 MARCH 2018

ANNUAL REPORT
For the year ended the 31 March 2018



**Mr MacCollen
Ntsikelelo Jack**
MEC for Finance, Economic
Development and Tourism



Mr K Packirisamy
Chief Financial Officer



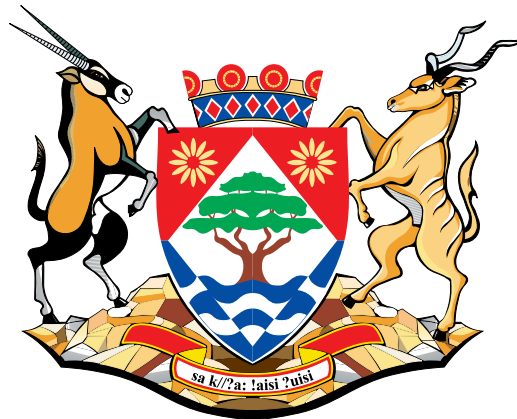
Mr GS Mabilo
Head of Department
Economic Development and
Tourism



Ms L Wyngaard
Executive Manager
Economic Technical Cluster
Secretariat



Adv. M. Phera
Chief Operations Officer



Mr D Christians
Executive Manager
Small Business Development



Mr D Martin
Executive Manager
Trade and Sector Development



Adv. Olivier
Executive Manager
Business Regulation and
Governance



Ms K Nkosi
Acting Executive Manager
Policy, Research and Innovation



Ms J Wilson
Executive Manager
Tourism

ANNUAL REPORT
For the year ended the 31 March 2018

TABLE OF CONTENTS

PART A: GENERAL INFORMATION	3
1.1 DEPARTMENT GENERAL INFORMATION	3
1.2 LIST OF ABBREVIATIONS/ ACRONYMS	4
1.3. FOREWORD BY THE MEC	6
1.4. REPORT OF THE ACCOUNTING OFFICER	8
1.5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT	19
1.6. STRATEGIC OVERVIEW	20
1.7 LEGISLATIVE MANDATE	21
1.8. ORGANISATIONAL STRUCTURE	25
1.9 ENTITIES REPORTING TO THE MEC	26
 PART B: PERFORMANCE INFORMATION	 28
2.1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES	29
2.2. OVERVIEW OF DEPARTMENTAL PERFORMANCE	29
2.3. STRATEGIC OUTCOME ORIENTED GOALS	55
2.4. PERFORMANCE INFORMATION BY PROGRAMME	65
2.5. TRANSFER PAYMENTS	100
2.6. CONDITIONAL GRANTS	107
2.7. DONOR FUNDS	109
2.8. CAPITAL INVESTMENTS	110
 PART C: GOVERNANCE	 111
3.1. INTRODUCTION	112
3.2. RISK MANAGEMENT	112
3.3. FRAUD AND CORRUPTION	112
3.4. MINIMISING CONFLICT OF INTEREST	113
3.5. CODE OF CONDUCT	113
3.6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES	113
3.7. PORTFOLIO COMMITTEES	113
3.8. SCOPA RESOLUTIONS	114
3.9. PRIOR MODIFICATIONS TO AUDIT REPORTS	114
3.10. INTERNAL CONTROL UNIT	115
3.11. INTERNAL AUDIT AND AUDIT COMMITTEES	115
3.12. AUDIT COMMITTEE REPORT	117
 PART D: HUMAN RESOURCE MANAGEMENT	 119
4.1. INTRODUCTION	120
4.2. HUMAN RESOURCE OVERSIGHT STATISTICS	121
 PART E: FINANCIAL INFORMATION	 145
5.1 REPORT OF THE AUDITOR GENERAL	150
5.2. ANNUAL FINANCIAL STATEMENTS	157

PART A: GENERAL INFORMATION

1.1 DEPARTMENT GENERAL INFORMATION

PHYSICAL ADDRESS:	MetLife Towers Corner of Stead and Knight Street
POSTAL ADDRESS:	Private Bag X6108 KIMBERLEY 8300
TELEPHONE NUMBER/S:	053 839 4000
FAX NUMBER:	053 831 3668
EMAIL ADDRESS:	tpalm@ncpg.gov.za
WEBSITE ADDRESS:	http://www.northern-cape.gov.za/dedat



ANNUAL REPORT
For the year ended the 31 March 2018

1.2 LIST OF ABBREVIATIONS/ ACRONYMS

ABBREVIATION	MEANING
AGSA	Auditor-General of South Africa
AO	Accounting Officer
BBBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
CAD	Computer Aided Design
CAM	Computer Aided Manufacturing
CFO	Chief Financial Officer
CSIR	Council for Scientific and Industrial Research
DEDaT	Department of Economic Development and Tourism
DGDS	District Growth and Development Strategy
DIRCO	The Department of International Relations and Cooperation
DSDf	District Spatial Development Framework
DTI	Department of Trade and Industry
EIA	Enterprise Information Architecture
EHW	Employee Health and Wellness.
ERP	Enterprise Resource Planning
ETAC	Economic Technical Advisory Committee
EXCO	Executive Committee
EPWP	Extended Public Works Programme
ESSA	Economic Society of South Africa
ETAC	Economic Technical Advisory Committee
EU	European Union
FABCOS	Foundation for African Business and Consumer Services
GDP-R	Gross Domestic Product per Region
HIPCC	High Impact Project Coordinating Committee
HOD	Head of Department
ICT	Information and Communication Technology
IDC	Industrial Development Cooperation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IEDS	Integrated Economic Development Services
IYM	In-Year Monitoring
JTG	John Taolo Gaetsewe
KIDJA	Kimberley International Diamond and Jewellery Academy
KM	Knowledge Management
KD & JC	Kimberley Diamond & Jewellery Centre
LED	Local Economic Development

ANNUAL REPORT
For the year ended the 31 March 2018

ABBREVIATION	MEANING
MEC	Member of Executive Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MIS	Management Information System
M & E	Monitoring and Evaluation
MQA	Mining Qualification Authority
NCYCC	Northern Cape Youth Chamber of Commerce
NDP	National Development Plan
NEF	National Empowerment Fund
PGDS	Provincial Growth and Development Strategy
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
RALED	Regional and Local Economic Development
REDS	Regional Economic Development Services
REIPPP	Renewable Energy Independent Power Producer Procurement
R&D	Research & Development
SCM	Supply Chain Management
RWOPS	Remuneration for Work Outside the Public Service
SADPMR	South African Diamond and Precious Metals Regulator
SAT	South African Tourism
SDIP	Service Delivery Improvement Plan
SEDA	Small Enterprise Development Agency
SHERQ	Safety, Health, Environment, Risk and Quality
SIPP	Swiss Import Promotion Programme
SITA	State Information Technology Agency
SIP	Strategic Integrated Project
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
SPLUMA	The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA).
TSA	Tourism Satellite Account
TVET	Northern Cape Technical Vocational Education and Training
TWIB	Technology for Women in Business
UNWTO	United Nations World Tourism Organisation
VFR	Visiting Friends and Relatives
W&RSETA	Wholesale and Retail Sector Education and Training Authority
WEMI	Women Empowerment Movement International
WILAT	Women in Logistics and Transport

ANNUAL REPORT For the year ended the 31 March 2018

1.3 FOREWORD BY THE MEC



I am tabling the Department of Economic Development and Tourism's Annual Report during a period when the world economy is on a recovering course and anticipated to improve over the forecast period.

Over the course of 2017 national economic performance improved starting with a 2.5% growth in GDP in the second quarter of 2017, leading to annual economic growth of 1.3% in 2017, an improvement from the 0.6% growth realised in 2016. The growth improvement in 2017 was the result of a stronger performance by the primary sector in 2017.

The agricultural sector benefited from better rainfall, with the mining sector benefitting from a rebound in commodity prices. According to the National Treasury (Budget Review (NT), 2018) the economic outlook for the short to medium term has improved. There is a renewed sense of optimism in the country and that has provided a much-needed boost to confidence and investment. Government has expressed a new resolve to strengthen policy coordination.

It is not a secret that the sudden recovery is influenced by the new era we find ourselves in, the New Dawn. The New Dawn, which captures the Thuma Mina/Send Me agenda, is an inspiring phenomenon which will see South Africa moving forward. It is inspiring in a sense that it gives South Africans hope as the country emerges from the rot and corruption that had come to characterise our beautiful nation.

It should be noted that the recent provincial economic growth has been gliding, with a growth rate of 0.3% registered in 2016. This is below growth of 0.8% in 2015 which is not keeping up with provincial population growth. The poor growth in 2016 was against a backdrop of 0.6% national growth achieved and 1.4% in Sub-Saharan Africa. Emerging market and developing economies grew 4.1% in that year and global output by 3.1% overall.

StatsSA has recently noted that the official unemployment rate declined in seven of the nine provinces. The largest decline in the unemployment rate was recorded in Northern Cape, down by 2.8%. At the end of the last quarter of 2017, the Northern Cape unemployment rate stood at 27.1%. Over 14,000 jobs were created in the fourth quarter of 2017, mainly in agriculture and construction.

The department will continuously strive to create an enabling environment for social and economic transformation through inclusive growth and job creation despite the current economic climate and related challenges.

A survey done on the Richtersveld, Namaqua Coastal and Kalahari Red Dune routes revealed the creation of new jobs since 2013 which includes more than 60 new jobs for the youth. A member of the Khomani San community in Mier travelled to Switzerland to participate in the Swiss Import Promotion Programme (SIPP)

Ten route representatives attended the Indaba 2017 international tourism expo in Durban while support was rendered to the Richtersveld Wildrun, Williston Winter Festival, Namaqua Trail Run and the Naba! Food and Wine Festival.

In 2017 the department hosted two successful summits, namely, Mining (in John Taolo Gaetsewe District) and the Oceans Economy Investment Conference on Small Harbours and State-owned Coastal Property Development (in Port Nolloth). Both summits provided a platform for SMMEs and Co-operatives to discuss key challenges, opportunities and repositioning of procurement in the private, parastatals and public institutions, as a tool for radical economic transformation in the province.

ANNUAL REPORT
For the year ended the 31 March 2018

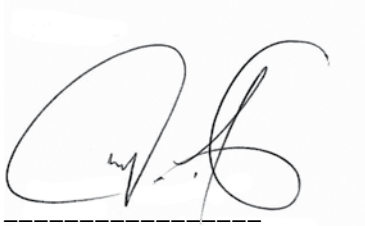
To achieve our ambitions for radical economic transformation, that is inclusive, we have to work together to build an economy in which business can grow and prosper and in which community organisations have a place alongside government in delivering public services.

All officials in DEDaT will put their hands on the deck in order to achieve tremendous results on:

- Small business development
- Trade and sector development
- Business regulation and governance
- Research and innovation and
- Tourism

The Annual Report 2017/18 demonstrates the Department's commitment to address the triple challenges of poverty, inequality and unemployment.

I hereby table the annual report for the year ended 31 March 2018.



Mr. MacCollen Ntsikelelo Jack

MEC for Finance, Economic Development and Tourism

31 May 2018



ANNUAL REPORT For the year ended the 31 March 2018

1.4. REPORT OF THE ACCOUNTING OFFICER

1.4.1. Overview of the operations of the department



President Ramaphosa made it clear in his State of the Nation Address (SONA) reply that "...we have a plan and that is the National Development Plan. That is our plan".

South Africa's National Development Plan, launched in 2012, is a detailed blueprint for how the country can eliminate poverty and reduce inequality by the year 2030. It is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities, and enhance the capability of the state and leaders working together to solve complex problems.

The plan envisions "a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education and hard work."

It requires that "South Africa creates the framework for implementing the transition to an environmentally sustainable, low-carbon economy as a core element of its strategy for sustainable development as proposed in the plan as a whole". It is worth noting that the Northern Cape Province is at the forefront of this shift towards environmental sustainability, it is host to the majority of renewable energy initiatives in terms of the REIPPP.

In the shadow of the announcement of a technical recession, exacerbated by a downgrade by three ratings agencies, the Department of Economic Development and Tourism set about the pursuit of the developmental objectives for the Province for 2017/2018, conscious of the historical significance that we were celebrating 23 years of democracy, Oliver Reginald Tambo's Centenary and 40 years of the passing of that luminary of the Black Consciousness Movement, Steve Biko.

The Department achieved 89% (194/217) of the targets for the financial year under review. Thirteen targets were overachieved on.

In terms of the strategic intent to "**accelerate growth and transformation of the economy to create decent work and sustainable livelihoods**", the emphasis was placed on the development of new and existing SMMEs and Cooperatives within the IPAP sectors. This included the expanding of the departmental footprint in the Province with the promotion of the Unstructured Supplementary Data Services (USSD) model. In addition to this, the Department expanded the Enterprise Cadet Programme. In partnership with SEDA, 11 graduates were trained to be placed in municipalities to render enterprise onsite support to the entrepreneurs.

The Department also pursued the development of traders in the informal sector. In partnership with SEDA, a training product offer to inform the informal sector on support measures and the process recommended towards formalization. In partnership with Sol Plaatje Municipality and SEDA, we offered training and onsite support to 21 informal traders in Ritchie.

A key priority to realize local economic development is to have a maximum of this procurement localized by procuring from Northern Cape based SMMEs. Thirty enterprises were linked to possible public procurement opportunities. In addition, 40 sewing cooperatives were introduced to the SASSA School Uniform project.

Renewable energy, mining and agriculture were identified for support to enable new and existing SMMEs. The Department therefore embarked on establishing the three incubators in the said sectors to house SMMEs. Three business plans were completed.

ANNUAL REPORT For the year ended the 31 March 2018

In his tabling of the Budget Vote 6 on 27 June 2017, the MEC for Finance, Economic Development and Tourism, the honourable MacCollen Ntsikelelo Jack, indicated that the Economic Growth and Development Fund (EGDF) would “be used as a catalyst to accelerate and support our efforts in the development and revival of the Township Economy.”

The process to obtain enterprises to be funded through EGDF started in September 2017 and was concluded in March 2018. A total of 440 applications were received and 100 enterprises received funding with the designated groups of women, youth and disabled represented at 32%, 26% and 2% respectively. The regional spread of those funded is Frances Baard – 53; Z F Mcgawu – 9; John Taolo Gaetsewe – 19; Namakwa – 10 and Pixley Ka Seme – 9. It is envisaged that this will lead to the creation of 521 jobs.

The Department is mandated to provide strategic economic development support to municipalities via Local Economic Development (LED) planning, forums, projects and EPWP project support, as per the Division of Revenue Act (DORA) allocation received by the Department.

The catalyst projects that received assistance include Kimberley Engineering Works (KEW), Beefmaster and the proposal for a technology station in Kimberley, all in the Frances Baard District. The projects assisted in Pixley Ka Seme include a One Stop Enterprise Support Centre, a Wool Processing initiative and a proposal to establish a service centre for the proposed fracking in Victoria-West (in the Karoo) and the establishment of the IPP Forum. In John Taolo Gaetsewe a proposal was developed for the manufacturing of protective gear with a particular focus on the mining and construction sector.

Regional economic development also focused on providing assistance to municipalities to improve their LED planning, implementation and stakeholder coordination. The Department thus developed a process plan, municipal LED status evaluation tool and support material to facilitate the improvement of LED planning in every municipality. All 31 municipalities were reviewed and the eight worst performing municipalities, in terms of LED, were identified for support. Three municipalities were assisted with LED strategies and five with LED/IDP components.

We managed the creation of 422 EPWP work opportunities (WO). The EPWP projects were implemented in the Sol Plaatje Tourism Precinct in Kimberley; Frances Baard District Municipality, Karoo Hoogland Clearing of Invasive Plant Species in Williston; Petrusville Waste Water Treatment Plant in Petrusville; Ganspan Waterfowl Reserve in Jan Kempdorp; and the N18 Tourism Route cleaning in Warrenton.

In the 2017/18 financial year the focus remained on economic inclusion by providing support to HDI groups to enable them to participate more effectively in the mainstream economy. Four opportunities for the targeted groups were identified: non-core mining; the services sectors; renewable energy; and agro-processing sectors. In addition 30 women participated in a training intervention conducted by the United Nations Entity for Gender Equality and the Empowerment of Women.

In order to stimulate economic growth through industry development and trade investment promotion, the Department exposed 40 Northern Cape companies to export markets through participation at exhibitions both national and international.

These included:

- The Good Food and Wine Show in Cape Town and Johannesburg
- the Mineral and Gem Fair in Chenzhou, Hunan Province China;
- the China International Fair for Trade & Investment (CIFIT) in Xiamen (China),
- the Khai Ma Cultural Festival, which attracted potential buyers from Namibia and Botswana;
- the Small Harbours Investors Conference in Port Nolloth which attracted investors from all over the country and China;
- the China - Africa Fair in Hunan Province (China) and
- the Chicago Toy & Game Week in the United States.

ANNUAL REPORT

For the year ended the 31 March 2018

Twelve SMMEs were trained on how to expand their businesses into international markets, understand export terminology, the international training environment as well as to understand the fundamentals of foreign market research and the concept of cultural barriers. The Department supported provincial mega-projects such as the Upington SEZ, Boegoebaai Deep Port Harbour and the De Aar Logistics hub through marketing of the projects during outward visits to Brazil, China and the UAE.

The Department has continued to develop the industrial clusters. As a result the Clothing Cluster grew by one additional firm and increased productive capacity of individual member firms, while the Metals Cluster grew by two additional firms. Five jobs were created in the Clothing Cluster as a result.

A total of 23 local SMMEs in the Northern Cape were linked to procurement opportunities through the Provincial Mining Portal during this financial year. An additional 434 local SMMEs were loaded onto the portal which allows them access to prospective procurement opportunities.

The Department also hosted the Provincial Mining Indaba in November 2017 to create the platform for an integrated effort by sector stakeholders to endeavour to maximise the economic benefits of communities in the Province.

In an effort to strategically position the Province to take advantage of the value chain associated with precious and semi-precious stones 80 learners received training KIDJA. These learners received training in the various focus areas including diamond cutting and polishing as well as the Gemmological Institution of America (GIA) polished evaluation courses.

Twenty-one SMMEs were incubated at the Kimberley Diamond and Jewellery Incubator (KDJI). These incubates received training in both technical (jewellery making) and business management skills. Through the support services of the Incubator, 14 permanent jobs and 1 temporary job was created.

In response to the mandate to provide “a fair regulated trade environment and good governance” the Department performed an oversight function over the Gambling Board and the Liquor Board. The rationalisation of these two entities is still being pursued subject to legislative review and subsequent amendments.

The Consumer Protection Authority received 418 complaints with 413 cases successfully resolved. Thirty-one unresolved cases were referred to court for adjudication and 29 were successfully adjudicated. Consumer awareness and education programmes were conducted in all districts and 8323 people attended.

In response to the need to provide for “sustainable economic development”, the Department conducted Economic policy symposiums in all five districts. They were attended by District and Local Municipalities, Labour, NGO's, SMMEs and media and government officials. The objectives of the Symposiums were to unpack socio-economic challenges faced by the districts and Economic Development opportunities that exist within the districts; identify constraints hindering economic development and the strategic interventions needed to radically transform socio-economic landscape of each of the Districts. At the same time these symposia served as a platform to identify investment opportunities that exist within the district and gathering of inputs towards the implementation of the Nine Point Plan.

In order to diversify the economy, the development of e-Skills for the Knowledge Economy and 4th Industrial Revolution are vital. The network of partnerships between Geekulcha, Sol Plaatje University (SPU), Geekulcha Student Society, SITA, Engineers Without Borders, IT Security Web, the CSIR, the National e-Skills Initiative, Diamond Vision Creative Hub, mLab Southern Africa, amongst others, saw ICT training events being hosted at a number of venues. This includes the SMME Village in Galeshewe, Sol Plaatje University, Moremogolo TVET as well as in De Aar, Mier and Schmidtsdrift.

ANNUAL REPORT For the year ended the 31 March 2018

In support of the “SA Connect” the Department has also initiated a WiFi New Venture Creations (NVC) learnership with the Northern Cape Urban Technical Vocational Education Training (TVET) College, through MICT SETA. A successful WiFi Proof of Concept with FibreCo (Pty) Ltd. has brought broadband connectivity to the SMME Village in Galeshewe, at the KIDJA campus and very importantly, the Frances Baard Tourism Flagship Centre.

The Square Kilometre Array (SKA) has seen the deployment of the 64 dish MeerKAT Array and was recently presented with a Special Platinum Award at the 2017 Logistics Achiever Awards. The surrounding communities of Kareeberg, Karoohoogland and Hantam have benefited from this project, with more than 48% of the total project cost being spent locally.

Statistics South Africa indicates that the tourism sector directly contributed 2.9% to South African gross domestic product (GDP) in 2016, according to the latest release of Stats SA’s annual Tourism Satellite Account for South Africa report. This makes the tourism sector a larger contributor than agriculture, but smaller than other industries such as construction and mining. In the Province it is a key driver for provincial economic development. This is why the Department continues to respond to the strategic imperative of creating an environment that fosters the “Sustainable impact of tourism on the economy of the Northern Cape.”

In line with the objectives of Operation Phakisa, a report detailing the achievements in the implementation of the provincial Coastal and Marine Tourism Strategy was completed. In an effort to coordinate the various tourism stakeholder activities in the province, three provincial tourism forums were held. More than 100 young people were enlisted and graduated in the Youth Hospitality Programme, thus providing young people with temporary employment and upskilling them to be able to join the job market.

Event-organiser training was held to capacitate event organisers in the province. A Tourism Policy Makers workshop was conducted in Upington to capacitate councillors in tourism policy development and implementation

In addition five tourism awareness initiatives were conducted in five regions of the Province. Over 30 Tourism Grade 11 learners and 15 Tourism teachers were exposed to the opportunities presented by the National Tourism Careers Expo which was held in Bloemfontein.

The Department also supported 83 tourism entrepreneurs through a tourism business skills development programme launched in the Frances Baard, Z.F. Mgcawu, Pixley ka Seme and Namakwa districts. Of these entrepreneurs, 26 were youth tourism entrepreneurs. Entrepreneurs were also trained to interpret the Hospitality Industries Act and how to register on the Central Supplier Database (CSD). Twelve entrepreneurs, six of them youth, were awarded financial support to improve their product quality and competitiveness in the market.

One of our supported youth clients, Mpho Cornelius, owner of Workshop ko Kasi in Kuruman, scooped a coveted national Lilizela Award for “Best Township Tourism Experience”.

Twenty-five tourism experiences were supported. This included work done to rejuvenate the Galeshewe Activity Route, the completion of the commercial feasibility study for the planned SKA Carnarvon Exploratorium and developing three walking trails on the Karoo Highlands Route and 22 events also received financial support.

Two visitor information offices have been established at Nakop and Vioolsdrif border posts. The development of a new visitor information office in Loxton in partnership with the Ubuntu Trust has also commenced while we worked with South African National Parks to improve infrastructure in the arid parks of the Northern Cape and add more value to tourism experiences in some of the communities bordering the parks.

In his maiden State of the Nation Address (SONA), Honourable President Ramaphosa emphasised that we have been given the responsibility to build a new nation, to confront the injustices of the past and the inequalities of the present. The Department of Economic Development remains committed to these developmental imperatives and continues with these tasks in order to address poverty, inequality and unemployment.

ANNUAL REPORT
For the year ended the 31 March 2018

1.4.2. Overview of the financial results of the Department

1.4.2.1. Departmental receipts

Departmental receipts	2017/2018			2016/2017		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax Receipts	31 000	29 294	1 706	29 218	28 848	370
Casino taxes	25 036	22 672	2 363	23 597	22 610	987
Horse racing taxes	1 637	2 753	(1 116)	1 543	2 477	(934)
Liquor licences	4 327	3 869	458	4 078	3 761	317
Motor vehicle licences	-	-	-	-	-	-
Sale of goods and services other than capital assets	81	89	(8)	50	86	(36)
Transfers received	-	250	(250)	-	-	-
Fines, penalties and forfeits	136	131	5	128	122	6
Interest, dividends and rent on land	-	-	-	-	-	-
Sale of capital assets	-	-	-	26	0	26
Financial transactions in assets and liabilities	37	1 303	(1 266)	35	25	10
Total	31 254	31 069	187	29 457	29 081	376

1.4.2.2 Programme Expenditure

Programme Name	2017/2018			2016/2017		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	60 103	58 191	1 912	62 530	53 688	8 842
Integrated Economic Development Services	85 658	74 953	10 705	86 527	86 527	-
Trade and Sector Development	44 999	43 104	1 895	32 991	32 991	-
Business Regulation and Governance	38 586	38 177	409	34 246	34 246	-
Economic Planning	20 392	20 174	218	19 005	18 217	788
Tourism	53 353	50 340	3 013	49 058	46 798	2 260
Total	303 091	284 939	18 152	284 357	272 467	11 890

ANNUAL REPORT For the year ended the 31 March 2018

The Department's expenditure for the year under review amounted to R284 939 000 (R272 467 000 in 2016/17) which is 94.0% (95.8% in 2016/17) of the allocated budget of R303 091 000 (R284 357 000 in 2016/17). In the 2017/18 financial year the Department underspent by R18 152 000 (R11 890 000 in 2016/17).

However the Department did request a roll-over of R5 073 000 and if the roll-over is deducted from the underspending the real underspending of the Department amounts to R13 079 000 or 4.32% of the allocated budget. The underspending on Goods and Services was realised due to the main event of Kimberley Diamond Cup which did not take place in the 2017/18 financial year. The other events Skateboard for Hope took place. Furthermore, the underspending on Compensation of Employees of R5 144 000 is realised due to delay in the filling of vacant funded posts due to the current moratorium which is in place in the Northern Cape Province.

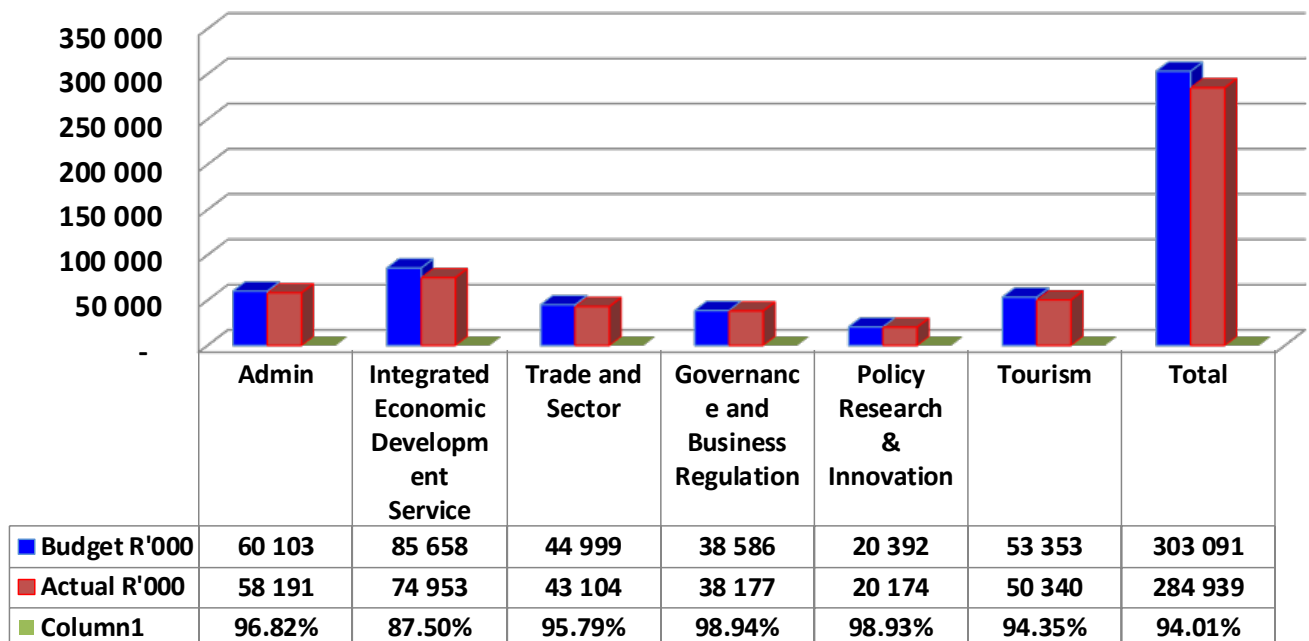
The financial year 2017/18 under spending as per economic classification are:

- Compensation of employees was R5 131 000 (Rnil in 2016/17);
- Goods and Services was R6 670 000 (R11 890 000 in 2016/17).
- No roll-over request was registered for Goods and Services for the 2017/18 financial year.
- A roll-over request was registered for R1 422 000 in the 2016/17 financial year.
- Transfers and Subsidies was R6 351 000 (Rnil in 2016/17).
- A roll-over request was registered for R5 073 000.
- In Payments for Capital Assets no under spending was realized for the 2017/18 financial year as in the previous year.

The graphs below illustrate the expenditure patterns for the financial year under review as compared with the budget allocations. Graph 1 illustrates the budget versus the expenditure per programme whereas in Graph 2 indicate the budget versus expenditure per economic classification for the financial year under review.

GRAPH 1: Budget versus Expenditure per Programme for 2017/2018

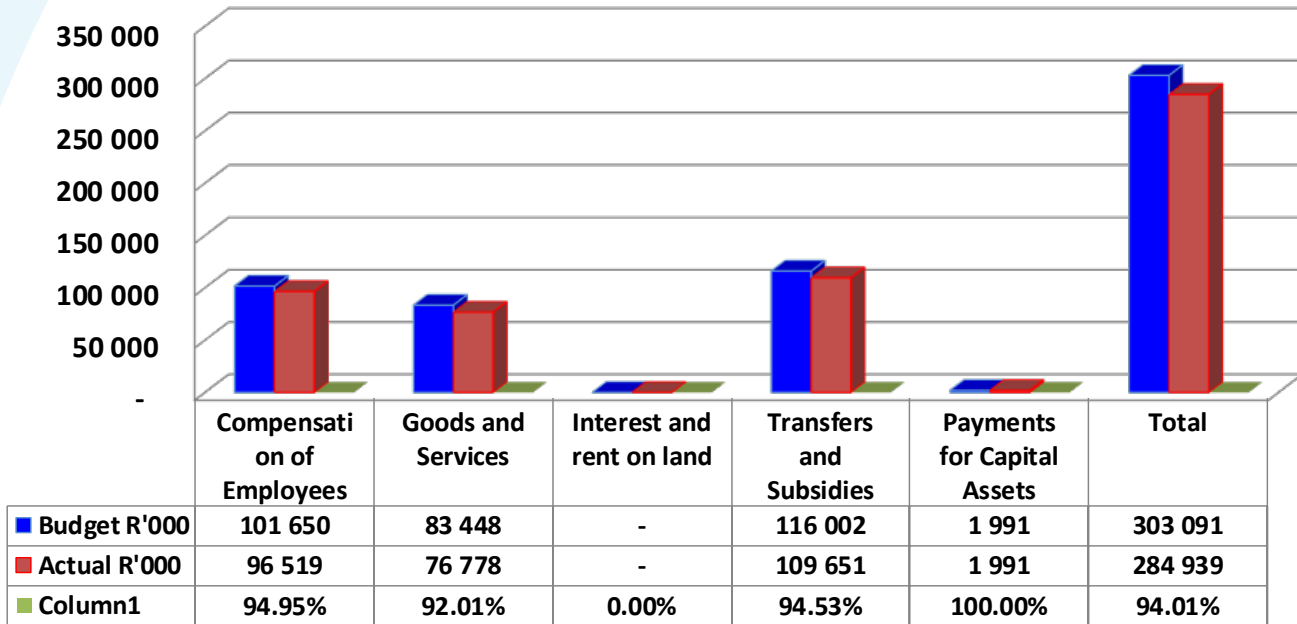
Budget vs Expenditure per Programme



ANNUAL REPORT
For the year ended the 31 March 2018

GRAPH 2: Budget versus Expenditure per Economic Classification for 2017/2018

Budget vs Expenditure per Economic Classification



1.4.2.3. Virements/roll overs

Virements

After the Adjusted Appropriation Act of the 2017/18 financial year, the following virement on savings, according to section 43 of the Public Finance Management Act, Act No.1 of 1999 (PFMA), have been implemented by the department.

Per Programme:

FROM	TO	Amount R'000
Administration	Integrated Economic Development Services	907
Integrated Economic Development Services	Administration	53
Integrated Economic Development Services	Trade and Sector Development	530
Trade and Sector Development	Administration	99
Economic Planning	Administration	1
Economic Planning	Integrated Economic Development Services	684
Economic Planning	Business Regulation and Governance	232
Tourism	Administration	112
Tourism	Integrated Economic Development Services	885

For more information, please refer to the Appropriation Statement in the Annual Financial Statements.

ANNUAL REPORT
For the year ended the 31 March 2018

Per Economic Classification:

FROM	TO	Amount R'000
Goods and Services	Goods and Services	3 196
Machinery & Equipment	Machinery & Equipment	306

For more information, please refer to the Appropriation Statement in the Annual Financial Statements.

Roll-Overs

The table below indicates the unspent funds and roll-overs:

After completion of the 2017/18 financial year, the Department realized an under spending on their expenses and requested a roll-over of funds; in terms of section 6.4 of the Treasury Regulations which has been submitted to the Provincial Treasury by 30 April 2018.

The submission for roll-over submitted to Provincial Treasury for the Department of Economic Development and Tourism was R5 073 000 and was made up as follows:

Programme	Saving Funds R'000	Roll-over requested R'000	Funds not rolled-over R'000
Administration	1 912	-	1 912
Integrated Economic Development Services	10 705	2 073	8 632
Trade and Sector Development	1 895	1 200	695
Business Regulation and Governance	409	-	409
Economic Planning	218	-	218
Tourism	3 013	1 800	1 213
Total	18 152	5 073	13 079



ANNUAL REPORT

For the year ended the 31 March 2018

1.4.3. Future plans of the Department

FUTURE PLANS OF THE DEPARTMENT 2018/2019

The Department will intensively render support for the development of enterprises, develop local economies and the empowerment of historically disadvantaged individuals. It will continue to offer non-financial support ranging from business planning, marketing, the exploration of new markets, and access to funding, finance and incentives, information and capacity building. This support will be rendered to green- and brownfield enterprises and entrepreneurs to ensure they increase their sales, markets and turnover and that address the alarming unemployment figure in the province.

The collaboration with the Department of Transport and relevant SETA on the youth drivers licence initiative has been established. It will commence as one of the initiatives planned for the Norvalspont youth in the 2018/2019 financial year.

In terms of the development of secondary towns and cities, with pilot projects in Colesberg and Postmasburg, the Department will support the extensive research on the impact of mining on Tsantsabane and in Umsombomvu. The EGDF will be used to develop SMMEs and Co-operatives across the province with the aim of stimulating the development of manufacturing in all districts.

In the 2018/19 financial year, 80 enterprises will be assisted while 20 will be referred funding to relevant institutions. Another four initiatives will be created to enable enterprises to access procurement opportunities. In order to curb the continuous high unemployment rate, especially amongst the youth the department plans to create 300 EPWP work opportunities. Ten target group skills training and six empowerment of designated groups interventions will also be implemented. As a way of ensuring that local businesses benefit from government procurement Provincial Localization and the BBBEE Strategies will be developed.

The Department will endeavour to stimulate the economic growth through the development of key sectors, the facilitation of trade and attraction of local, national and international investment. In collaboration with NCEDA, we will together market and promote the province as a competitive trade and investment destination by marketing investment projects for domestic and foreign direct investment, increase the volume of trade between the NC and targeted export markets such as BRICS as well as offer investment and trade promotion services to investors and exporters.

The province has also established partnership with Coega to assist the province in the establishment of the Upington SEZ.

The establishment of key industrial clusters has been identified in the provincial manufacturing strategy. The implementation process for both metal, industrial and clothing clusters will continue in 2018/19 as well as the implementation of the Agro-processing Cluster. Coupled to this will be a skills development drive on technical engineering and artisan courses that are relevant to the Metals Industrial Cluster. Marketing of these clusters will also be the focus for attraction of investors and participating firms.

The Department, in collaboration with the dti, will roll-out Export Development Awareness workshops in all districts to prepare SMMEs for the successful expansion of their businesses into international markets. In addition the Department will continue to follow up on all agreements signed between the Province and Foreign Governments, i.e. the Friendly Cooperation Agreement with Hunan Province in China and the Kharas Region in Namibia, to attract investment, promote trade and grow the economy to create the much needed jobs in the province. The Department is organising an outward mission to Brazil in the first quarter of 2018/19 with the specific focus of meeting with potential investors to present our high impact projects which include the Upington Special Economic Zone (SEZ), Boegoebaai Port Development and the Production of solar panels.

In terms of the oversight function over the entities, the intention is to rationalize the Gambling and Liquor Boards to form one public entity under the auspices of DEDaT.

ANNUAL REPORT
For the year ended the 31 March 2018

The Consumer Protection Authority will conduct education and awareness programmes and compliance inspections throughout the province, as well as educate learners in grades 11 and 12 with regards to the Consumer Law in terms of the new syllabus. The Department also plans to focus on unresolved matters in the Consumer Court which could not be solved through mediation.

The Department will host an Economic Colloquium which will serve as the pre-cursor to the investment conference. The aim is for academics, government institutions and potential investors to deliberate and come with conclusive actions on how to stimulate the economic growth and foster investments in the province.

The Department will continue to prioritise SKA through linking local SMMEs with procurement opportunities. In addition e-skills development initiatives and digital Infrastructure initiatives will be implemented.

As a province we note that the state of tourism infrastructure in the Northern Cape is a blockage to employment creation and the growth and development of the provincial tourism industry. The department will provide financial support to small tourism enterprises with a special focus on the youth and will also conduct workshops to improve the tourism business skills of entrepreneurs.

To enhance the quality of the tourism experiences offered to the market, the Department has prioritised three areas to utilise as a catalyst for accelerated development for the next three years. These are Mier in Z.F. Mgcawu district in response to being awarded one of South Africa's newest World Heritage Sites status. In addition, the plan is to develop Hakskeen Pan as an open-air mega event venue. Lastly, star-gazing has become a big tourism attraction and we will place particular focus on Carnarvon in response to the establishment of the SKA Carnarvon Exploratorium, we will also prioritise coastal destinations in terms of Project Phakisa. The Department plans to increase tourist visitor numbers by 3% in the 2018/19 financial year.

1.4.4. Public Private Partnerships

The Department does not have any public-private partnerships registered for the period ended 31 March 2018.

1.4.5. Discontinued activities / activities to be discontinued

No activities in the Department have been discontinued or are to be discontinued.

1.4.6. Supply chain management

There were no unsolicited bid proposals concluded for the year under review.

1.4.7. Gifts and Donations received in kind from non-related parties

The department received donations in kind from the United Manganese of Kalahari mines towards the mining indaba that was held during the 2017/18 financial year.

1.4.8. Exemptions and deviations received from the National Treasury

None

ANNUAL REPORT
For the year ended the 31 March 2018

1.4.9. Events after the reporting date

None

1.4.10. Other

Mr D Babuseng was appointed as the Acting Accounting Officer (Head of Department) for the Department of Economic Development and Tourism for the period 01 March - 30 September 2017.

Mr G. S. Mabilo was appointed as the Acting Accounting Officer (Head of Department) for the Department of Economic Development and Tourism for the periods:

- 1st October 2017 - 30 March 2018, and
- 1st April 2018 - 30 June 2018.

Acknowledgement/s or Appreciation

The Department wishes to express sincere gratitude to:

- The Bloodhound UK team for partnering the Northern Cape Provincial Government on the Bloodhound Supersonic Car World Land Speed Record Project.
- The Hunan Province in China.
- Alexkor Mining for their contribution towards the Mining Indaba held in Kuruman.
- United Manganese of Kalahari Mines for partnering with the department in hosting the Mining Indaba Gala dinner held at Kuruman.

Finally, a special vote of thanks is expressed to the personnel of the Department of Economic Development and Tourism, as well as their families, for the support and commitment to ensure the delivery of the Department's mandate.



G. S. Mabilo

Acting Accounting Officer

Department of Economic Development and Tourism

Date: 31 May 2018



ANNUAL REPORT
For the year ended the 31 March 2018

1.5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

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

- All information and amounts disclosed throughout the Annual Report are consistent.
- The annual report is complete, accurate and is free from any omissions.
- The annual report has been prepared in accordance with the guidelines on the Annual Report as issued by National Treasury.
- The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.
- The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.
- The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department of Economic Development and Tourism for the financial year ended 31 March 2018.

Yours faithfully



Mr G. S. Mabilo

Acting Accounting Officer

Department of Economic Development and Tourism

Date: 31 May 2018



ANNUAL REPORT
For the year ended the 31 March 2018

1.6 STRATEGIC OVERVIEW

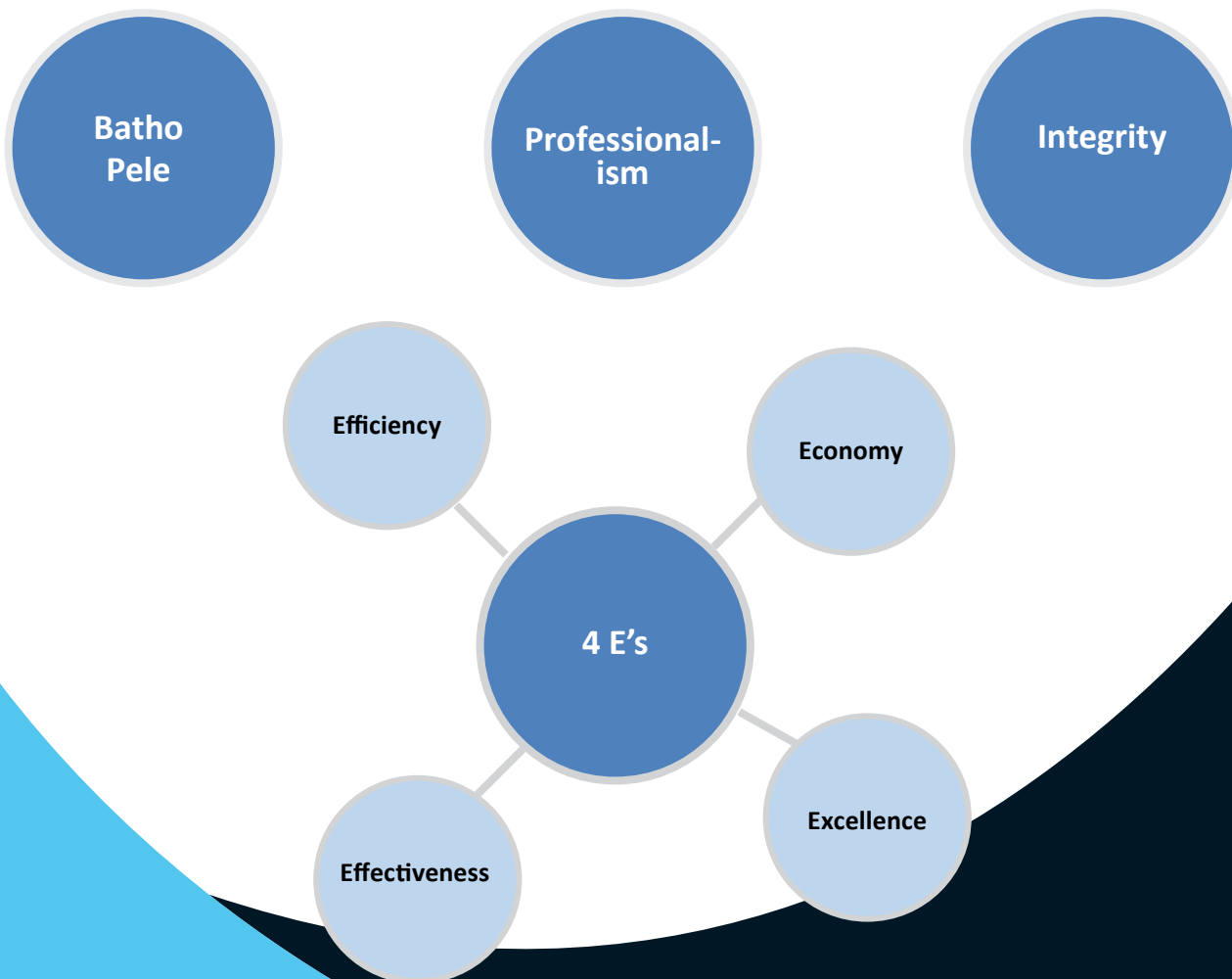
VISION

A radically transformed economy in the Northern Cape.

MISSION STATEMENT

Accelerating the economic growth and development of the Northern Cape Province through diversification, empowerment, employment, business creation and sustainable development.

VALUES AND PRINCIPLES



ANNUAL REPORT

For the year ended the 31 March 2018

1.7 LEGISLATIVE MANDATE

1.7.1 Direct Mandates

Constitutional mandates

The broad mandate of the Department is derived from the Constitution of the RSA, 1996, which regulates government's duties and responsibilities to the citizens, in particular the promotion of socio-economic rights.

Specific reference needs to be made to Provisions in the Bill of Rights (chapter 2) relating to equality (section 9); human dignity (section 10); freedom of trade, occupation and profession (section 22); and chapter 3 of the Constitution dealing with intergovernmental relations that inform the Department's work.

Legislative mandates

The following directive commands the mandate of the Department;

National legislation (bills, acts, regulations, charters), of which the following are the most important:

- Constitution of RSA, 1996;
- Public Service Act (PSA) and Public Service Regulations (PSR), as amended;
- Public Finance Management Act (PFMA) and Treasury Regulations (TR), as amended; and the
- Division of Revenue Act (DoRA).

Relevant line function legislation and regulations includes the following (National and Provincial, e.g. legislation pertaining to small businesses, companies, competition, gambling, liquor, consumer protection, local government, inter-governmental relations, development and planning, other standards and procedures, information, security, human resource management and development, labour, etc., including court decisions).

There were no changes to the Legislative Mandates that govern the functions of the department.

1.7.2 Indirect Mandates

National and Provincial Government policies

These include White papers, Green papers, Frameworks, Guidelines, Manuals, Strategies and Plans, for example: the National Government Programme of Action, the People's Contract, White Paper of Transformation in the Public Service, State of Nation Address by the President, State of the Province Address by the Premier, National and Provincial Budget speeches, Cabinet resolutions, management decisions endorsed by the Executing Authority, the Northern Cape Innovation Fund Policy, Departmental policies on security, information management, HIV and AIDS etc.

Economic Policy Mandates

a) National Development Plan

The National Development Plan is the long-term socio-economic development plan for the country. The plan has a target of increasing employment by 11 million by 2030. In addition to the employment creation, the plan sets out mechanisms by which to improve the living conditions of citizens as measures by the 14 outcome areas that the government will focus on.

This is proposed to be achieved by:

- Realising an environment for sustainable employment and inclusive economic growth,
- Promoting employment in labour-absorbing industries,

ANNUAL REPORT For the year ended the 31 March 2018

- Raising exports and competitiveness,
- Strengthening government's capacity to give leadership to economic development, and
- Mobilising all sectors of society around a national vision.

The Department of Economic Development and Tourism is directly responsible for Chapter 3 (Outcome 4 in the Outcomes Based Approach) of the NDP which focusses on the following amongst others:

- Creating an environment for sustainable employment and economic growth
- Strengthening the capacity of government to implement its economic policies
- Promoting employment in labour absorbing industries
- Promoting exports and competitiveness
- Diversifying the economy etc.

b) Industrial Policy Action Plan

The Industrial Policy Action Plan (IPAP) is aimed at growing the economy and creating about 129 000 jobs in order to reduce unemployment. The aim is to achieve this by preventing industrial decline and supporting the growth and diversification of South Africa's manufacturing sector. IPAP is aligned to the National Development Plan (NDP) and also located within the New Growth Path (NGP) framework. The plan is reviewed annually to measure progress on implementation and revise targets.

The Northern Cape supports the implementation of IPAP through the Provincial Manufacturing Strategy and its implementation plan. As a Province with mineral wealth there is big opportunity of mineral beneficiation which is one of the pillars of IPAP.

c) New Growth Path

The New Growth Path (NGP) provides bold, imaginative and effective strategies to create the millions of jobs South Africa needs. The aim is to create five million new jobs by 2020 so that unemployment can decrease by 15 percent. To realise this target, the focus was set to be on areas that have the potential for creating employment on a large scale (what is called "jobs drivers") and securing strong and sustainable growth in the next decade.

According to the Provincial Growth and Development Strategy (PGDS) the Province has set an annual job creation target of 16 000. The NGP on the other hand has outlined the following targets up to 2020:

Table 1: Job creation targets for the New Growth Path

Job driver	Sectors	Employment target (2020)
Seizing potential of new economies	Green & knowledge economy	400,000
Main economic sectors	Manufacturing, mining, agricultural , tourism & related high-level services & related IPAP sectors	1,210,000
Infrastructure	Energy, transport, water & communications	250,000
Investing in social capital	EPWP, CWP & public service & youth schemes	260,000
Spatial development	Rural development African regional development	150,000
Rural development	Infrastructure, marketing institutions, education & skills	500,000
TOTAL DIRECT JOBS		2,770,000

ANNUAL REPORT

For the year ended the 31 March 2018

The NGP puts special emphasis on new economies i.e. the Green and Knowledge economy. The Northern Cape has the potential of benefiting a lot from these new economies as the Province has been identified as the solar hub of the country and the Square Kilometre Array (SKA).

To date the Province has secured about 21 projects from the three respective bid windows of the Renewable Energy Independent Power Producer Procurement Programme (REIPPPP). The majority of projects are solar energy generation projects, Photovoltaic (PV) and the Customised Sector Programme which includes Concentrating Solar Power (CSP), with a few wind and small hydro projects. These projects will bring substantive greenfields investments into the Province resulting in direct and indirect job creation and community upliftment.

Infrastructure is one of the key job drivers identified in the New Growth Path. The South African Government adopted a National Infrastructure Plan in 2012 that intends to transform the economic landscape while simultaneously creating significant numbers of new jobs and to strengthen the delivery of basic services.

The plan identifies 18 Strategic Infrastructure Projects (SIPs). Of the 18 SIPs there are currently six that are of importance to the Province namely:

- SIP 3 - South-Eastern node and corridor development,
- SIP 5 - Saldanha – Northern Cape Development Corridor,
- SIP 8 - Renewable Energy,
- SIP 14 - Higher Education Infrastructure,
- SIP 15 - Expanding access to communication technology, and
- SIP 16 - Square Kilometre Array (SKA).

The full implementation of projects identified within these SIPs will result in more jobs being created in the Province.

Bi-lateral agreements

International, National and local Multi-party Agreements and Memoranda of Understanding concluded with the Province include the following:

- South Africa – China trade agreements;
- Africa – Brazil – India Free Trade Agreement;
- Hunan-Northern Cape Provinces Friendship Agreement;
- Sweden – South Africa city-to-city twinning agreement;
- UNOPS - Department of Economic Affairs' Memorandum of Understanding;
- TISA – Department of Economic Affairs' Memorandum of Understanding.

The articulation of the specific mandates derived from these frameworks is found in the strategic and business / performance plans of the different programmes and sub-programmes in the Department.

1.7.3 Medium Term Strategic Framework

Medium Term Strategic Framework (MTSF) sets out government priority focus areas for 5 years. The country adopted the National Development Plan (NDP) which is a 20 year development plan, the NGP, IPAP and National Infrastructure Plan (NIP) which are short to medium term plans that are aimed at implementing the NDP.

From these plans Government identified key priority areas to be focused on for a period of 5 years. These priority areas form the MTSF. The MTSF has 14 outcomes of which the Department of Economic Development and Tourism is responsible for Outcome 4 "Decent Employment through inclusive economic growth".

ANNUAL REPORT For the year ended the 31 March 2018

The draft 2014-19 MTSF Outcome 4 Chapter identifies the following 8 Sub-Outcomes and each has its specific actions, indicators and targets:

1. Productive investment is effectively crowded in through the infrastructure build programme.
2. The productive sectors account for a growing share of production and employment, exports are diversified, African regional development is accelerated, carbon intensity is reduced and the organs of the state improve their alignment in support of employment-creating growth.
3. The elimination of unnecessary regulatory burdens and lower price increases for key inputs and wage goods fosters investment and economic growth.
4. Workers education and skills increasingly meet economic needs.
5. Expanded employment in agriculture.
6. Macroeconomic conditions support employment – creating growth.
7. Reduced workplace conflict and improved collaboration between government, organised business and organised labour.
8. Public employment schemes provide short term relief for the unemployed and build community solidarity and agency.

CHANGES IN THE POLICY ENVIRONMENT

Operation Phakisa (Hurry Up) was launched by the honourable President Jacob Zuma in his State of the Nation Address on 19 July 2014. The Mining leg of Operation Phakisa (a sector-focused initiative to accelerate implementation of the National Development Plan (NDP will identify key constraints to investment and growth of the industry as well as develop a shared vision and growth strategy for the long term development and transformation of the sector. The strategic intent of Operation Phakisa (mining) is to fast-track the contribution made by the mining industry to beneficiation of industrialisation.

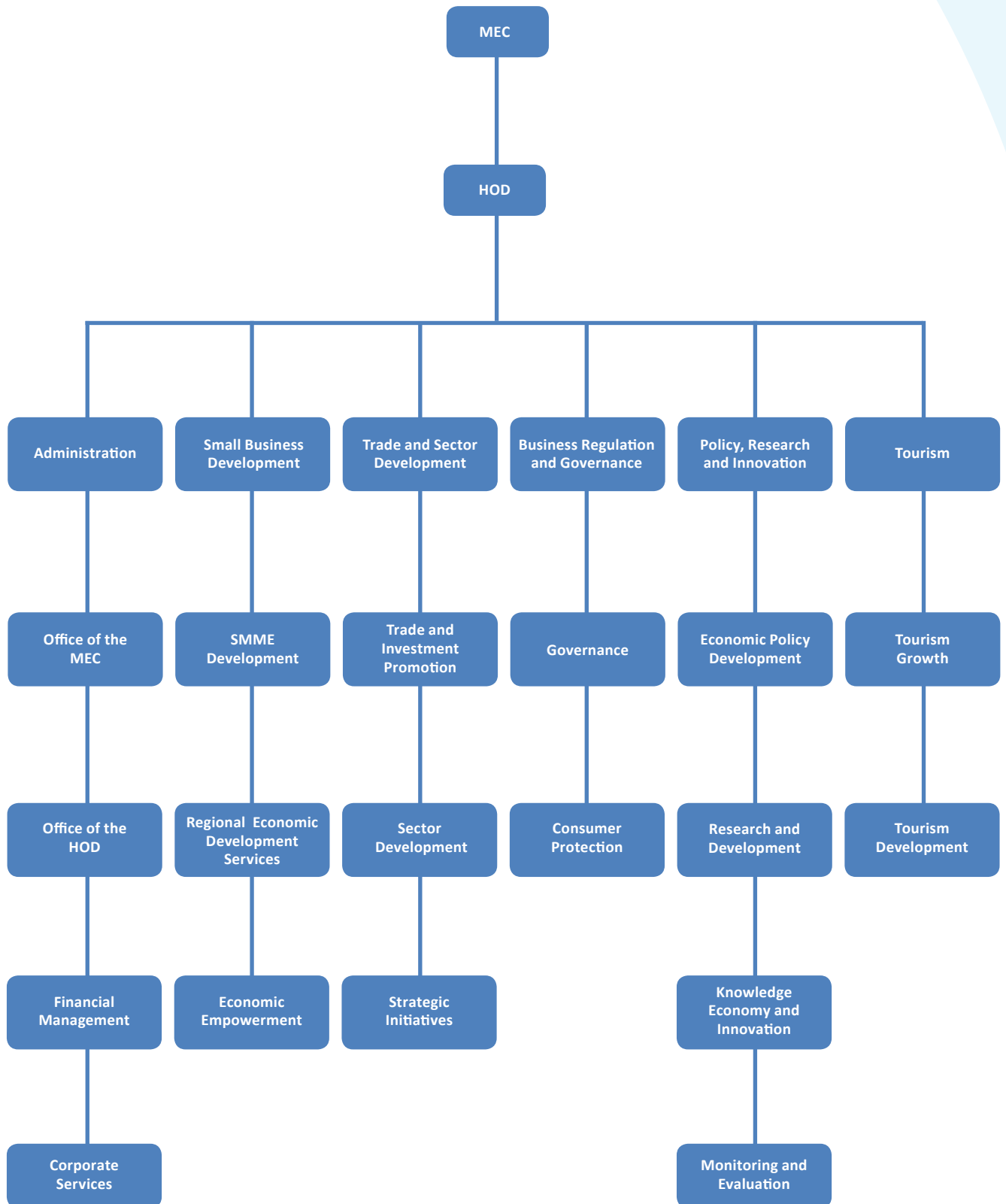
In addition, the Ocean's Economy has the potential to make an exponential contribution to the GDP through significant job creation. The areas for growth include Marine Transport and Manufacturing, Offshore Oil and Gas exploration, Aquaculture and Oceans' Governance and the Marine Protection Services.

The introduction of the 9-Point Plan:

1. Revitalising the agriculture and agro-processing value-chain.
2. Advancing beneficiation (adding value to our mineral wealth).
3. More effective implementation of a higher impact IPAP.
4. Unlocking SMME, co-operatives, township and rural enterprises' potential.
5. Growing the ocean economy (including tourism).
6. Resolving the energy challenge.
7. Stabilising the labour market.
8. Crowding in private-sector investment.
9. Cross-cutting Areas to Reform, Boost and Diversify the Economy:
 - Science and Technology
 - Water and sanitation infrastructure
 - Transport infrastructure
 - Broadband rollout
 - State Owned Entity reforms

ANNUAL REPORT
For the year ended the 31 March 2018

1.8. ORGANISATIONAL STRUCTURE



ANNUAL REPORT
For the year ended the 31 March 2018

1.9 ENTITIES REPORTING TO THE MEC

The following entities report to the Department of Economic Development and Tourism

Table 1.9.1 Public Entities reporting to the Department

Name of entity	Legislative Mandate	Financial Relationship	Nature of Operations
Liquor Board	Northern Cape Liquor Act, 2008. Amendment to the Act 2010.	Transfer Payment.	To fortify the regulatory environment within the liquor industry of the Northern Cape. Inspections on liquor outlets. Conversion of licenses. Quarterly reports to the Department of Economic Development and Tourism
Gambling Board	Northern Cape Gambling Act, 2008.	Transfer Payment.	To fortify the regulatory environment within the gambling and betting industry of the Northern Cape. Inspections on illegal activities Quarterly financial audits Quarterly compliance audits Quarterly reports to the Department of Economic Development and Tourism
The Northern Cape Trade and Investment Agency (NCEDA)	NCEDA Act, 2008	Transfer Payment.	Attract and facilitate foreign direct investment into the Northern Cape. Grow exports of products and services from the Northern Cape. Translate high-level investment and business opportunities in the Province, into actual business operations which contribute directly to sustainable economic growth and social equity for the people of the Northern Cape. Market the Province as a competitive business destination, both nationally and internationally Quarterly reports to the Department of Economic Development and Tourism

ANNUAL REPORT
For the year ended the 31 March 2018

Name of entity	Legislative Mandate	Financial Relationship	Nature of Operations
Northern Cape Tourism Authority (NCTA)	Northern Cape Tourism Act, 2008	Transfer Payment.	<p>To fortify the regulatory environment within the tourism industry of the Northern Cape.</p> <p>Domestic and international leisure marketing.</p> <p>Mice (Meetings, Incentives, Exhibitions, Conferences and Events) development</p> <p>Quarterly reports to the Department of Economic Development and Tourism</p>

The Northern Cape Liquor Board (NCLB) is a statutory body established in terms of the Northern Cape Liquor Act, 2008 (Act No. 2 of 2008), with the aim of promoting and maintaining an effective regulatory system for the liquor industry in the Northern Cape Province.

The Northern Cape Gambling Board (NCGB) is a statutory body established in terms of Section 3 of the Northern Cape Gambling Act, 2008 (Act No. 3 of 2008), as amended and classified as a Schedule 3C Public Entity in terms of The Public Finance Management Act. The NCGB is mandated to regulate the gambling industry in the Northern Cape Province.

The Northern Cape Trade and Investment Agency (NCEDA) is statutory body established in terms of the Northern Cape Economic Development Trade and Investment Promotion Act, (Act No. 4 of 2008), and its principal aim is to promote high-impact economic development initiatives, and trade and investment opportunities in the Province.

The Northern Cape Tourism Authority (NCTA) is a statutory body established in terms of the Tourism Act, 2008 (Act No. 2 of 2008), and is responsible marketing the Northern Cape Province as the premier tourism destination, both nationally and internationally.



PART B: PERFORMANCE INFORMATION



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.1. AUDITOR GENERAL’S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor’s report.

Please refer to the Report of the Auditor-General, published as Part E: Financial Information

2.2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

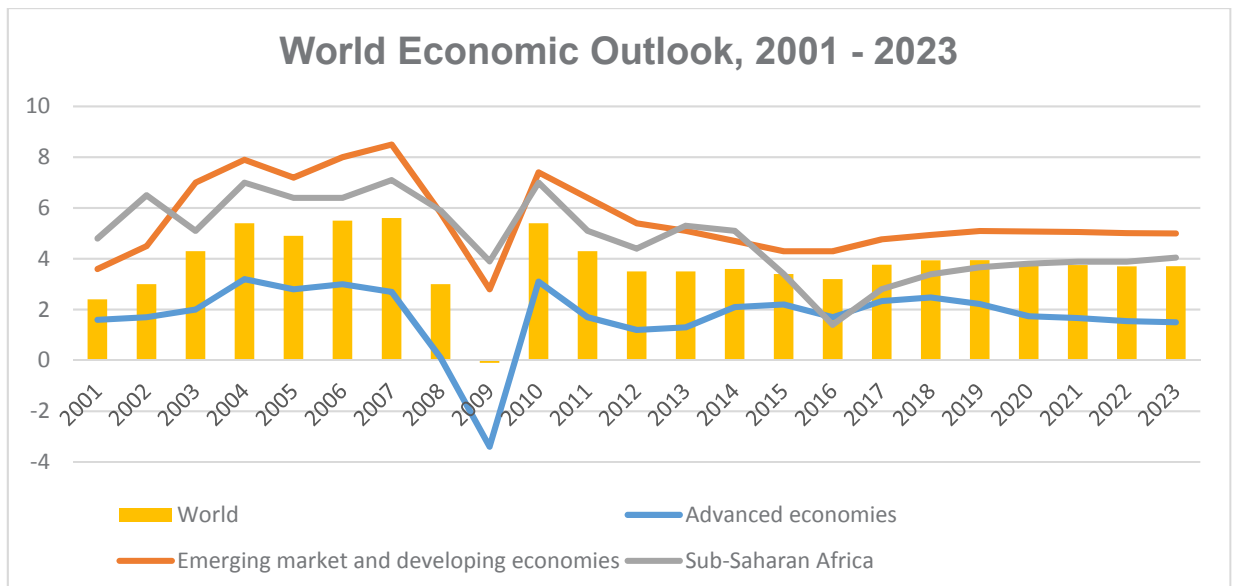
2.2.1. Service Delivery Environment

2.2.1.1. Economic Overview

World Economic Outlook

The Global economic activity that started in 2016 continues to firm up as world growth strengthened in 2017 to 3.8 percent driven by amongst other things investment recovery in advanced economies and in commodity exports. Global economic growth in 2017 is the most synchronised growth acceleration since the 2008-09 global financial crisis and the strongest since 2011. The pickup in growth has been broad based, with notable upside surprises in Europe and Asia. Global growth forecasts for 2018 and 2019 have been revised upward by 0.2 percentage point to 3.9 percent. The revision reflects increased global growth momentum and the expected impact of the recently approved U.S. tax policy changes.

Figure 1: World Economic Outlook, 2001- 2023



Source: International Monetary Fund, May 2018

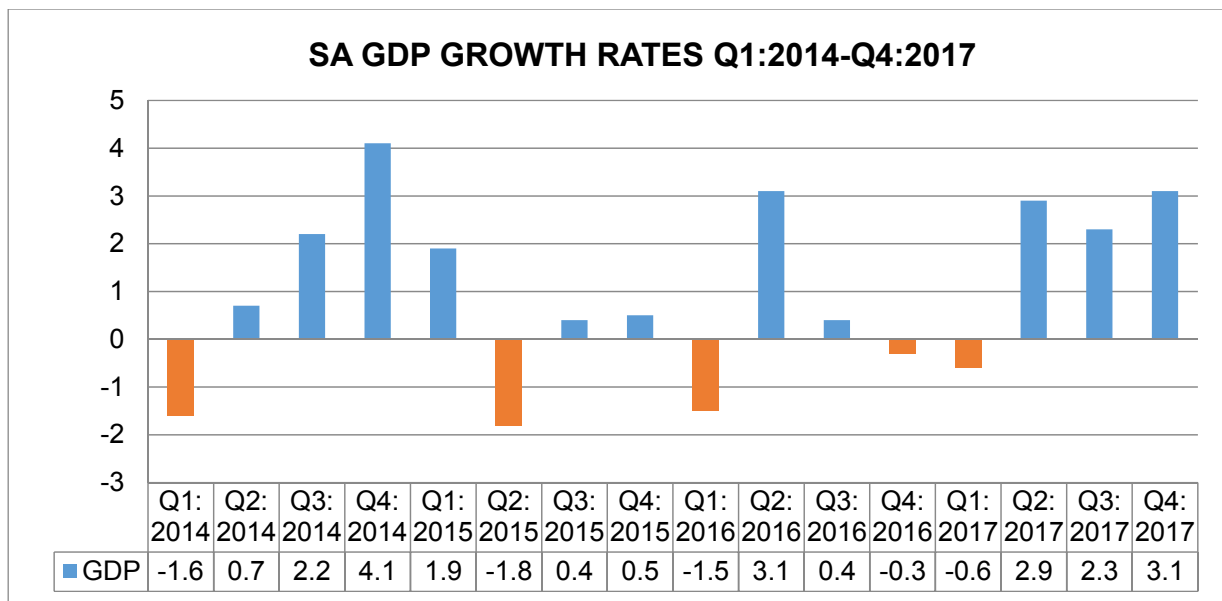
PERFORMANCE INFORMATION
For the year ended the 31 March 2018

The emerging markets and developing economies experienced high growths for most of the parts in the period under review while advanced economies experienced the least. All the economies experienced a sharp decrease in the economic performance in 2009/2010 due to the recession. Other economies survived the recession in 2016 while Sub-Saharan Africa was the hardest hit due to lower commodity prices. Growth for Sub-Saharan Africa is expected to upsurge from 2.7 percent in 2017 to 3.4 percent in 2018 and 3.7 percent in 2019.

National Economic Outlook

The South African rand appreciated since December 2017 and it continues to improve due to political stability. The economy is also improving due to amongst other reasons the bouncing back of the commodity prices which has improved commodity exports as well as a decrease on inflation since the latter part of 2016.

Figure 2: SA GDP Growth rates Q1: 2014 – Q4:2017



Source: Stats SA, 2018

The country experienced negative growth in Q1 of 2014, Q2 of 2015, two quarters of 2016 and Q1 of 2017. This could be attributed to factors such as political uncertainty and commodity price falling amongst other things. The economic performance improved from Q2 of 2017 and Q4 of 2017 showed an impressive growth rate since Q2 of 2016. The largest contributors to growth in Q4 of 2017 were activities in the agriculture, trade and manufacturing industries. There is a renewed sense of optimism in the country and that has provided a much-needed boost to confidence and investment. Government has expressed a new resolve to strengthen policy coordination. The South African economy is forecast to grow by 1.5 % in 2018 and by 1.8 % in 2019

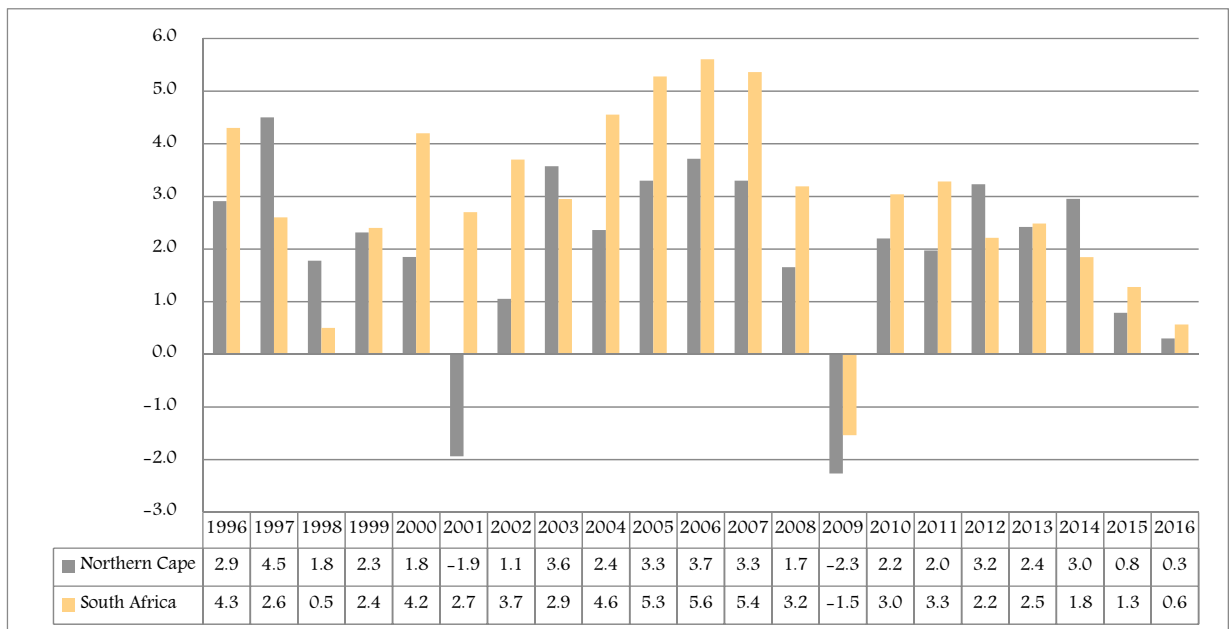
PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Provincial Economic Outlook

Even though the province is well endowed with minerals and world-class iron and manganese deposits in the eastern part of the province it continues to be the least contributor towards GDP. The United Nations University (UNU), purported that poverty can be reduced through economic growth and improvements in the income distribution. For decades, growth has remained the main target whereas redistribution has been largely neglected under the conception that the benefits of growth would trickle-down from top to bottom of the income ladder. Growth is, however, a necessary but not a sufficient condition for poverty reduction. Moreover, inequality-expanding distributional shifts erode and often cancel out the impact that average income increases could have on the extent of poverty (United Nations University(UNU), 2014).

This is why the mainstream development economics debate has been slowly moving into focusing on shared growth or pro-poor growth, and, more recently, inclusive growth. This can only be achieved if the pace of inclusive and sustainable economic growth in the country can be accelerated (United Nations University(UNU), 2014).

Figure 3: South Africa and Northern Cape Economic Growth rates



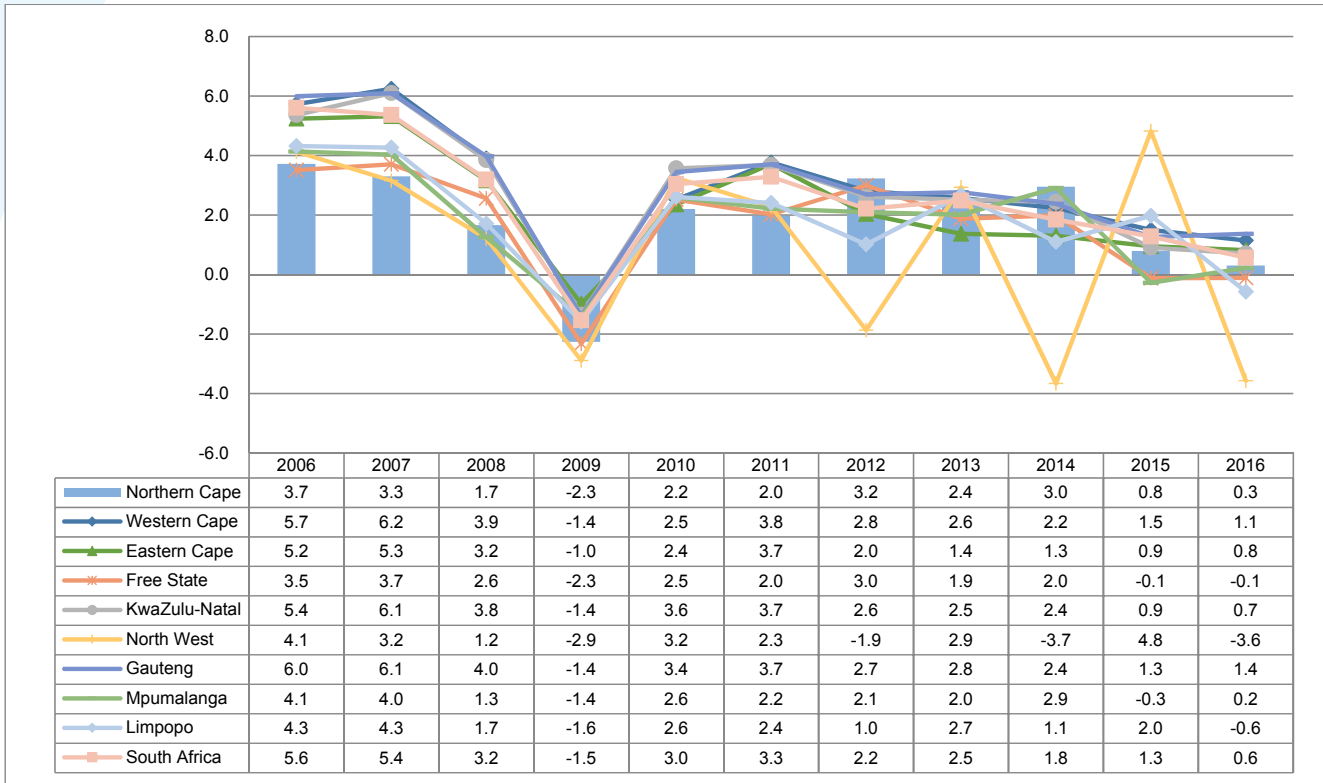
Source: (Statistics South Africa(StatsSA), 2018)

The sub-performance of the provincial economy seems unrelenting, as compared to the national average. This wayward growth rates experienced by the provincial economy over the past two years (i.e. 2015 and 2016) could be attributed to the decline in the commodity market as well as the drought experienced in the province. In 2016, the provincial economy grew at an unimpressive 0.3% growth rate, spelling a further decline from 2015, wherein it grew at 0.8%.

This is arguably, the lowest level the provincial economy has been in post 2009 financial crisis. Post 2009 financial crisis, the provincial economy grew at an average 2.6 % (i.e. between 2010 and 2014). However, in the past two calendar years, it has grown by 0.55%, significantly lower than the period after the financial crisis. Going forward the resurgence in the global commodity demand and the dissipating drought could see the provincial economy rebounding from the doldrums.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Figure 4: Comparative Provincial Growth Rates - 2006 – 2016



Source: (Statistics South Africa(StatsSA), 2018)

Despite the Northern Cape provincial economy growing below par, it is however a bit of relief when comparing to other provincial economies. Three provinces recorded negative growth rates during 2016; namely, the Free State (-0.1%), North West (-3.6%) and the Limpopo province (-0.6%). Notably, the three provinces have a strong mining and agriculture sector heritage, and thus could have been impacted by the drought and the slowed commodity demand. The Gauteng province, which also happens to be the biggest contributor to the national economy, grew by 1.4%, thus ensuring that the country's economy doesn't languish in the doldrums.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Table 1: Northern Cape Provincial GDP figures

Industry	Current Prices				Percentage Contributions				Constant Prices				Percentage Changes/Growth			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Primary Industries	22 184	23 115	21 313	23 157	30.6	27.7	24.9	25.5	20 734	21 943	21 744	21 593	4.9	5.8	-0.9	-0.7
Agriculture	4 715	5 667	5 827	5 937	6.5	6.8	6.8	6.5	4 167	4 339	4 377	4 067	5.7	4.1	0.9	-7.1
Mining	17 469	17 448	15 486	17 220	24.1	20.9	18.1	18.9	16 567	17 604	17 367	17 526	4.6	6.3	-1.3	0.9
Secondary Industries	6 846	7 575	8 088	9 217	9.4	9.1	9.4	10.1	5 309	5 362	5 395	5 397	1.6	1.0	0.6	0.0
Manufacturing	2 317	2 502	2 611	2 927	3.2	3.0	3.0	3.2	1 989	1 999	2 003	2 010	2.3	0.6	0.2	0.3
Utilities	2 586	3 139	3 241	3 344	3.6	3.8	3.8	3.7	1 823	1 817	1 812	1 796	-0.2	-0.3	-0.3	-0.9
Construction	1 943	1 934	2 237	2 946	2.7	2.3	2.6	3.2	1 498	1 545	1 580	1 591	2.9	3.1	2.2	0.7
Tertiary industries	35 960	44 271	47 494	48 902	49.6	53.0	55.4	53.8	32 589	33 200	33 869	34 239	1.1	1.9	2.0	1.1
Trade	7 652	8 900	9 575	9 771	10.5	10.7	11.2	10.8	7 175	7 209	7 273	7 309	0.4	0.5	0.9	0.5
Transport	7 903	9 099	9 941	9 946	10.9	10.9	11.6	10.9	5 739	5 891	5 975	5 995	1.6	2.6	1.4	0.3
Finance	6 180	9 443	10 747	10 779	8.5	11.3	12.5	11.9	7 835	7 947	8 229	8 367	1.5	1.4	3.5	1.7
Personal services	3 350	4 133	4 151	4 405	4.6	4.9	4.8	4.8	2 811	2 843	2 891	2 951	2.1	1.1	1.7	2.1
Government services	10 874	12 695	13 081	14 001	15.0	15.2	15.3	15.4	9 028	9 309	9 501	9 617	0.8	3.1	2.1	1.2
All industries at basic prices	64 989	74 961	76 896	81 276	89.6	89.8	89.7	89.4	58 632	60 504	61 008	61 229	2.5	3.2	0.8	0.4
Taxes less subsidies on products	7 573	8 550	8 793	9 607	10.4	10.2	10.3	10.6	6 152	6 192	6 215	6 196	2.1	0.7	0.4	-0.3
GDPR at market prices	72 563	83 511	85 689	90 883	100.0	100.0	100.0	100.0	64 784	66 697	67 223	67 425	2.4	3.0	0.8	0.3

Source: (Statistics South Africa(StatsSA), 2018)

According to (Statistics South Africa(StatsSA), 2018), the Northern Cape economy amounts to R 91 billion in current prices, and R 67.4 billion when discounted for inflation, that is computed at the 2010 constant prices. The key contributors to the provincial economic growth in 2016, is the personal services (2.1%), finance (1.7%), government (1.2%) and mining (0.9%). Whilst agriculture was the least contributor followed by the utilities sector, this is despite the burgeoning Renewable Energy sector and being tagged the Solar Capital of the country. This assertion of the significant impact of the agricultural sector is emboldened by the 7.1% negative growth experienced in the 2016 calendar year.

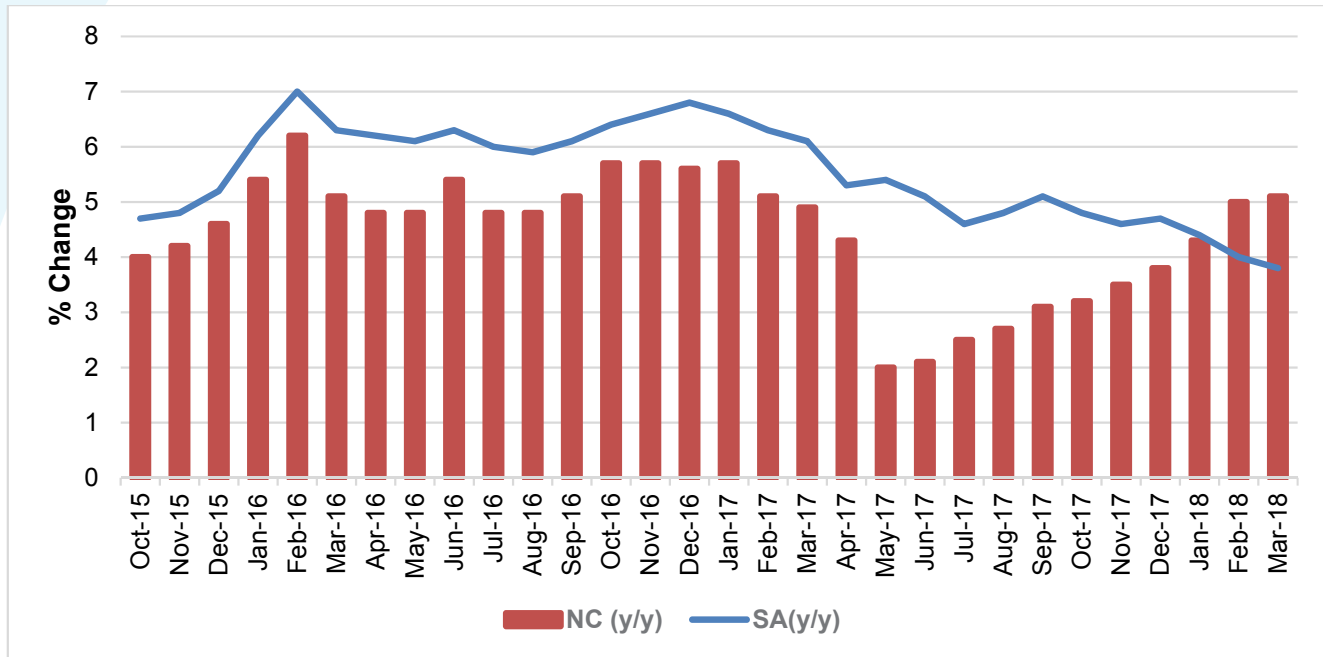
It is concerning that in realisation of the increased mining activity/productivity and the increased number of renewable energy operators in the province, as well as warding off the commodity shake down of 2016 the province can't seem to shake off the tag of being the least contributor to the National GDP, expected to contribute about 2.24%. However, the province expects its performance to improve over the long-term, with the increasing capacity in terms of renewable energy sector and mining.

Inflation

The South African Reserve Bank has since 1998 embarked on an inflation targeting regime, which is confined in the range of 3 to 6 percent. Figure 4 below, illustrates the inflation rate for South Africa and Northern Cape, for the period October 2015 to March 2018.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Figure 5: National and Provincial Inflation, October 2015 - March 2018



Source: Stats SA, Consumer Price Index, 2015- 2018

South Africa has been faced with the challenge of a consistently high inflation rate which has also been out of the inflation target band (3-6%) from January 2016 to March 2017. This has a negative impact on the buying power of South Africans who are heavily indebted. It has however subsided since April 2017 to the latter part of the year and the beginning of 2018. The provincial inflation rate has remained well within the target band throughout the period under review, with current inflation at 5.1 percent, with exception of February 2016 together with the country reached their highest inflation. Northern Cape has recorded the lowest inflation rate at 2% in May 2017.

Labour Dynamics

South African Labour Dynamics

The recently published data by Statistics South Africa indicate that the South African unemployment rate remains unchanged at 26.7 percent in quarter 1 of 2018 when compared to the fourth quarter of 2017.

Northern Cape Labour Dynamics

According to the recently published Quarterly Labour Force Survey (QLFS) for the first quarter of 2018, provincial unemployment rate has increased.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Table 2: Northern Cape Labour Market Status, Q1:2017 – Q1:2018

Northern Cape	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	quarter-on-quarter	year-on-year
Population							
15-64 years	783	785	787	790	792	0.3	1.1
Labour Force	431	419	438	441	455	3.2	5.6
Employed	299	292	307	321	321	0	7.4
Unemployed	132	128	131	120	134	11.7	1.5
Not economically active	352	365	350	349	337	-3.4	-4.3
Discouraged work-seekers	74	87	72	65	55	-15.4	-25.7
Other	278	279	278	283	281	-0.7	1.1
Unemployment rate	27.4	29.6	32	27.1	29.5	8.9	7.7
Employed / population ratio (Absorption)	39	39.6	38.2	40.7	40.5	-0.5	3.8
Labour force participation rate	53.7	56.2	56.2	55.9	57.5	2.9	7.1

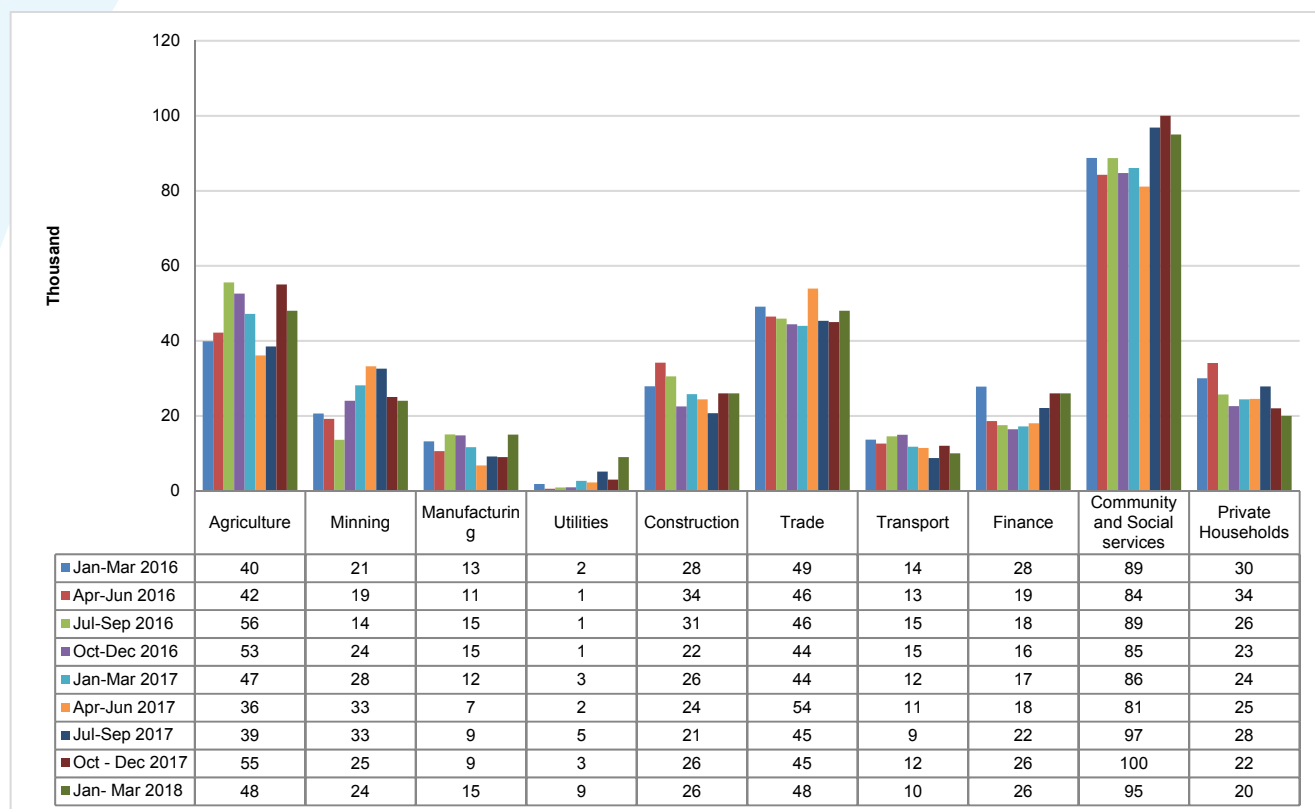
Source: Quarterly Labour Force, 2018

The figure above shows that unemployment rate in the province has increased to 29.5 percent in the first quarter of 2018 from 27.1% in the fourth quarter of 2017.

The total number of people unemployed increased by 2 000 between quarter 1 of 2017 and 2018. However, the number of discouraged work-seekers has decreased a reflection of the unemployed being determined to look for jobs.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Figure 6: Northern Cape Employment by Industry, Q1 (2016/2017-2018/2019)



Source: Statistics South Africa (StatsSA), Quarterly Labour Force Survey, May 2018

As indicated above, the Manufacturing, Utilities and Trade sectors created employment totalling 15 000 jobs. A total of 17 000 jobs were lost in the Agriculture, Community and Social services, Transport, Mining and Private Households sectors. There was no change in employment in the Construction and Finance sectors. The Community and social services industry continues to be the highest employer while the utility’s sector is the least employer, employing around 9 000 during the first quarter of 2018.

Global Tourism Trends

An ever-increasing number of destinations worldwide have opened up to, and invested in tourism, turning it into a key driver of socio-economic progress through the creation of jobs and enterprises, export revenues, and infrastructure development.

Over the past six decades, tourism has experienced continued expansion and diversification to become one of the largest and fastest-growing economic sectors in the world.

Tourism has boasted virtually uninterrupted growth over time, despite occasional shocks, demonstrating the sector’s strength and resilience. International tourist arrivals have increased from 674 million in 2000, and 1,235 billion in 2016.

Likewise, international tourism receipts earned by destinations worldwide have surged from US\$ 495 billion in 2000, and US\$ 1,220 billion in 2016.

International tourism represents 7% of the world’s exports in goods and services, after increasing one percentage point from 6% in 2015. Tourism has grown faster than world trade for the past five years.

As a worldwide export category, tourism ranks third after chemicals and fuels and ahead of automotive products and food. In many developing countries, tourism is the top export category.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

GLOBAL FOREIGN TOURISM MARKET 2016				
	World	Africa	South Africa	Northern cape
Size	1.235 bn	57.8mn	10.04mn	98 214
Growth	3.9%	8.1%	12.8%	-9.6%
Direct spend	US\$ 1 220bn	US\$ 35bn	R82.2 (excluding CAPEX) R75.5bn	R634mn
Daily spend	-	-	R850	-
Average stay (nights)	-	-	9.2 nights	8.3 nights (700nd bed nights in total)

Source: UNWTO 2017 March Barometer, WTTC, SAT,

Figure 7: South Africa’s tourism performance 2016



Source: SAT

South Africa’s tourism grew in tourist volumes by 2.8% compared to 2015 to a total of 34.3 million tourists. Domestic tourism although declining is the biggest contributor and is more than double the size of the international arrivals. South Africa growth in international tourist arrivals out grew both its key benchmarking destination in year on year growth from all regions.

A total tourism revenue of approximately R102.1 billion was injected in the South African economy in 2016. This is an 11.1% increase compared to 2015. Almost 70% (R75.5 billion) was generated from international tourists. Although the rand strengthened against the major currencies this did not deter tourist from visiting South Africa and spending patterns.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

The number of nights per tourist was around four nights while international tourists stayed around nine nights. For International Tourist this is slightly shorter than usual while domestic travel trip was slightly longer. Bed-nights increased to a record high of 192.2 million nights. Among domestic tourists the increased average length of stay was the main driver of bed-nights growth while among international tourist’s volume was the main driver as average length of stay was down. The challenge is that majority of those bed nights were spent in unpaid establishments. Opportunity lies in converting those nights into a formal sector.

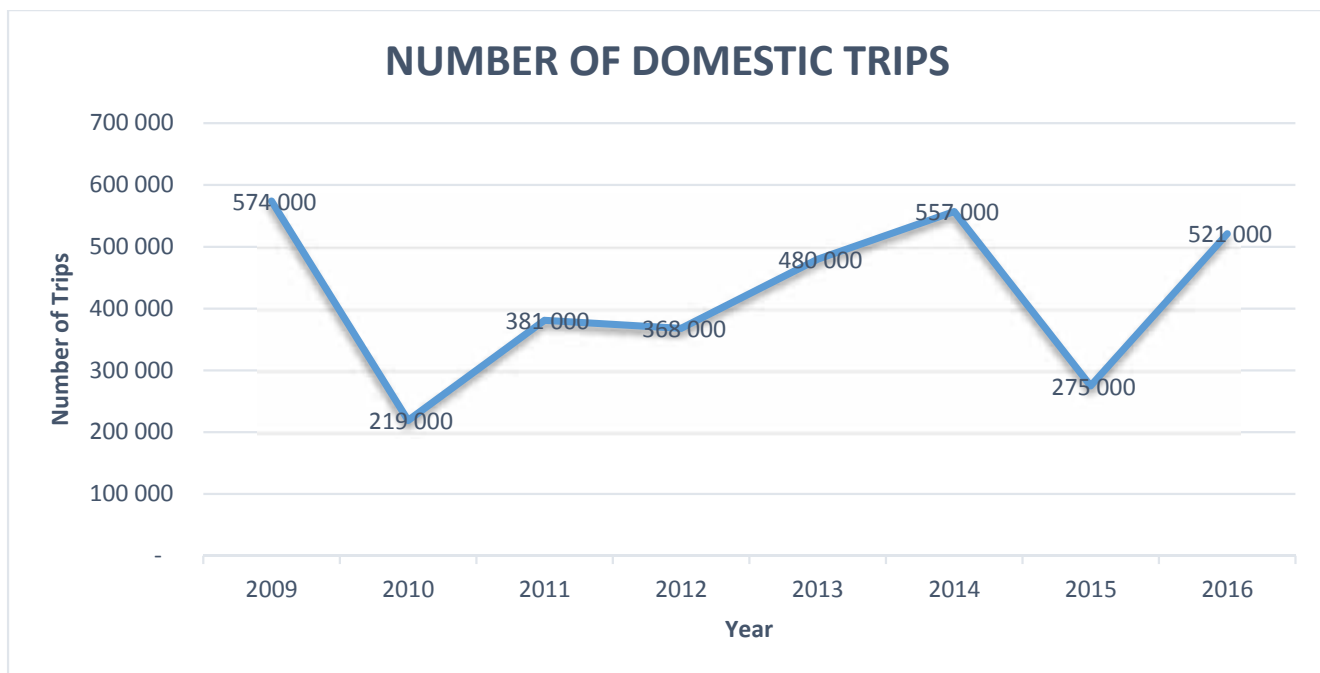
Tourism is a very seasonal industry. South Africa as destination seasonality worsened among domestic tourists and was consistent among international tourists.

Northern Cape domestic tourism performance 2009 - 2016

Domestic tourist arrivals in the Province saw an increase of 80%, with the amount of days spent in the province being 3.7 night which is a decrease of 1.5 nights compared to 2015. A 39% increase in spend was experienced to 465 million.

Visiting Friends and Family (VFR) and Holidays remain the most popular reason domestic tourist travel to the province.

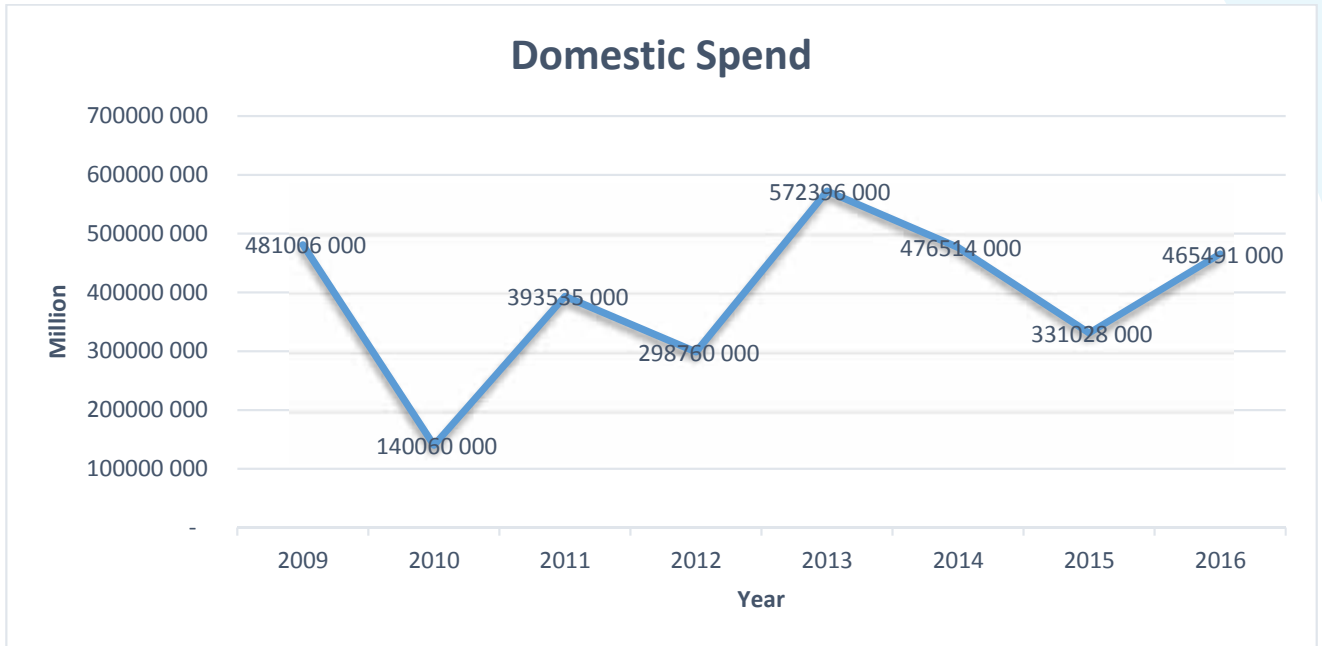
Figure 8: Number of Domestic Trips



Source: SAT **Domestic arrivals increased by 80% from 2015.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Figure 9: Domestic Spend



Source: SAT ** an increase of 39% in spend was experienced in 2016 compared to the previous year. The increase in spend from the previous year of 2015 can be attributed to the increase in domestic trips to the province.

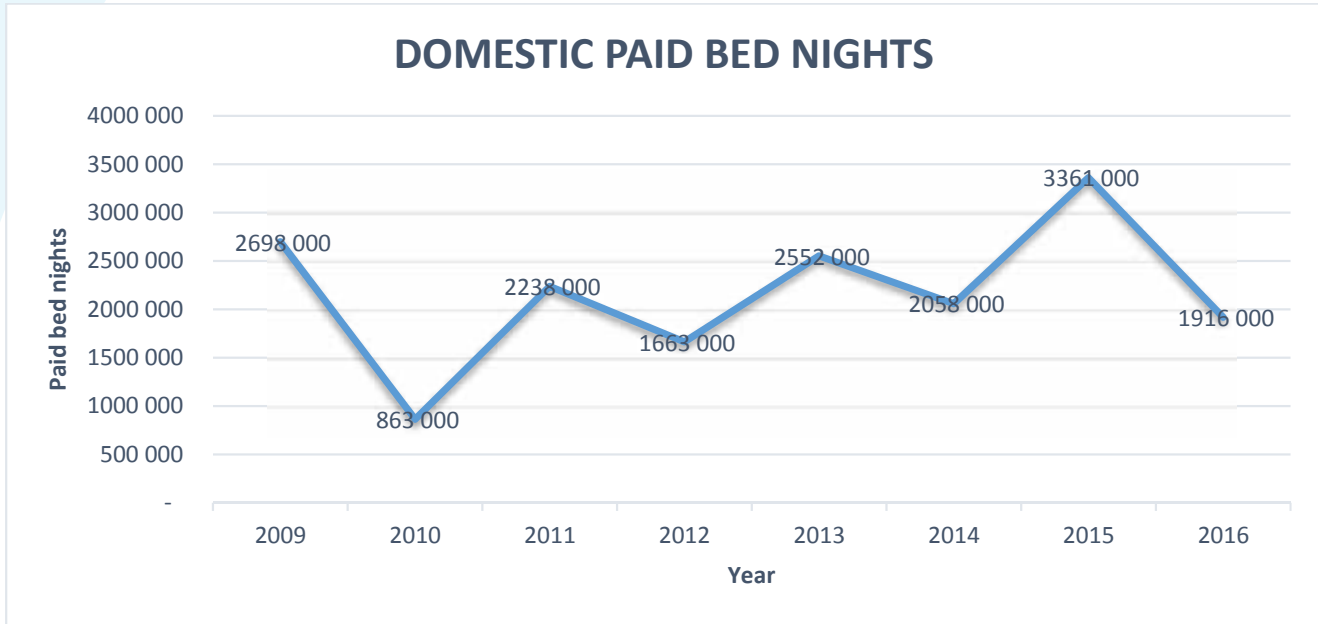
Figure 10: Length of Stay



Source: SAT

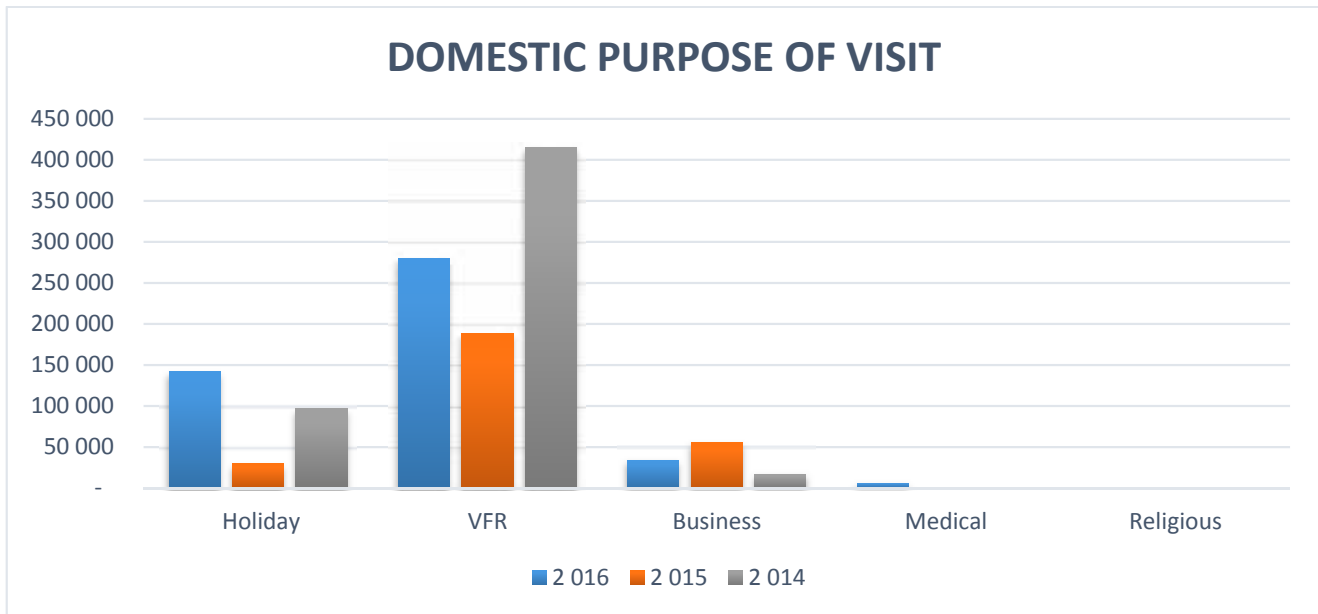
PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Figure 11: Paid Bed Nights



Source: SAR **Paid Bed nights decreased.

Figure 12: Purpose of Visit Domestic



Source: SAT

NORTHERN CAPE INTERNATIONAL TOURISM PERFORMANCE

The Northern Cape received 1% share of international arrivals into South Africa. International tourist arrival dropped by 9.6% from 108 699 in 2015 to 98 214 in 2016.

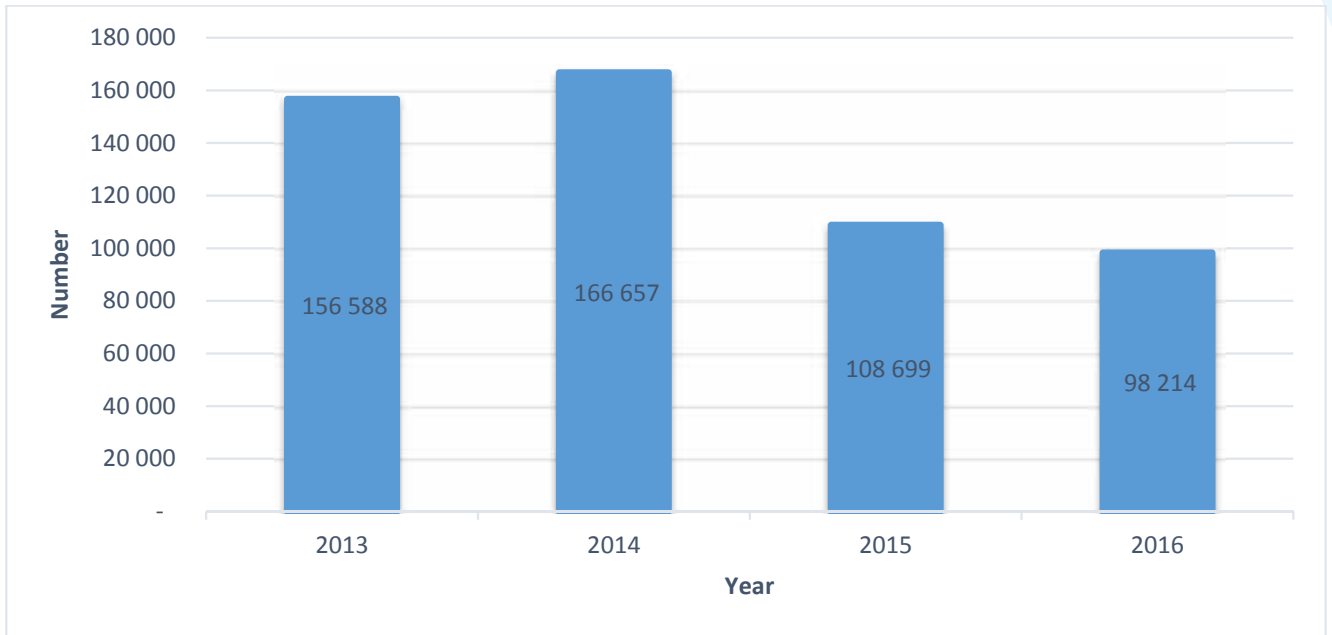
Share of Africa land markets declined to 0.8% with Namibia (52%) and Lesotho (29.2%) being the major source markets. Africa air market remained constant at 0.2% in 2016 with Africa and Middle East (51.8%) being the major contributor.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

The Americas share of arrivals were at 0.9%. Share of Arrivals from Europe declined to 0.9% from 1.1% in 2015. Germany 23%, Netherlands 17.1% and United Kingdom 16.6% being the major contributors.

Total spend increased by 6.1% from 594 million in 2015 to 634 million.

Figure 13: Share of International Arrivals



Source: SAT

Figure 14: International Spend

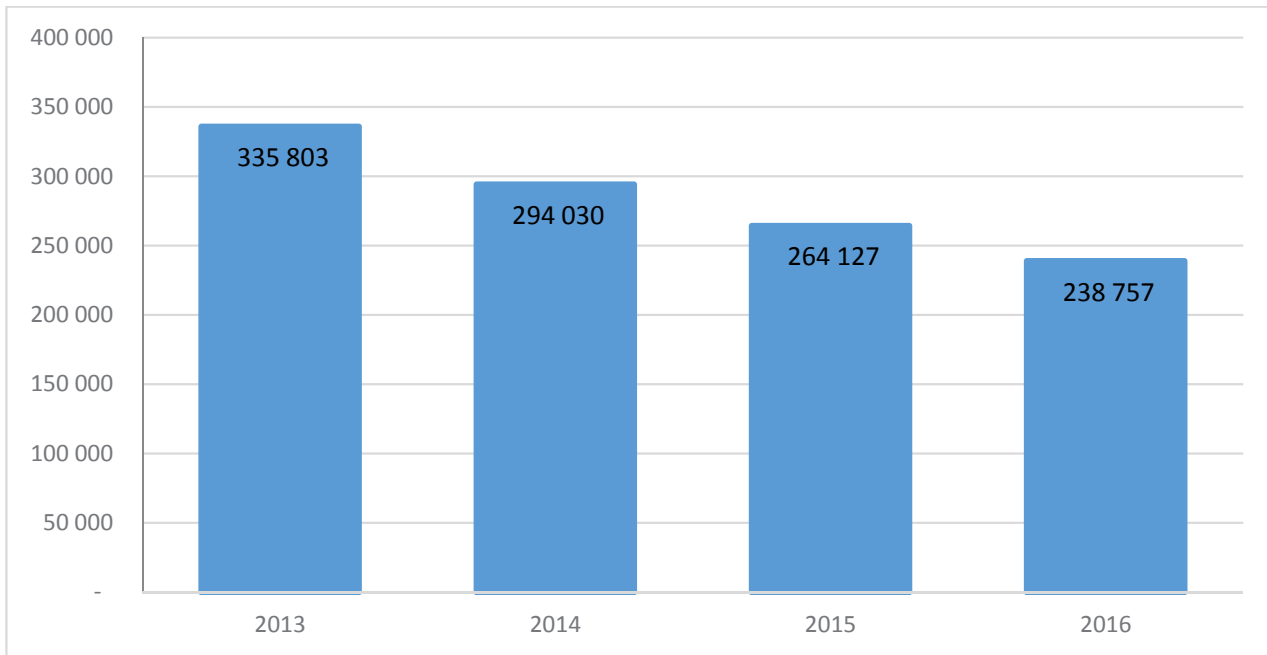


Source: SAT

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

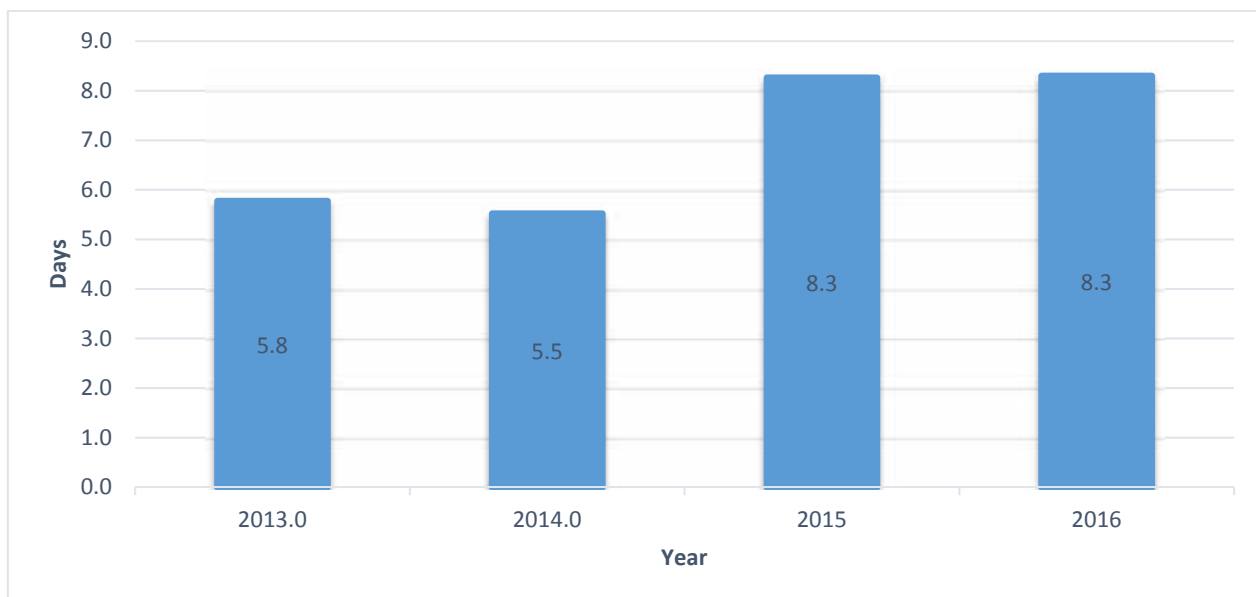
Figure 13 and 14 above, illustrates the number of international visitors to the province, as well as their total spending over the four years. The number of international visitors has dwindled when compared to 2014, declining by around 58 000 between 2014 and 2015, and further declined by 10 000 international visitors in 2016. Despite the decline in the numbers there has been an increase in the international spending in the province. Noteworthy, it can be construed that the international tourist are more a qualitative arrivals, meaning the length of their stay in the province (see figure 15 below) is heightened as well as their spending trends.

Figure 15: Paid Bednights (international)



Source: SAT

Figure 16: Average Length of Stay



Source: SAT

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

Figure 15 above depicts the average length of stay by the tourist in the province. Despite the low international average to the province, and a rather muted domestic travel to the province, there is notable length in the number of day tourist spend in the province. Thus according to SAT, on average a tourist will stay 8.3 day in the province, contextually that is a week and a day. This compels the province to invest in the development of new and maintenance of tourist attractions.

2.2.1.2. Small Business Development (Integrated Economic Development Services)

The role of SMMEs in terms of economic development is world renowned. It is therefore a priority focus as expressed in the NGP, NDP and IPAP alike. Enterprise development therefore prioritizes, as per national mandates, the establishment and support to informal and formal enterprises including cooperatives.

SMMEs require financial and non-financial support for them to be sustainable and create sustainable jobs. The Enterprise unit provides financial and non-financial support to SMMEs and cooperatives in the form of the Economic Growth and Development Fund(EGDF), CIPC services, business plan appraisals and facilitation of access to finance with agencies such as SEFA, De Beers, ABSA, Standard Bank, NEF, IDC, Dti, combined with training in business skills, some of which were undertaken through partnerships.

In general, the EXCO outreach programmes held during 2017/18 resulted in an influx of queries and walk-in clients. The reviewed draft EGDF policy resulted in change of mode of operation and a tremendous increase in the number of applicants. The CIPC self-service system and EGDF posed tremendous challenges on the sub-programme since it was not functioning for the better part of the second semester.

A key indicator is the one dealing with the percentage of new and existing SMMEs, those that are formally registered and are operating, supported in the IPAP Sectors. A 100% and 96,5% was achieved for the new and existing SMMEs respectively.

New SMMEs are developed in order to provide employment opportunities and empowerment to reduce unemployment while simultaneously stimulating economic growth. New SMMEs refer to those that are not registered and those that come into contact with the department for the first time.

The Department undertook SMMEs and Co-operatives awareness campaigns also through participation during EXCO Outreaches in all districts. These campaigns were used as a platform for dissemination of information on support offered to Co-operatives and SMMEs by the sub-programme. The sub-programme participated in various forums within the province that are geared to the advancement of support offered to Co-operatives and SMMEs.

Co-operatives were also assisted with exposure to markets by facilitating their participation, travel and subsistence during the International Co-operatives Day (ICD) celebration in 2017.

The Informal Enterprise Sector is a key contributor towards sustainable livelihoods, employment creation and enterprises that can potentially be formalized. A shortfall that has been identified is the access to information on what support exist for the informal sector and the process to become a formal trading entity. Based on the afore-mentioned the Department developed, in partnership with SEDA, a training product offer to inform the informal sector on support measures and the process recommended towards formalization. The target for the annum was to have a support measure rolled out which concluded on the 22 March 2018. In partnership with Sol Plaatje Municipality and SEDA the Department offered training and onsite support to twenty one (21) informal traders in Ritchie. A key challenge to effectively support the Informal Enterprise Sector remains a capacity constraint due to vacancies in the sub-program.

Furthermore, the Department envisaged the establishment of two shared economic infrastructure facilities (SEIF). The intention is to host informal traders in the trading hub and through this support, integrate them into the economic mainstream. The objective is to encourage development by providing an environment that offers them protection and from being excluded from economic opportunities. The Department prepared proposals for the establishment of SEIF's in Frances Baard and Dawid Kruiper and included the proposal in the municipal LED component of their IDP's. Unfortunately, the establishments were not realised due to the fact that both municipalities prioritised projects different to those proposed in the recommendation.

Government expenditure is a key contributor to the provincial GDP and the Social Sector accrues to 36,4% of the provincial GDP. A key priority to realize local economic development is to have a maximum of this procurement localized by procuring

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

from Northern Cape based SMMEs. As an annual target the sub-program had to introduce 30 enterprises to possible public procurement opportunities which was realized. In addition, 40 sewing cooperatives were introduced to the SASSA School Uniform project. The main challenge is the capacity of Northern Cape SMMEs to comply to public procurement opportunities, specifically large-scale opportunities. Furthermore, the slow progress in implementing the 2016 Provincial Procurement Indaba resolutions, in collaboration with Provincial Treasury is a tremendous concern. In an effort to mediate these challenges, continuous collaboration with State Owned Entities was utilized to develop a database of service providers which is being updated. SMMEs are also encouraged to register on the Central Supplier Database (CSD) for business opportunities.

Key sectors in the provincial economy; namely renewable energy, mining and agriculture were identified for support to enable new and existing SMMEs. To encourage and support entrepreneurs to take advantage of the economic opportunities available in the various sectors, proposals were developed for incubators in these sectors. The intention is to radically transform the economy of the province by fostering increased participation in the various economic sectors in order to reduce unemployment. The Department therefore embarked on establishing the three incubators in the said sectors to house SMMEs. Three business plans were completed, but due to the financial requirement the physical incubators were not constructed. Funding will be sourced from financial institutions and stakeholders in the coming financial year.

Due to the vast geographic space of the Northern Cape and the demand for enterprise support, innovative measures must be explored to provide enterprise support service on municipal level. One of these measures introduced by the Department is the Enterprise Cadet Program. The Department in partnership with SEDA trained 11 graduates to be placed in municipalities to render enterprise support to entrepreneurs onsite. The annual target was 7 and the Department was able to exceed this target by 4 additional cadets based on its partnership with SEDA. A key challenge remains the placement of the cadets in the municipalities, access to data, telephony and to render support to the cadets from the department due to limited budget.

The process to obtain enterprises to be funded through EGDF started in September 2017 and was concluded in March 2018. The Department collaborated with District municipalities to ensure that business plans were received from across the province. A total of four hundred and forty (440) applications were received and a total of 100 enterprises received funding with the designated groups of women, youth and disabled having a representivity of 32%, 26% and 2% respectively. The regional spread of those funded is Frances Baard – 53; Z F Mgcawu – 9; John Taolo Gaetsewe – 19; Namakwa – 10 and Pixley Ka Seme – 9. It is anticipated that 521 jobs will be created.

Local Economic Development (LED) focuses on specific geographic areas, requiring integrated effort and partnership to optimize local resources and/or securing resources that are in demand and through this realise economic development. This is also evident from the article by Adkisson and Steiner (Adkisson & Steiner, 2016): the local investment context and required resources are the key enablers for local industry development and thus economic development. This is in the Municipal and LED space and is therefore a key priority.

The Department is mandated to provide strategic economic development support to municipalities via Local Economic Development planning, forums, projects and EPWP project support, as per the DORA allocation received by the Department. In addition to project and LED support, the sub-programme collaborates with stakeholders to provide capacity building interventions directed at LED in municipalities.

The municipalities assisted with catalyst projects include Frances Baard, Pixley Ke Seme, John Taolo Gaetsewe, Namakwa and ZF Mgcawu.

The capacitation of LED officials and those officials that are involved in LED for instance the IDP officials and Municipal Managers combined with the councillors is a priority for REDS. REDS developed a skills development and LED support proposal and updated the component with the cost implication and roll-out. These were then submitted to the Department of Small Business Development and LGSETA to source funding for an accredited training course. The Office of the Premier coordinated and consolidated the LGSETA applications and the LED request was not funded. To remedy the lack of funding, an in-house training model was developed. In collaboration with SALGA, the training took place on the 15th -16th March 2018. All 31 municipalities were invited including LED Councillors, LED officials and IDP officials. The training addressed issues of LED implementation, LED resources and incentives.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

Municipal LED planning support to ensure economic development mandates are integrated and relevant is required by all municipalities. The Department developed a process plan, municipal LED status evaluation tool and support material to facilitate the improvement of LED planning in every municipality. All 31 municipalities were then reviewed and the 8 worst performing municipalities, in terms of LED, were identified for support since only 4 District Managers positions are filled and 1 is vacant. Three (3) municipalities were assisted with LED strategies and five 5 municipalities were assisted with LED/IDP components. The following municipalities were assisted i.e. Frances Baard (Sol Plaatje Local Municipality: LED/IDP component; Dikgatlong Local Municipality: LED/IDP component); Pixley Ka Seme (Emthanjeni Local Municipality: LED Strategy; Thembelihle Local Municipality: LED/IDP Component); John Taolo Gaetsewe (Ga-Segonyana LED Strategy); ZF Mgcawu (Kai Garib Local Municipality: LED/IDP component, Dawid Kruiper: LED/IDP component and ZF Mgcawu: LED Strategy). There was no intervention in Namakwa.

The Northern Cape Local Economic Development Forum serves as a shared platform where public and private stakeholders can meet to plan, communicate, enable and promote economic growth in the Northern Cape Province that create subsequent employment and empowerment. This forum is utilized by public and private stakeholders alike and took place in June 2017, September 2017, November 2017 and March 2018. Based on the LED forum that was hosted and the content presented, a LED Newsletter was developed and circulated to stakeholders post every forum.

The primary aim of the EPWP programme is to create short- to medium-term work opportunities that target primarily the unemployed and unskilled members in impoverished communities. EPWP is a mandated reporting responsibility of the Department. The Department was also tasked with the implementation of the DORA grant funded projects and the reporting of Work Opportunities (WO) created by the Department. The Department was awarded R 2 000 000 EPWP grant funding for 2017/18. The annual target of work opportunities that had to be created by the Department was 308 WOs. In total 422 WOs were created (which was audited and confirmed) thus exceeding target with 114 work opportunities.

During the financial year 2017/18 the focus of remained support to HDI groups to enable them to participate more effectively in the mainstream economy. The sub-programme identified opportunities in four sectors and compiled reports on them. These are non-core mining, services, Renewable energy and agro-processing sectors. An opportunity was identified for local businesses owned by targeted groups at the SABC local office.

The Department hosted a round table event for women owned businesses on the 08th June 2017 at the Frances Baard Municipality. The purpose of the event was to identify challenges faced by women owning businesses and to present opportunities that are available and the assistance that all stakeholders can render to empower business women in the province. The event also allowed women to network with each other to share ideas and learn from each other. The following challenges were highlighted as obstacles to SMME growth and development - lack of relevant skills, infrastructure, access to land, funding and markets and relevant information. These need to be pursued to ensure that the businesses are sustainable.

DEDaT through Economic Empowerment partnered with South African Women in construction to host the annual Provincial conference for women in construction. The aim of the conference was to address the challenges faced by women in construction and how to address them. Women from different sectors in the province attended the Women in business awards called "Women Moving Mountains 2017" in partnership with the Premiers office and Mme Reka Thusa. An Entrepreneurship workshop for women was held in Galeshewe by NGO WEMI in partnership with two important stakeholders, Mme Reka Thusa and SEDA. The main reason for the workshop was to share information with members of WEMI aspiring for home-based businesses. Thirty women took part in the two-day training intervention which was conducted by the United Nations Entity for Gender Equality and the Empowerment of Women. The course was called "Advocacy skills for women owned businesses and women entrepreneur associations."

Tekkie day is a disability event. The campaign for Tekkie day was divided into five beneficiaries and the Sub-Programme decided to partner with Yonder to support people living with disabilities.

Two disability co-operatives, were identified and referred to Petra Enterprise development to undergo a skills gap assessment. A skills gap analysis assessment was done to identify areas where they need to be developed in order to grow their business and relevant training was scheduled. Two skills development programmes were facilitated in collaboration with Petra Enterprise development for two disability cooperatives.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

Youth were trained in Dikgatlong and Frances Baard on New Venture Creation through the Services Seta in collaboration with Edidor, a local company accredited with the Services Seta. Youth and people living with disability were trained in Pre-start up business skills training in Upington.

The Department hosted BBBEE workshops quarterly to make all stakeholders aware of the importance to implement and report on BBBEE sector codes. The Presidential Advisory Council and Sector Code Representatives attended and presented on the work of the council and sector codes councils. The proposed BBBEE targets and policy framework were presented to both private and public stakeholders in the province at various provincial platforms and BBBEE workshops

2.2.1.3. Trade and Sector Development

Forty Northern Cape companies were exposed to export markets through participation at the local and international exhibitions. These included the Good Food and Wine Show in Cape Town and Johannesburg; the Mineral and Gem Fair in Changzhou, Hunan Province, China; the China International Fair for Trade & Investment (CIFIT) in Xiamen (China), the Khai Ma Cultural Festival, which attracted potential buyers from Namibia and Botswana; Small Harbours Investors Conference in Port Nolloth which attracted investors from all over the country and China; the China - Africa Fair in Hunan Province (China) and the Chicago Toy & Game Week in the United States.

An export development training seminar was hosted, in conjunction with the dti, to prepare SMMEs for the successful expansion of their businesses into international markets, understand export terminology, the international training environment as well as to understand the fundamentals of foreign market research and the concept of cultural barriers. Twelve SMMEs attended the training seminar.

The Department supported provincial mega-projects such as the Upington SEZ, Boegoebaai Deep Port Harbour and the De Aar Logistics hub through marketing of the projects during outward visits to Brazil, China and the UAE. Exposure was also given to investment opportunities in marketing publications such as the Northern Cape Business publication and also through the Frontier Invest e-marketing platform.

The Department has continued to develop the industrial clusters guided by the three pillars of the business plan which are Marketing & Market linkages, Operational Upgrading and Institutional Support. As such the Clothing Cluster has seen growth in its membership by one additional firm and increased productive capacity of individual member firms, while the Metals Cluster has increased its members by two additional firms.

The EIA, Zoning Application, Architectural Drawings, Layout Designs and the Engineering Report have all been concluded for the Metals Industrial Cluster. The interventions that were instituted to the Clothing Cluster member firms yielded positive results with 5 jobs being created and a stoppage of a leakage in revenue to a company located outside the Province.

In line with supporting Mining legislation imperatives which seek to ensure that communities in the mining areas benefit from the procurement activities of mines, a total of 23 local SMMEs in the Northern Cape were linked to procurement opportunities through the Provincial Mining Portal during this financial year. An additional 434 local SMMEs' profiles assisted, were loaded on the portal to be accessed by the mines as opportunities arises. Notwithstanding the aforesaid, the Department is of the view that the sector has bigger potential of greater economic benefit for historically disadvantaged supplier entrepreneurs in the surrounding mining areas.

The Provincial Mining Indaba which was hosted by the Department in November 2017 is one intervention that can create the platform for integrated and coordinated efforts of sector stakeholders to strive for maximum economic benefit of communities. Other efforts by the Department are engagements with and support to the John Taolo Business Developers and the John Taolo District LED Office, which established a local procurement portal. Further efforts include engagements with sector stakeholders to establish a Provincial Mining Strategic Commodity Forum.

A total of 80 learners received training at the Kimberley International Diamond and Jewellery Academy (KIDJA). These learners received training in the various focus areas including diamond cutting and polishing as well as the Gemmological Institution of America (GIA) polished evaluation courses.

Twenty-one SMMEs were incubated at the Kimberley Diamond and Jewellery Incubator (KDJI). These incubates received training in both technical (jewellery making) and business management skills. Through the support services of the Incubator, a total of 14 permanent jobs were created and 1 temporary job.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

2.2.1.4. Governance and Business Regulations

The purpose of the Governance sub-programme is to ensure compliance and quality reporting within the Northern Gambling and Liquor Boards and to ensure good governance practices within the public entities. In order to achieve the above, the public entities report their performance on a monthly, quarterly and annual basis to the Department and the Governance sub-programme analyse the reports in terms of the public entities' respective strategic plans and app's, and report upon them. To ensure compliance, a compliance checklist is compiled by the respective entities in terms of the PFMA, and the Governance unit report on findings of such compliance by conducting verifications inspections at the respective public entities.

Governance achieved its targets for the financial year 2017/18 by analysing two (2) two public entities strategic plans and annual performance plans, eight (8) public entities quarterly reports, verified eight (8) public entities compliance reports and verified eight (8) reports on public entities revenue-and-expenditure and recommended the quarterly transfer payment to the public entities.

The Northern Cape Consumer Protection Authority is primarily responsible in terms of the National and Provincial Consumer Protection Act to conduct education and awareness programmes, investigate, mediate and adjudicate over consumer complaints in the Province. The aim of the Northern Cape Consumer Protection Authority is to establish regional offices in the province as finances become available in order to improve service delivery towards consumers of the province.

In terms of delivering on its mandate 418 cases were received, whereof 413 cases were successfully resolved. Thirty-one unresolved cases were referred to court for adjudication and 29 has already been adjudicated, leaving two cases to that will be resolved in the new financial year.

Consumer Education programmes were conducted in the districts of ZF Mgcawu, Francis Baard, John Taolo Gaetsewe and Pixley Ka Seme to educate and to create awareness throughout the Province and included the education of Grades 11 and 12 in line with the consumer studies curricula.

World Consumer Rights day was celebrated on 15 March 2018 in Prieska. National and Provincial Stakeholders were invited to attend and participate during the event. The reason for stakeholders attenders were to educate and make consumers aware of their rights and obligation with regards to the purchasing of goods and services from suppliers and also inform them on the procedure that consumers need to follow to lodge a complaint with the different regulatory bodies across the country. Examples of officers who attended the event were: FSB, Credit Ombudsman, MIOSA, COGHSTA, Public Protectors, SASSA and Office of the Human Rights Commission. The total of consumers reached on the day was 550. The total of people reached for the fourth quarter is 3410 people which 2380 were youth and total people reached for the 2017/18 financial year is 8323.

2.2.1.5. Economic Planning

Economic policy symposia were conducted in all five districts across the province with relevant stakeholders during the 2017/18 financial year. The events were held in the major centres of Kimberley, Upington, De Aar, Kuruman and Springbok respectively. The Symposiums were attended by District and Local Municipalities, Labour, NGO's, SMMEs, media and government officials. The objectives of the Symposiums were to unpack socio-economic challenges faced by the districts and Economic Development opportunities that exist within the districts; identify constraints hindering economic development and the strategic interventions needed to radically transform socio-economic landscape of each of the districts.

Furthermore the Symposiums were utilized as a platform to identify investment opportunities that exist within the district and gathering of inputs towards the implementation of the Nine Point Plan and development of the Economic Blue Print. The Provincial Economic Blue Print for Trade and Investment was not achieved. However, the terms of reference and the memo for appointing the service provider for the development of the Economic Blue Print for Trade and investment were compiled. The Economic Blue Print will thus be developed in the new financial year.

The analysis of the Industrial Policy Action Plan (IPAP 2017/18 – 2018/19) was conducted. The report was tabled at the Planning Forum meeting that was held on the 02 June 2017 for discussion. The IPAP report was also tabled at the Extended Executive Committee (EEMC) meeting held on the 26 June 2017. The report will be used to inform the strategic and annual performance plans of the department.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

The progress report on the implementation of the Nine Point Plan in the province was compiled and tabled at the DST meeting that was held in June 2017, Extended Executive Council Lekgotla on the 05 September 2017 and February 2018.

Four Outcome 6 Implementation Forum meetings and four Outcome 4 Implementation Forum meetings and produced progress reports. A comprehensive report highlighting key achievements and challenges was produced and presented at the Technical and Political Economic Clusters.

A detailed analysis of the New Growth Path was conducted this included progress on the implementation thereof in the Northern Cape.

The departmental research agenda as guided by the national and provincial policy frameworks was developed.. The research agenda is also used to inform the research focus areas/activities for the sub-programme. For the 2017/18 financial year two research reports were compiled focusing on the economic analysis of mining towns (ghost towns) and Agricultural co-operatives.

The 2017/18 Research Agenda included a study on "Mine Closures" in order to identify alternative sectors for development of sustainable economies post mining. The research report (Socio-Economic Analysis of Local Municipalities Affected By Mine Closures) analysed selected socio-economic variables of two local municipalities (Siyancuma and Siyathemba) that have most recently been affected by mine closures in the Pixley Ka Seme District. This is to track and point out the effects of mine closures in these municipalities. Secondly, the report shows the economic impact of mine closures in the PKS district, in terms of mining output and job losses. It then concludes by identifying sectors wherein potential opportunities exist within these local economies, for development of sustainable economies.

Co-operatives are acknowledged as a mechanism to address poverty and unemployment. In addition, given the comparative advantages that exist with the agricultural sector in the Northern Cape Province, developing local Agricultural Co-operatives is crucial to the growth of the agriculture sector in the Northern Cape. This research report provides an overview on Agriculture in the Northern Cape as well as an overview of Agricultural Cooperatives in the Province.

Two research and development initiatives were supported namely: Identifying and investigating opportunities to provide short courses/training to SMMEs and informal traders and developing and supporting construction (Small business sector). The first research initiative analysed the training programmes of specific institutions, namely Small Enterprise Development Agency (SEDA), National Youth Development Agency (NYDA) and Sector Education and Training Authorities (SETAs) mandated to support the SMME sector in the country; against the training needs of SMMEs identified across the five districts in the province. This was done in order to ascertain how far the currently offered training programmes go in meeting the needs as identified. It is anticipated that the findings of the paper will be valuable in reconciling and packaging training programmes (supply) to meet training needs (demand), should it be deemed necessary.

The second research initiative focused on developing and supporting construction (small business sector). The report shows the contribution of the sector to provincial employment and profiling of SMMEs in the construction sector. Secondly, the report focuses on challenges that are affecting their growth as well as the various government interventions aimed at developing sustainable companies in the construction industry.

The economic intelligence report titled "SEMI-PRECIOUS STONES MARKET ANALYSIS" provides insight on the existence and economic importance of semi-precious gemstones in the Northern Cape. Each mineral is described in terms of its location, extent and economic viability.

The economic intelligence report titled "SEZ Programme in SA: Are Single Factory Zones an option for the Northern Cape?" discusses the South African SEZ programme and tests whether the four types underpinned in the SEZ Act are sufficient to meet the central aims of the programme. Necessarily, the report highlights some of the best international practices on SEZs, in so doing, pointing out what is perceived as the weaknesses of the SEZ programme, with specific reference to the Northern Cape economic scenario. The bone of contention is whether the four types of SEZs implemented under this programme do not still carry the artificial geographic limitation of the failed IDZ programme, especially in the context of Northern Cape.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

Another economic intelligence report on “Regional systems of Innovation” was produced. It illustrates how the concept is defined and provides a case study on how it has been implemented in the Eastern Cape Province and outlines lessons that can be learned from its implementation.

During the 2017/18 year, the Department completed the overhaul of the departmental Intranet and Internet websites, based on the corporate framework set by the Office of the Premier.

Under the National Broadband Policy, “SA Connect”, the Department chaired the Northern Cape Provincial Broadband Steering Committee. Pixley ka Seme Municipal District (PKSDM), as the beneficiary of Phase 1 of SA Connect, is being prepared to have twenty sites, schools and clinics, connected by the broadband implementation agents, Broadband Infracore (BBI) and the State Information Technology Agency (SITA). In support of the impending broadband rollout, the sub-programme has also initiated a WiFi New Venture Creations (NVC) learnership, with the Northern Cape Urban Technical Vocational Education Training (TVET) College, through the Media Information Communication Technology (MICT) Sector Education Training Authority (SETA). A WiFi proof-of-concept, with Fiberco, has also brought WiFi to the SMME Village, Kimberley International Diamond and Jewellery Academy and the Tourism Flagship Centre.

The development of e-Skills for the Knowledge Economy and 4th Industrial Revolution are paramount to the diversification of the provincial economy. The network of partnerships, including Geekulcha, Sol Plaatje University (SPU) Geekulcha Student Society, SITA, Engineers Without Borders, IT Security Web, the CSIR, the National e-Skills Initiative, Diamond Vision Creative Hub, mLab Southern Africa, amongst others, saw ICT training events being hosted at the: SMME Village, Galeshewe; SPU; Moremogolo TVET. And, training in De Aar, Mier and Schmidtsdrift. These training interventions have supported the Department of Science and Technology (DST) commitment to co-fund with the Department, the establishment of a mobile applications development laboratory (mLab) in Galeshewe. mLab NC, is a collaboration between the DEDaT, Sol Plaatje Municipality, mLab Southern Africa and the designated implementation agency, Northern Cape Community Education Training College.

The Square Kilometre Array (SKA) has seen the deployment of the 64 dish MeerKAT Array and was recently presented with a Special Platinum Award at the 2017 Logistics Achiever Awards. The surrounding communities of Kareeberg, Karoohoogland and Hantam have benefitted from this project, with more than 48% of the total project cost being spent locally. The MeerKAT array is expected to be ready for commissioning by the end April 2018. The road construction project to the SKA core is 99% completed. Four local contractors were retained for the remaining tasks that include railings and signage, and additional 5 local learners have been included amongst the recipients of SKA Undergraduate Bursaries. SKA was included in the reviewed process of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) of the Kareeberg municipality.

2.2.1.6. Tourism

The Industry Performance Report (which measures the performance of the provincial tourism economy from the baseline year 2009) was completed.

In line with the objectives of the operation Phakisa, a report detailing the achievements in the implementation of the provincial Coastal and Marine Tourism Strategy was completed. In an effort to coordinate the various tourism stakeholder activities in the province, three provincial tourism forums were held. More than one-hundred (100) young people were enlisted and graduated in the Youth Hospitality Programme, thus providing young people with temporary employment and upskilling them so as to be able to join the job market.

In an effort to instil tourism awareness in the communities, five (5) tourism awareness initiatives were conducted in five regions of the Province. Over thirty (30) Tourism grade eleven (11) learners and fifteen (15) Tourism teachers were exposed to the opportunities presented by the National Tourism Careers Expo which was held in Bloemfontein.

The Lilizela Tourism Awards ceremony was held in Upington to recognise excellence and best practices within the provincial tourism economy. Event-organiser training was held to capacitate event organisers in the province. A Tourism Policy Makers workshop was conducted in Upington to capacitate councillors responsible for tourism in tourism policy development and implementation

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

To capacitate the provincial tourist guides to take advantage of opportunities in the adventure tourism niche market, a workshop was conducted for the guides.

The Department supported 83 tourism entrepreneurs through a tourism business skills development programme launched in the Frances Baard, Z.F. Mgcawu, Pixley ka Seme and Namakwa districts. Some 46 of these entrepreneurs were youth tourism entrepreneurs. The programme covered practical skills improvement in financial management, risk management and marketing in the hospitality industry. Entrepreneurs were also trained to improve their understanding of the Hospitality Industries Act and how to register on the Central Supplier Database.

Twelve entrepreneurs, six of them youth, were awarded financial support to improve their product quality and competitiveness in the market. One of our supported youth clients, Mpho Cornelius, owner of Workshop ko Kasi in Kuruman, scooped a coveted national Lilizela Award for "Best Township Tourism Experience".

Twenty-five tourism experiences were supported. This included work done to rejuvenate the Galeshewe Activity Route, the completion of the commercial feasibility study for the planned SKA Carnarvon Exploratorium and developing three walking trails on the Karoo Highlands Route. Twenty-two events also received financial support.

Partnerships are vital in successful destination development. In this regard the Department established two new visitor information offices in partnership with the Northern Cape Tourism Authority as we work to render better services to visitors from Namibia and add more value to the Richtersveld Route, Namakwa Coastal Route and Quiver tree Routes. These visitor information offices have been established at Nakop and Vioolsdrif border posts. The development of a new visitor information office in Loxton in partnership with the Ubuntu Trust has also kicked off while we worked with South African National Parks to improve infrastructure in the arid parks of the Northern Cape and add more value to tourism experiences in some of the communities bordering the parks.

2.2.2. Service Delivery Improvement Plan

Main services	Beneficiaries	Current/ Actual Standard of Service	Desired standard or service	Actual achievement
Provision of support and development services to SMME in order for them to create permanent employment opportunities.	SMMEs	156 Existing SMMEs supported by 31 March 2016 through: <ul style="list-style-type: none"> • Business Plan appraisals • Facilitation of access to finance from various sources. • Facilitation of access to markets 	20 Existing SMMEs supported by 31 March 2017 through: <ul style="list-style-type: none"> • Business Plan appraisals • Facilitation of access to finance from various sources. • Facilitation of access to markets 	Thirty six (36) existing SMMEs were supported.
		78 New SMMEs developed.	20 New SMMEs developed.	One hundred and nine (109) new SMMEs were developed.
		Draft incubation Strategy developed for SMMEs	Review of the incubation Strategy	<ul style="list-style-type: none"> • Incubating Strategy completed. • 3 Sector specific incubator business and implementation plans (Renewable Energy, Mining Supply and Pofadder incubator) finalised and / or advanced for implementation.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Consultation arrangements with customers

Type of arrangement	Current Arrangement	Desired Arrangement	Actual achievements
Improving on the time and consistency of interactions between the department and stakeholders with specific focus on funding applications.	<ul style="list-style-type: none"> Follow- ups done telephonically due to stakeholder confidentiality policies & practices. Stakeholders communicate directly with clients. Officials obtain updates from clients. 	Follow- up on funding applications to be done within 30 days of submission to funding institutions.	<ul style="list-style-type: none"> Follow- ups done telephonically due to stakeholder confidentiality policies & practices. Stakeholders communicate directly with clients. Officials obtain updates from clients.
Maintaining partnerships/ consultation platforms	<p>Consultation with stakeholders is done through the following platforms:</p> <ul style="list-style-type: none"> Quarterly LED Forum Economic Development Coordinating forum -quarterly Interdepartmental Forum on Youth Development - quarterly NC Youth Chamber of Commerce and Industry (NCYCCI)- Quarterly. 	<p>Continue to strengthen consultation processes within already existing and new platforms;</p> <ul style="list-style-type: none"> Quarterly LED Forum Economic Development Coordinating Forum – quarterly Interdepartmental Forum on Youth Development - quarterly NC Youth Chamber of Commerce and Industry (NCYCCI)- Quarterly 	<ul style="list-style-type: none"> Participation in quarterly LED Forums MINMEC participation Hosted the South African Woman in Construction Conference. Organised the annual Business Woman competition (Woman moving Mountains) Participated in Economic Symposium in Namakwa District Hosted an Entrepreneur workshop for women Hosted two BBBEE workshops

Service Delivery Access

Access Strategy	Current Arrangement	Desired Arrangement	Current Achievement
Training of SMME Development and LED personnel within the regions as funding agents to assist with funding applications.	Collaborate with the dti to train LED personnel, within the regions, as funding agents.	Collaborate with the dti to train LED personnel, within the regions, as funding agents.	<ul style="list-style-type: none"> The status is still the same. Not aware of new people taken up to be trained as Network Facilitators.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Access Strategy	Current Arrangement	Desired Arrangement	Current Achievement
Improving access to the department services within the regions.	Implement the Cadet Programme in collaboration with SEDTA. In addition to already existing means of service access, 15 individuals will be placed within municipalities to improve on access to services.	–	<ul style="list-style-type: none"> • 6 cadets were placed in the following districts: <ul style="list-style-type: none"> - Namakwa - ZF Mgcawu - JTG • An additional 2 cadets were placed in the Renosterberg and Umsombomvu municipalities • The filling of cadet positions is subject to the number of candidates that are successful in their applications • A Companies and Intellectual Property (CIPC) self service centre point was established at the Umzimkhulu building. 102 clients were assisted on the CIPC system with various services including: business registrations, changes and updates

Service information tool

Service Information Strategy	Current Arrangement	Desired Arrangement	Current Achievement
Timeously provide feedback to funding applicants (SMMEs) on the status of their application.	Feedback to SMMEs in writing with regard to the outcomes of funding applications within 24 hours of receipt from a funding institution.	Feedback to SMMEs in writing with regard to the outcomes of funding applications within 24 hours of receipt from a funding institution.	The funding institutions provide feedback regarding funding applications directly to the respective clients due to confidentiality matters involved and the unit obtains reports from respective clients in this regard.
Afford the SMMEs the opportunity to provide feedback and express their opinion on services rendered by the department.	Continue to administer customer satisfaction forms after training and workshops.	–	<ul style="list-style-type: none"> • Customer satisfaction questionnaires are distributed to clients in order to obtain feedback on service delivery improvements • The Monitoring and Evaluation unit conducts quarterly customer satisfaction interviews based on SBD performance reports where upon detailed feedback is received.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Service Information Strategy	Current Arrangement	Desired Arrangement	Current Achievement
Marketing of all government services available to SMMEs in the most rural parts of the province.	An available booklet containing stakeholder information (services and products) to be reviewed.	Reviewed booklet Stakeholder information (services & products) to be printed and disseminated to all SMMEs including those in rural areas annually.	<ul style="list-style-type: none"> • SMME financial and non-financial support matrices reviewed and disseminated. • Developed the NC Provincial Newsletter for circulation. • Participated in Economic Symposium in Namakwa District

Complaints mechanism

Complaints Strategy	Current Complaints Mechanism/Standard	Desired Complaints Mechanism/Standard	Actual achievements
Ensuring rapid response to and speedy resolution of complaints.	Complaints relating to support and development of SMMEs will be resolved within 25 working days from the date of receipt.	Complaints relating to support and development of SMMEs will be resolved within 25 working days from the date of receipt.	<ul style="list-style-type: none"> • Complaints were responded to within the stipulated time frames. • No Presidential Hotline complaints registered

2.2.3. Organisational environment

2.2.3.1. Administration

The Economic Technical Cluster Secretariat chiefly provides technical support to the Economic Sector. Employment and Infrastructure Committee. The sub-programme is also responsible for coordinating the Economic Technical Advisory Committee (ETAC) which is a research and planning component, compiling economic infrastructure research reports, analysing the High Impact Projects within the Province and the establishment of an Economic Intelligence Resource Centre (War Room). The Economic Sector, Employment and Information Committee Secretariat plays a role in the verification of the information that must serve before the Economic Cluster.

The Financial Management Unit delivers supportive functions within the Department relating to financial accounting, management accounting, supply chain, risk and strategic management.

Supporting functions rendered within Corporate Services include HRA&D, Communications, ICT Management, Employee Health and Wellness, Registry, Security, Labour and Legal Services.

2.2.3.2. Small Business Development (Integrated Economic Development Services)

This programme consists of three sub-programmes i.e. SMME Development (formerly known as Enterprise Development); Regional Economic Development Services (REDS) which was formerly known as Regional and Local Economic Development (RaLED); and the sub-programme Economic Empowerment.

SMME Development consists of two units i.e. Enterprise Development and Corporate Development. The strategic intent of SMME Development is to create an enabling environment in which SMMEs and Cooperatives can be developed and flourish through financial and non-financial support. The sub-programme also addresses the informal business sector to help them to 'migrate' towards sustainability and formalisation.

Regional Economic Development Services (REDS) supports the economic development, enterprise planning and implementation in the municipalities. It focuses on supporting municipal IDP's, LED Strategies, the reduction of Red tape and Township Development. REDS also provides EPWP project support as per conditional grant.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

The focus of the Economic Empowerment unit is the provision of support to HDI's to enable them to participate in the mainstream economy. The sub-programme promotes and supports these HDI's through business intelligence, skills development and enterprise development.

2.2.3.3. Trade and Sector Development

This programme is divided into three distinctive sub-programmes. They are:

- Trade and Investment Promotion which is mandated to market and promote the province as a suitable trade and investment location. Through the application of best practice methodology and focused targeting, this sub-programme will proactively seek to attract, facilitate and retain foreign investment and promote exports and market access into the Province.
- Sector Development which actively pursues catalytic interventions with snow-balling effect that could trigger development initiatives on related industries within and outside manufacturing sector. One major intervention of note is the introduction of manufacturing clusters (Mineral Beneficiation Cluster, Agro-Processing Cluster and Clothing & Textile Cluster) whose attempts are none other than encouraging the development of industries in the Province. In conjunction with economic analysis research the Sub-programme conducted on Exports Industries, inter-sectoral trade linkages and the multiplier effects of manufacturing industries, the Sub-programme became better informed on what interventions can be introduced to boost manufacturing in the Province while responding to the national call for industrial development in the country as a strategy for economic growth and job creation.
- Strategic Initiatives: This sub-programme whose strategic objective is to Identify and implement strategic initiatives within key economic sectors.

2.2.3.4. Business Regulation and Governance

The main aim of the Programme is to promote and oversee good governance of the public entities, namely the Gambling Board, Liquor Board and the Consumer Protection Authority, including the Consumer Court. On a quarterly basis, the performance and financial reports of these entities are analysed and processed. These public entities are a creation of statutes and function in accordance thereto and are held accountable by the Department through monitoring and evaluation of their strategic performance plans.

The Programme is divided into:

- Governance is mandated to provide support to public entities in order to ensure both compliance and good governance.
- Regulation Services: although it is unstaffed and unfunded, it is included in the Annual Performance Plan because it is part of the generic structures for similar units in the whole country. While the department wants to restructure and change this, it can only be done after extensive national consultation in this regard.
- Consumer Protection is mandated to promote and protect the rights of consumers in the Northern Cape Province.

2.2.3.5. Policy Research and Innovation

This Programme seeks to support and facilitate the radical transformation of the economy by developing economic policies and strategies informed by relevant economic research. It is comprised of the following sub-programmes:

- The Economic Policy Development sub-programme places greater emphasis on the alignment of provincial strategies to the National Development Plan (NDP) and the National Infrastructure Plan (NIP). It consolidates the departments inputs towards other outcomes i.e. Outcome 7 (A Vibrant, equitable, sustainable rural communities contributing towards food security for all) and skills development initiatives to Outcome 5 (A skilled and capable workforce to support an inclusive growth path).
- The Research and Development sub-programme seeks to conduct and facilitate socio-economic research that will inform planning to promote growth and development.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

- In terms of the promotion of the knowledge economy and information society, Knowledge Economy and Innovation sub-programme focuses on the promotion of Management information Systems (MIS) and Enterprise Information Architecture (EIA), as key tools in the promotion of a knowledge society and economy.
- The Monitoring and Evaluation (M&E) sub-programme ensures timeous monitoring of Outcome 4 and channelling such reports to the Office of the Premier M&E Unit. Outcome 4 monitoring is of critical importance as it monitors progress on job creation. Furthermore, the sub-programme will also evaluate outcomes and impact of directly funded projects of the Department to measure value for money and the meeting of government objectives.

2.2.3.6. Tourism

The objective of the Tourism Programme is to promote and facilitate efficient tourism research and planning; to stimulate demand through tourism industry development and promotion; and the transformation of the tourism industry for inclusive economic growth and job creation.

In the year under review, the Tourism programme consisted of two sub-programmes i.e.

- Tourism Growth. This sub-programme seeks to facilitate opportunities for growth in the tourism industry to enable tourism development.
- The sub-programme Tourism Development aims to ensure that destination competitiveness and employment creation is achieved by way of enhancing and diversifying tourism experiences, supporting tourism enterprises and innovative destination promotion.

2.2.4. Key Policy Developments and Legislative Changes

There were no key policy developments or legislative changes in the year under review.

2.3. STRATEGIC OUTCOME ORIENTED GOALS

2.3.1. Efficient leadership, strategic support and economic advice

The Economic Technical Committee Secretariat is responsible for compiling Economic Cluster reports bi-annually which are prepared for the purpose of the EXCO Lekgotla. This entails the collation, verification and quality control of information from the Economic Cluster Departments and relevant stakeholders. This information must be packaged in accordance with the requirements from the Lekgotla which included progress on the MTSF; the Nine Point Plan and progress on Lekgotla resolutions.

Ten (10) records of proceedings of the Economic Sector, Employment and Infrastructure Technical Cluster meeting were produced. At these meetings Fifty-five (55) items served at the ETC of which Thirty-six (36) were recommended to serve at the Economic Sector, Employment and Infrastructure Cluster meeting.

In addition two (2) High Impact projects analysis reports were composed. The High Impact projects analysis report focuses on the multiple dimensional impact of these projects, namely economic, social, environmental, governance, technological, and spatial impact. In order to ensure that the progress of these projects are subjected to an integral developmental planning process there are various organizational structures in the reporting process. The reports focused on the following projects: Special Economic Zone (SEZ), Square Kilometre Array (SKA), Bloodhound SSC, Port Nolloth/Boegoe Bay, Douglas/Belmont, De Aar Warehouse, Upington Cargo Hub and Agriculture.

During 2017/18 the Economic Technical Committee Secretariat (ETC) compiled Two (2) reports on progress made with EXCO resolutions which served as a source document for Government Lekgotla. The reports highlighted the progress made regarding resolutions taken since February 2017 and August 2017.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

Four (4) research papers were drafted. Research was conducted on small scale fishing with the focus on Van Der Kloof dam. The Van der Kloof dam is stocked with indigenous and alien fish species, predominantly for recreational angling. Given widespread rural unemployment, poverty and undernourishment in Petrusville, Keurtjies Kloof and Phillipstown, the development of inland fisheries on public dams and natural water bodies has much potential for improving rural livelihoods and food security. Research was also conducted to examine the economic impact of climate change specifically in the Northern Cape Province; and the interactions between economic development and climate change.

Corporate Services has taken its place in the strategic management of Department and most of its activities are key to achievement of high levels of corporate governance standards in the department. The Department has successfully institutionalised the Corporate Governance of ICT framework, employee health and wellness, ethics programme and regular employee information sessions. The management of the employee performance management development system has also matured with only three employees who failed to comply. Two employees who failed to comply are on long-term ill-health leave.

2.3.2. Accelerated growth and transformation of the economy to create decent work and sustainable livelihood

Brownhilder and Smit (2013) indicate that the critical success factors of a SME is to make sure that matters pertaining to innovation, growth ambition, human capital and market orientation must be in place. If this is not successfully addressed; the 94% of SMMEs employing 5 or less employees, of which 67% have no employees at all; will lactate in survivalist mode indefinitely. SMMEs must be supported to yield high growth firms. These firms tend to employ more people and contribute more to the economic growth rate in South Africa.

It is incumbent on government to assist SMMEs in terms of the creation of an enabling environment and the provision of appropriate support; issues of Red Tape reduction, infrastructure, market access and competitive operating expenditure combined with an ease of access.

The EXCO outreach programmes held during 2017/18 resulted in an influx of queries and walk-in clients. The reviewed draft EGDF policy resulted in change of mode of operation and a tremendous increase in the number of applicants. The CIPC self-service system and EGDF posed tremendous challenges on the sub-programme since it was not functioning for the better part of the second semester.

A key indicator is the one dealing with the percentage of new and existing SMMEs assisted. These are those that are formally registered and are operating, within the IPAP Sectors. The Department assisted both new and existing SMMEs respectively. (New SMMEs refer to those that are not registered and those that come into contact with the Department for the first time.)

The Department undertook several SMMEs and Co-operatives awareness campaigns for dissemination of information on support offered to Co-operatives and SMMEs by the sub-programme. The sub-programme participated in various forums within the province that are geared to the advancement of support offered to Co-operatives and SMMEs. Co-operatives were also assisted with exposure to markets.

The Department developed, in partnership with SEDA, a training product offer to inform the informal sector on support measures and the process recommended towards formalization. The target for the annum was to have a support measure rolled out which concluded on the 22 March 2018. In partnership with Sol Plaatje Municipality and SEDA the Department offered training and onsite support to twenty one (21) informal traders in Ritchie.

The establishment of two shared economic infrastructure facilities (SEIF) were envisaged. The Department prepared proposals for the establishment of SEIF's in Frances Baard and Dawid Kruiper and included the proposal in the municipal LED component of their IDP's. Unfortunately, the establishments were not realised.

A key priority to realize local economic development is to have a maximum of this procurement localized by procuring from Northern Cape based SMMEs. Thirty enterprises were linked to possible public procurement

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

opportunities. In addition, 40 sewing cooperatives were introduced to the SASSA School Uniform project. The main challenge is the capacity of Northern Cape SMMEs to take up public procurement opportunities. In an effort to mediate these challenges, continuous collaboration with State Owned Entities was utilized to develop a database of service providers which is being updated. SMMEs are also encouraged to register on the Central Supplier Database (CSD) for business opportunities.

Renewable energy, mining and agriculture were identified for support to enable new and existing SMMEs. To encourage and support entrepreneurs to take advantage of the economic opportunities available in the various sectors, proposals were developed for incubators in these sectors. The Department therefore embarked on establishing the three incubators in the said sectors to house SMMEs. Three business plans were completed.

Due to the vast geographic space of the Northern Cape and the demand for enterprise support, innovative measures must be explored to provide enterprise support service on municipal level. One of these measures introduced by the Department is the Enterprise Cadet Programme. The Department, in partnership with SEDA, trained 11 graduates to be placed in municipalities to render enterprise onsite support to the entrepreneurs.

The process to obtain enterprises to be funded through EGDF started in September 2017 and was concluded in March 2018. The Department collaborated with District municipalities to ensure that business plans were received from across the province. A total of four hundred and forty (440) applications were received and a total of 100 enterprises received funding with the designated groups of women, youth and disabled having a representivity of 32%, 26% and 2% respectively. The regional spread of those funded is Frances Baard – 53; Z F McGawu – 9; John Taolo Gaetsewe – 19; Namakwa – 10 and Pixley Ka Seme – 9. It is anticipated that 521 jobs will be created.

The Department is mandated to provide strategic economic development support to municipalities via Local Economic Development (LED) planning, forums, projects and EPWP project support, as per the Division of Revenue Act (DORA) allocation received by the Department. In addition the Department collaborated with stakeholders to provide capacity building interventions directed at LED in municipalities.

The following catalyst projects were assisted in the municipalities:

- Frances Baard:
 - Kimberley Engineering Works (KEW): A proposal was developed for a metals cluster whereby the castings are machined towards final products. In addition, support was rendered with DTI incentive applications and a funding application with the NEF.
 - Beefmaster: An investment expansion and cost reduction model was developed in an effort to maintain and grow the current investment. DTI was brought on board to explore additional incentives to support the project.
 - Technology Station: A proposal was developed for the development of a Technology station in Kimberley.
- Pixley Ka Seme:
 - One Stop Enterprise Support Centre:
 - Wool proposal: Developed a proposal to do wool beneficiation in the District.
 - Fracking: A proposal was developed to establish a service centre for the proposed fracking in the Karoo in Victoria-West.
 - Establishment of the IPP Forum: Assisted the Emthanjeni Municipality to establish a shared planning and implementation forum with the IPP's.
- John Taolo Gaetsewe
 - Protective Gear Manufacturing: Developed a proposal for the establishment of manufacturing and distribution entity for protective clothing and gear required by the mining and construction sector.
- ZF McGawu
 - Vehicle Testing: Developed a proposal for incentivising the industry to promote and grow the Northern Cape vehicle testing industry.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

- Algae Plant Technology Innovation Agency (TIA): Advised and supported the funding applications for the revival of the algae research and production centre in Upington.
- VUT Technology station: Serve on the board, the provision of advice and support, as well as managing to secure a long-term contract for the technology station from the municipality.
- Namakwa – Vacant
 - Hantam renewable energy proposal: Assisted the Municipality with a proposal to the IPP office to extend the IPP support in the municipal area.

The capacitation of LED officials and those officials that are involved in LED for instance the IDP officials and Municipal Managers combined with the councillors is a priority for REDS. REDS developed a skills development and LED support proposal and updated the component with the cost implication and roll-out. These were then submitted to the Department of Small Business Development and LGSETA to source funding for an accredited training course.

The Office of the Premier coordinated and consolidated the LGSETA applications and the LED request was not funded. To offset this challenge, an in-house training model was developed. In collaboration with SALGA, the training took place on the 15th -16th March 2018. All 31 municipalities were invited including LED Councillors, LED officials and IDP officials. The training addressed issues of LED implementation, LED resources and incentives.

Municipal LED planning support to ensure economic development mandates are integrated and relevant is required by all municipalities. The Department developed a process plan, municipal LED status evaluation tool and support material to facilitate the improvement of LED planning in every municipality. All 31 municipalities were then reviewed and the 8 worst performing municipalities, in terms of LED, were identified for support since only 4 District Managers positions are filled and 1 is vacant. Three (3) municipalities were assisted with LED strategies and five 5 municipalities were assisted with LED/IDP components.

The following municipalities were assisted:

- Frances Baard:
 - Sol Plaatje Local Municipality: LED/IDP component.
 - Dikgatlong Local Municipality: LED/IDP component.
- Pixley Ka Seme (became vacant October 2017):
 - Emthanjeni Local Municipality: LED Strategy
 - Thembelihle Local Municipality: LED/IDP Component
- John Taolo Gaetsewe
 - Ga-Segonyana LED Strategy.
- ZF McGawu
 - Kai garib Local Municipality: LED/IDP component.
 - Dawid Kruiper: LED/IDP component.
 - ZF Mgcawu: LED Strategy.
- Namakwa - None

The Northern Cape Local Economic Development Forum serves as a shared platform where public and private stakeholders can meet to plan, communicate, enable and promote economic growth in the Northern Cape Province that create subsequent employment and empowerment. This forum is utilized by public and private stakeholders alike and they took place four times (21st June 2017, 13th September 2017, 15th November 2017 and 14th March 2018). A monthly Newsletter was developed monthly and circulated to stakeholders.

The primary aim of the EPWP programme is to create short- to medium-term work opportunities that target primarily the unemployed and unskilled members in impoverished communities. EPWP is a mandated reporting

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

responsibility of the Department. Four Hundred and twenty-two work opportunities (WO) were created. The EPWP projects were implemented in the Sol Plaatje Tourism Precinct: Kimberley, Sol Plaatje, Frances Baard District Municipality, Karoo Hoogland Clearing of invasive plant species: Williston, Namakwa District Municipality, Petrusville Waste Water Treatment: Petrusville, Pixley Ka Seme District Municipality, Ganspan Waterfowl Reserve: Jan Kempdorp, Frances Baard District Municipality, and the N18 Tourism route cleaning: Warrenton, Frances Baard District Municipality.

During the financial year 2017/18 the focus remained providing support to HDI groups to enable them to participate more effectively in the mainstream economy. The support provided entailed the identification of economic opportunities for the target groups to take up and skills development and the coordination and implementation of BBBEE in the province.

Four opportunities for the targeted groups were identified in i.e. non-core mining, services, renewable energy and agro-processing sectors. An opportunity was identified for local businesses owned by targeted groups at the SABC local office.

The Department also hosted a round table event for women owned businesses on the 08th June 2017 at the Frances Baard Municipality. In partnership with the South African Women in construction the annual Provincial conference for women in construction was hosted. Women from different sectors in the Province attended the Women in business awards called "Women Moving Mountains 2017". This was done in partnership with the Premiers office and Mme Reka Thusa. An Entrepreneurship workshop for women was held in Galeshewe by NGO WEMI in partnership with two important stakeholders, Mme Reka Thusa and SEDA. The main reason for the workshop was to share information with members of WEMI aspiring to run home-based businesses.

In addition thirty women participated in the two-day training intervention which was conducted by the United Nations Entity for Gender Equality and the Empowerment of Women. The course was called "Advocacy skills for women owned businesses and women entrepreneur associations."

Two disability co-operatives, were identified and referred to Petra Enterprise development to undergo a skills gap assessment. Youth were trained in Dikgatlong and Frances Baard on New Venture Creation through the Services Seta in collaboration with Edidor, a local company accredited with the Services Seta. Youth and people living with a disability were trained in Pre-start up business skills training programme in Upington.

The Department hosted BBBEE workshops quarterly to make all stakeholders aware of the importance of implementing and reporting on the BBBEE sector codes. The Presidential Advisory Council and Sector Code Representatives attended and presented on the work of the council and sector codes councils. The proposed BBBEE targets and policy framework were presented to both private and public stakeholders in the Province at various provincial platforms and BBBEE workshops.

2.3.3. Stimulated economic growth through industry development and trade investment promotion

During this financial year the Province exposed 40 Northern Cape companies to export markets through participation at the following local and international exhibitions:

- the Good Food and Wine Show in Cape Town and Johannesburg;
- the Mineral and Gem Fair in Chenzhou, Hunan Province, China;
- the China International Fair for Trade & Investment (CIFIT) in Xiamen (China);
- the Khai Ma Cultural Festival, which attracted potential buyers from Namibia and Botswana;
- Small Harbours Investors Conference in Port Nolloth which attracted investors from all over the country and China;
- the China - Africa Fair in Hunan Province (China);
- the Chicago Toy & Game Week in the United States;

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

The province also hosted an export development training seminar in conjunction with the dti to prepare SMMEs for the successful expansion of their businesses into international markets, understand export terminology, the international training environment as well as to understand the fundamentals of foreign market research and the concept of cultural barriers. Twelve SMMEs attended the training.

The Department supported provincial mega-projects such as the Upington SEZ, Boegoebaai Deep Port Harbour and the De Aar Logistics hub through marketing of the projects during outward visits to Brazil, China and the UAE. Exposure was also given to investment opportunities in marketing publications such as the Northern Cape Business publication and also through the Frontier Invest e-marketing platform.

The Department has continued to develop the industrial clusters guided by the three pillars of the business plan which are Marketing & Market linkages, Operational Upgrading and Institutional Support. As such the Clothing Cluster has seen growth in its membership by one additional firm and increased productive capacity of individual member firms, while the Metals Cluster has increased its members by two additional firms.

The EIA, Zoning Application, Architectural Drawings, Layout Designs and the Engineering Report have all been concluded for the Metals Industrial Cluster. The interventions that were instituted to the Clothing Cluster member firms yielded positive results with five jobs being created and a stoppage of a leakage in revenue.

In line with supporting Mining legislation imperatives which seek to ensure that communities in the mining areas benefit from the procurement activities of mines, a total of 23 local SMMEs in the Northern Cape were linked to procurement opportunities through the Provincial Mining Portal during this financial year. An additional 434 local SMMEs' profiles assisted, were loaded on the portal to be accessed by the mines as opportunities arises.

The Provincial Mining Indaba which was hosted by the Department in November 2017 is one form of intervention mechanism to create the platform for integrated and coordinated efforts of sector stakeholders to strive for maximum economic benefit of communities. Other efforts by the Department are engagements with and support to the John Taolo Business Developers and the John Taolo District LED Office, which established a local procurement portal. Further efforts include engagements with sector stakeholders to establish a Provincial Mining Strategic Commodity Forum.

A total of 80 learners received training at the Kimberley International Diamond and Jewellery Academy (KIDJA). These learners received training in the various focus areas including diamond cutting and polishing as well as the Gemmological Institution of America (GIA) polished evaluation courses. Twenty-one SMMEs were incubated at the Kimberley Diamond and Jewellery Incubator (KDJI). These incubates received training in both technical (jewellery making) and business management skills. Through the support services of the Incubator, a total of 15 jobs were created (14 permanent jobs and 1 temporary job).

2.3.4. A fair regulated trade environment and good governance

The entities over which an oversight function was performed are the Gambling Board and the Liquor Board. The Department analysed their strategic plans and annual performance plans, quarterly reports, compliance reports and their revenue-and-expenditure reports.

The oversight function for The Northern Cape Tourism Authority and Northern Cape Economic Development Agency, will be added to the Governance sub-programme's annual performance plan for the year 2018/19.

The Consumer Protection Authority received 418 cases, whereof 413 cases were successfully resolved. Thirty-one unresolved cases were referred to court for adjudication and 29 have already been adjudicated, leaving two cases to roll over to the next financial year 2018/2019.

Educational programmes were conducted in the districts of ZF Mgcawu, Frances Baard, John Taolo Gaetsewe and Pixley Ka Seme to educate and to create awareness throughout the Province. This included the education of grade 11 and 12 consumer studies curricula.

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

The office of the Consumer Protector celebrated World Consumer Rights day on 15 March 2018 in Prieska to make consumers aware of their rights and obligations with regards to the purchasing of goods and services from suppliers and also inform them on the procedure that consumers need to follow to lodge a complaint with the different regulatory bodies across the country. Examples of officers that attended the event were: FSB, Credit Ombudsman, MIOSA, COGHSTA, Public Protectors, SASSA and Office of the Human Rights Commission. The total of consumers reached on the day was 550. The total number of consumers reached for the 2017/18 financial year is 8323.

2.3.5. Sustainable economic development

Economic policy symposia were conducted in all five districts across the province with relevant stakeholders during the 2017/18 financial year. The events were held in the major centres of Kimberley, Upington, De Aar, Kuruman and Springbok respectively. The Symposiums were attended by District and Local Municipalities, Labour, NGO's, SMMEs, media and government officials. The objectives of the Symposiums were to unpack socio-economic challenges faced by the districts and Economic Development opportunities that exist within the districts; identify constraints hindering economic development and the strategic interventions needed to radically transform socio-economic landscape of each of the districts.

Furthermore the Symposiums were utilized as a platform to identify investment opportunities that exist within the district and gathering of inputs towards the implementation of the Nine Point Plan and development of the Economic Blue Print. The Provincial Economic Blue Print for Trade and Investment was not achieved. However, the terms of reference and the memo for appointing the service provider for the development of the Economic Blue Print for Trade and investment were compiled. The Economic Blue Print will thus be developed in the new financial year.

The analysis of the Industrial Policy Action Plan (IPAP 2017/18 – 2018/19) was conducted. The report was tabled at the Planning Forum meeting that was held on the 02 June 2017 for discussion. The IPAP report was also tabled at the Extended Executive Committee (EEMC) meeting held on the 26 June 2017. The report will be used to inform the strategic and annual performance plans of the department.

The progress report on the implementation of the Nine Point Plan in the province was compiled and tabled at the DST meeting that was held in June 2017, Extended Executive Council Lekgotla on the 05 September 2017 and February 2018.

Four Outcome 6 Implementation Forum meetings and four Outcome 4 Implementation Forum meetings and produced progress reports. A comprehensive report highlighting key achievements and challenges was produced and presented at the Technical and Political Economic Clusters.

A detailed analysis of the New Growth Path was conducted this included progress on the implementation thereof in the Northern Cape.

The departmental research agenda as guided by the national and provincial policy frameworks was developed. For the 2017/18 financial year two research reports were compiled focusing on the economic analysis of mining towns (ghost towns) and Agricultural co-operatives.

Research reports compiled include:

- The 2017/18 Research Agenda included a study on “Mine Closures” in order to identify alternative sectors for development of sustainable economies post mining. The research report (Socio-Economic Analysis of Local Municipalities Affected By Mine Closures) analysed selected socio-economic variables of two local municipalities (Siyancuma and Siyathemba) that have most recently been affected by mine closures in the Pixley Ka Seme District. This is to track and point out the effects of mine closures in these municipalities. Secondly, the report shows the economic impact of mine closures in the PKS district, in terms of mining output and job losses. It then concludes by identifying sectors wherein potential opportunities exist within these local economies, for development of sustainable economies.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

- Identifying and investigating opportunities to provide short courses/training to SMMEs and informal traders and developing and supporting construction (Small business sector). The first research initiative analysed the training programmes of specific institutions, namely Small Enterprise Development Agency (SEDA), National Youth Development Agency (NYDA) and Sector Education and Training Authorities (SETAs) mandated to support the SMME sector in the country; against the training needs of SMMEs identified across the five districts in the province. This was done in order to ascertain how far the currently offered training programmes go in meeting the needs as identified. It is anticipated that the findings of the paper will be valuable in reconciling and packaging training programmes (supply) to meet training needs (demand), should it be deemed necessary.
- The second research initiative focused on developing and supporting construction (small business sector). The report shows the contribution of the sector to provincial employment and profiling of SMMEs in the construction sector. Secondly, the report focuses on challenges that are affecting their growth as well as the various government interventions aimed at developing sustainable companies in the construction industry.
- “SEMI-PRECIOUS STONES MARKET ANALYSIS” provides insight on the existence and economic importance of semi-precious gemstones in the Northern Cape. Each mineral is described in terms of its location, extent and economic viability.
- “SEZ Programme in SA: Are Single Factory Zones an option for the Northern Cape?” discusses the South African SEZ programme and tests whether the four types underpinned in the SEZ Act are sufficient to meet the central aims of the programme. Necessarily, the report highlights some of the best international practices on SEZs, in so doing, pointing out what is perceived as the weaknesses of the SEZ programme, with specific reference to the Northern Cape economic scenario.
- “Regional systems of Innovation” illustrates how the concept is defined and provides a case study on how it has been implemented in the Eastern Cape Province and outlines lessons that can be learned from its implementation.

The overhaul of the departmental Intranet and Internet websites, based on the corporate framework set by the Office of the Premier was completed.

Under the National Broadband Policy, “SA Connect”, the Department chaired the Northern Cape Provincial Broadband Steering Committee. Pixley ka Seme Municipal District (PKSDM), as the beneficiary of Phase 1 of SA Connect, is being prepared to have twenty sites, schools and clinics, connected by the broadband implementation agents, Broadband Infraco (BBI) and the State Information Technology Agency (SITA). In support of the impending broadband rollout, the sub-programme has also initiated a WiFi New Venture Creations (NVC) learnership, with the Northern Cape Urban Technical Vocational Education Training (TVET) College, through the Media Information Communication Technology (MICT) Sector Education Training Authority (SETA). A WiFi proof-of-concept, with Fiberco, has also brought WiFi to the SMME Village, Kimberley International Diamond and Jewellery Academy and the Tourism Flagship Centre.

The development of e-Skills for the Knowledge Economy and 4th Industrial Revolution are paramount to the diversification of the provincial economy. The network of partnerships, including Geekulcha, Sol Plaatje University (SPU) Geekulcha Student Society, SITA, Engineers Without Borders, IT Security Web, the CSIR, the National e-Skills Initiative, Diamond Vision Creative Hub, mLab Southern Africa, amongst others, saw ICT training events being hosted at the: SMME Village, Galeshewe; SPU; Moremogolo TVET. And, training in De Aar, Mier and Schmidtsdrift. These training interventions have supported the Department of Science and Technology (DST) commitment to co-fund with the Department, the establishment of a mobile applications development laboratory (mLab) in Galeshewe. mLab NC, is a collaboration between the DEDaT, Sol Plaatje Municipality, mLab Southern Africa and the designated implementation agency, Northern Cape Community Education Training College.

The Square Kilometre Array (SKA) has seen the deployment of the 64 dish MeerKAT Array and was recently presented with a Special Platinum Award at the 2017 Logistics Achiever Awards. The surrounding communities

PERFORMANCE INFORMATION

For the year ended the 31 March 2018

of Kareeberg, Karoohoogland and Hantam have benefitted from this project, with more than 48% of the total project cost being spent locally. The MeerKAT array is expected to be ready for commissioning by the end April 2018. The road construction project to the SKA core is 99% completed. Four local contractors were retained for the remaining tasks that include railings and signage, and additional 5 local learners have been included amongst the recipients of SKA Undergraduate Bursaries. SKA was included in the reviewed process of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) of the Kareeberg municipality.

2.3.6. Sustainable impact of tourism on the economy of the Northern Cape

The Industry Performance Report (which measures the performance of the provincial tourism economy from the baseline year 2009) was completed.

In line with the objectives of the operation Phakisa, a report detailing the achievements in the implementation of the provincial Coastal and Marine Tourism Strategy was completed. In an effort to coordinate the various tourism stakeholder activities in the province, three provincial tourism forums were held. More than one-hundred (100) young people were enlisted and graduated in the Youth Hospitality Programme, thus providing young people with temporary employment and upskilling them so as to be able to join the job market.

In an effort to instil tourism awareness in the communities, five (5) tourism awareness initiatives were conducted in five regions of the Province. Over thirty (30) Tourism grade eleven (11) learners and fifteen (15) Tourism teachers were exposed to the opportunities presented by the National Tourism Careers Expo which was held in Bloemfontein.

The Lilizela Tourism Awards ceremony was held in Upington to recognise excellence and best practices within the provincial tourism economy. Event-organiser training was held to capacitate event organisers in the province. A Tourism Policy Makers workshop was conducted in Upington to capacitate councillors responsible for tourism in tourism policy development and implementation

To capacitate the provincial tourist guides to take advantage of opportunities in the adventure tourism niche market, a workshop was conducted for the guides.

The Department supported 83 tourism entrepreneurs through a tourism business skills development programme launched in the Frances Baard, Z.F. Mgcawu, Pixley ka Seme and Namakwa districts. Some 46 of these entrepreneurs were youth tourism entrepreneurs. The programme covered practical skills improvement in financial management, risk management and marketing in the hospitality industry. Entrepreneurs were also trained to improve their understanding of the Hospitality Industries Act and how to register on the Central Supplier Database.

Twelve entrepreneurs, six of them youth, were awarded financial support to improve their product quality and competitiveness in the market. One of our supported youth clients, Mpho Cornelius, owner of Workshop ko Kasi in Kuruman, scooped a coveted national Lilizela Award for "Best Township Tourism Experience".

Twenty-five tourism experiences were supported. This included work done to rejuvenate the Galeshewe Activity Route, the completion of the commercial feasibility study for the planned SKA Carnarvon Exploratorium and developing three walking trails on the Karoo Highlands Route. Twenty-two events also received financial support.

Partnerships are vital in successful destination development. In this regard the Department established two new visitor information offices in partnership with the Northern Cape Tourism Authority as we work to render better services to visitors from Namibia and add more value to the Richtersveld Route, Namakwa Coastal Route and Quiver tree Routes. These visitor information offices have been established at Nakop and Vioolsdrif border posts. The development of a new visitor information office in Loxton in partnership with the Ubuntu Trust has also kicked off while we worked with South African National Parks to improve infrastructure in the arid parks of the Northern Cape and add more value to tourism experiences in some of the communities bordering the parks.

PROGRAMME 1: ADMINISTRATION



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4. PERFORMANCE INFORMATION BY PROGRAMME

2.4.1. Programme 1: Administration

2.4.1.1. Office of the HOD

Strategic Objectives, Performance Indicators, Targets and Actual Achievement

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcomes	<ul style="list-style-type: none"> • Productive Investment is effectively crowded in through the infrastructure build programme. • The productive Sectors account for a growing share of production and employment. • Workers education and skills increasingly meet economic needs. • Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros. • Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly. • Public employment schemes provide relief for the unemployed and build community solidarity and agency. • Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor.
Strategic objective	Management of departmental transversal administrative programmes and provision of economic development leadership.
Objective Statement	To provide strategic direction and leadership in order to facilitate a sustained growth, radical transformation and diversification of the provincial economy.
Indicator	GDP growth rate
Target	4-5% GDP growth rate by 2020

Sub-programme: Office of the HOD						
Strategic Objective: Management of departmental transversal administrative programmes and provision of economic development leadership.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
1.1.1	Number of Economic Sector, Employment and Infrastructure Cluster reports.	2	2	2	None	None
1.1.2	Number of proceedings of the Technical Economic Sector, Employment and Infrastructure Cluster reports recorded.	10	10	10	None	None
1.1.3	Number of Economic Technical Advisory Committee Reports.	-	4	4	None	None
1.1.4	Number of Departmental High Impact Project Reports.	-	2	2	None	None

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Office of the HOD	7 200	6 229	971	6 023	6 023	-
Total	7 200	6 229	971	6 023	6 023	-

2.4.1.2. Financial Management

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcomes	<ul style="list-style-type: none"> Productive Investment is effectively crowded in through the infrastructure build programme The productive Sectors account for a growing share of production and employment Workers education and skills increasingly meet economic needs Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly Public employment schemes provide relief for the unemployed and build community solidarity and agency Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor
Strategic Objective	Financial Management Services to the department.
Objective statement	Provide an efficient and economical Financial Management support service within the department in order to ensure the achievement of service delivery objectives.
Indicator	Number of unqualified External Audit/Audit Outcomes without matters of emphasis. Average MPAT KPA4 Score by 2019.
Target	Unqualified Audit without matters of emphasis = 1 Average MPAT Score for KPA4 = 4



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-programme: Financial Management						
Strategic Objective: The Provision of Financial Management Services to the department						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
1.2.1	Departmental plans tabled.	1	1	1	None	None
1.2.2	Departmental performance reports submitted.	5	5	5	None	None
1.2.3	Departmental Financial Reports submitted	5	4	4	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Financial Management	25 506	24 569	937	31 047	23 627	7 420
Total	25 506	24 569	937	31 047	23 627	7 420



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.1.3 Corporate Services

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcomes	<ul style="list-style-type: none"> • Productive Investment is effectively crowed in through the infrastructure build programme. • The productive Sectors account for a growing share of production and employment. • Workers education and skills increasingly meet economic needs. • Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros • Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly • Public employment schemes provide relief for the unemployed and build community solidarity and agency. • Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor.
Strategic Objective	The provision of sound corporate management.
Objective statement	To provide support with regard to human resource management and legal related matters within the Department in order to ensure the achievement of strategic objectives
Indicator	Outcome of External Audit and MPAT
Target	An unqualified without matters of emphasis Audit Outcome by 2019. Reach and maintain a score of 3 on MPAT by 2019.



Sub-programme: Corporate Services						
Strategic Objective: The provision of sound corporate management.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
1.3.1	Number of employment equity reports.	-	4	4	None	None
1.3.2	Number of SMS financial disclosures submitted.	27	26	26	None	None
1.3.3	Number of performance agreements completed.	171	179	176	3 Employees failed to submit EPMDS documents	Invoked the EPMDS policy by instituting disciplinary action against the non-compliant employees.
1.3.4	Number of Employee Health and Wellness Promotions (activities) held	4	4	4	None	None
1.3.5	Number of Employee information sessions.	4	4	4	None	None
1.3.6	Number of Newsletters issued.	4	4	4	None	None
1.3.7	Number of legal sessions conducted.	2	2	2	None	None
1.3.8	Number of ICT Compliant Standards for Corporate Governance Reviewed.	-	5	5	None	None
1.3.9	Percentage of Local Area Network Uptime maintained.	98%	98%	98%	None	None
1.3.10	Percentage of Wide Area Network uptime maintained.	95%	95%	95%	None	None

PERFORMANCE INFORMATION
For the year ended the 31 March 2018



Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Corporate Services	25 680	25 680	-	24 510	23 088	1 422
Total	25 680	25 680	-	24 510	23 088	1 422

Strategy to overcome areas of under performance

None.

In – year changes to planned targets

None.

PROGRAMME 2: SMALL BUSINESS DEVELOPMENT



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.2. Programme 2: Small Business Development

2.4.2.1 SMME Development

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowded in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment, exports are diversified, African regional development is accelerated, carbon intensity is reduced and the organs of the state improve their alignment in support of employment-creating growth • Workers education and skills increasingly meet economic needs • Expanded employment in agriculture • Public employment schemes provide short term relief for the unemployment and build community solidarity and agency
Strategic Objective	The development and support of business enterprises.
Objective statement	To provide intensive support and develop sustainable enterprises in the province by 2020.
Indicator	% increase in the number of small businesses and cooperatives that are still operating one year after support provided
Target	30% increase in the number of small businesses and cooperatives that are still operating one year after support provided by 2020

Sub-programme: SMME Development						
Strategic Objective: Provision of development and support services to enterprises.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
2.1.1	Percentage of existing SMMEs supported in the IPAP sectors.	-	100%	96.5%	Not all the listed SMMEs were available for the planned support.	One SMME was closed upon inspection.
2.1.2	Number of SMMEs supported as Black Industrialists.	5	5	5	None	None
2.1.3	Number of informal businesses supported.	40	20	21	Over achieved by 1	In addition to the invitees, an informal trader requested permission to attend the session and was accommodated.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-programme: SMME Development						
Strategic Objective: Provision of development and support services to enterprises.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
2.1.4	Number of shared economic infrastructure facilities established	2	2	0	Two shared economic infrastructure were proposed to municipalities but not established.	The establishment of the shared facilities will be pursued in 2018/2019.
2.1.5	Percentage of new SMMEs developed in the IPAP sectors.	-	100%	100%	None	None
2.1.6	Number of sector-specific incubators established.	-	3	0	Not Achieved. Three business plans were completed.	Target to be pursued in the new financial year 2018/2019.
2.1.7	Number of SMMEs linked to public procurement opportunities	32	30	30	None	None
2.1.8	Percentage of existing Cooperatives supported in the IPAP sectors.	-	100%	100%	None	None
2.1.9	Percentage of new cooperatives developed in the IPAP sectors.	-	100%	100%	None	None
2.1.10	Number of SMME-and-Cooperative support service points established at Municipalities.	9	7	8	Over Achieved by 1.	The collaboration with SEDA proved to be more effective than anticipated.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
SMME Development	35 184	26 995	8 189	35 202	35 202	-
Total	35 184	26 995	8 189	35 202	35 202	-

2.4.2.2 Regional Economic Development Support

Strategic Objective, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Worker's education and skills increasingly meet economic needs • Spatial imbalances in economic opportunities are addressed through employment in agriculture, the build programme and densification in the metros • Public employment schemes provide short term relief for the unemployed and build community solidarity and agency
Strategic Objective	To provide strategic economic development support to municipalities
Objective statement	To provide support to municipalities in terms of district based planning, alignment and implementation in partnership with key stakeholders in order to ensure local economic development by 2020.
Indicator	Number of municipalities' plans developed in alignment to economic development policies.
Target	31 municipalities' plans developed in alignment to economic development policies by 2020.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-programme: Regional Enterprise Development Support						
Strategic Objective: Provision of strategic economic development support to municipalities.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
2.2.1	Number of Economic Development Projects assisted within the NDP sectors.	8	4	4	None	None
2.2.2	Number of municipal capacity building interventions.	19	1	1	None	None
2.2.3	Number of municipalities assisted to prepare a valid LED component for the IDP.	8	8	8	None	None
2.2.4	Number of Provincial LED Forums conducted.	4	4	4	None	None
2.2.5	Implementation of projects and reporting of EPWP employment created.	-	308 WO	422 WO	Over Achieved by 114 WO.	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Regional Enterprise Development Support	7 683	7 279	404	8 763	8 763	-
Total	7 683	7 279	404	8 763	8 763	-



2.4.2.3 Economic Empowerment

Strategic Objective, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowed in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment, exports are diversified, African regional development is accelerated, carbon intensity is reduced and the organs of the state improve their alignment in support of employment-creating growth • Workers education and skills increasingly meet economic needs • Expanded employment in agriculture • Public employment schemes provide short term relief for the unemployment and build community solidarity and agency
Strategic Objective	Provision of support to HDI's to participate in the mainstream of the economy.
Objective statement	To promote and support the participation of HDI's in the mainstream of the economy through business intelligence, skills development and enterprise development.
Indicator	% of supported enterprises and cooperatives that are owned by target groups
Target	30% of supported enterprises and cooperatives owned by target groups by 2020

Sub-programme: Economic Empowerment						
Strategic Objective: Empowerment of HDI's with specific focus on black women and youth to participate in the mainstream economy.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
2.3.1	Number of target group specific opportunities identified.	6	4	4	None	None
2.3.2	Number of target group specific interventions implemented.	7	8	9	Over Achieved by 1.	The additional youth intervention capital outlay was offset by the budget of the Programme Manager.
2.3.3	Number of target group skills training interventions	8	10	10	None	None

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Economic Empowerment	5 064	5 064	-	2 902	2 902	-
Total	5 064	5 064	-	2 902	2 902	-

Strategy to overcome areas of under performance

Improve planning and crafting of indicators. Secure a commitment, by way of a MoU, of stakeholders before capturing a target as an output in the APP.

Performance Indicators 2.1.2 and 2.1.3 refer to “number of enterprises referred” and “number of enterprises assisted”. This needs to change to reflect the “number of services” rendered to refer and assist entrepreneurs. This is based on the fact that the performance measure is not to be understood as “number of enterprises assisted” but the “number of services rendered”. This implies that several services can be rendered to one enterprise. The cost, time and performance input is measured per service and not per enterprise.

There is a need to consolidate work efforts especially in Enterprise Development. There are 6 vacant funded posts in the unit. Advocate for the filling of vacant funded posts and submit a budget pressure for posts additional to the establishment; subject to the approval of the organisational structure.

Fund hardware and software tools/applications that will enable communities to contact the Department. The Department to render community based services through the Cadet Project, library contact point project and mobile outreaches to specific communities. Promote the USSD project as a measure to have clients access the Department.

In – year changes to planned targets

None.



PROGRAMME 3: TRADE AND SECTOR DEVELOPMENT



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.3. Programme 3: Trade and Sector Development

2.4.3.1 Trade and Investment Promotion

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> Productive Investment is effectively crowd in through the infrastructure build programme The productive Sectors account for a growing share of production and employment, exports are diversified, African regional development is accelerated, carbon intensity is reduced and the organs of the state improve their alignment in support of employment-creating growth Workers education and skills increasingly meet economic needs
Strategic Objective	Facilitation of trade export promotion and investment attraction into the NC Province.
Objective statement	To stimulate trade and crowd in investment to ensure sustainable job creation and economic growth
Indicator	Value of investment attracted
Target	R500 million investment attracted by 2020.

Sub-Programme: Trade and Investment Promotion						
Strategic Objective: Facilitation of trade, promotion of export and crowding in of investment into the province.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
3.1.1	Number of investment initiatives supported.	-	4	5	Over-achieved by 1.	Target exceeded due to marketing of multiple projects on marketing platforms such as print publications, e-platform and outward missions.
3.1.2	Number of companies exposed to export markets.	-	17	51	Over-achieved by 34.	Target exceeded due to collaboration with the sub-programme "Strategic Initiatives.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Trade and Investment Promotion	15 857	15 857	-	14 106	14 106	-
Total	15 857	15 857	-	14 106	14 106	-

2.4.3.2 Sector Development

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> The productive Sectors account for a growing share of production. Workers education and skills increasingly meet economic needs. Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly.
Strategic Objective	Development of key economic sectors
Objective statement	To facilitate the development of key economic sectors in order to contribute to a growing share of local production and job creation in the province
Indicator	Number of work opportunities created within key economic sectors (Manufacturing, Mining and Renewable Energy).
Target	3000 work opportunities created by 2020.

Sub-Programme: Sector Development						
Strategic Objective: Development of key economic sectors.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
3.2.1	Number of economic sectors supported	-	2	2	None	None
3.2.2	Number of Mining legislative imperatives supported	-	1	1	None	None

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Sector Development	15 650	14 365	1 285	6 894	6 894	-
Total	15 650	14 365	1 285	6 894	6 894	-

2.4.3.3 Strategic Initiatives

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> Productive Investment is effectively crowed in through the infrastructure build programme. The productive Sectors account for a growing share of production and employment. Workers education and skills increasingly meet economic needs Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor.
Strategic Objective	Identify and implement strategic initiatives within key economic sectors
Objective statement	To facilitate the implementation of strategic programmes, projects and economic infrastructure in order to create sustainable jobs and crowd in investment
Indicator	Number of diamond beneficiation and jewellery projects supported.
Target	Three projects supported.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-programme: Strategic Initiatives						
Strategic Objective: Strategic positioning of industries in support of sector development for economic growth and development.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
3.3.1	Number of Diamond Strategy initiatives supported.	-	3	3	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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 Initiatives	7 995	7 410	585	7 123	7 123	-
Total	7 995	7 410	585	7 123	7 123	-

Strategy to overcome areas of under performance

No areas of underperformance however internal factors that influenced the achievement of targets was collaboration between the Trade & Investment unit and the Strategic Initiatives unit.

External factors that influenced the achievement of targets was export compliance documents of SMMEs that was not in place. This resulted in some of the SMMEs not being able to attend the overseas exhibitions. Better coordination, planning and timeous notification of outward missions between the Department of Trade and Industry and DEDaT will bring about better participation of SMMEs at National Pavilions and Outward Selling Missions.

In – year changes to planned targets

None.



PROGRAMME 4: BUSINESS REGULATION AND GOVERNANCE



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.4. Programme 4: Business Regulation and Governance

2.4.4.1 Governance

Strategic Objectives, Performance Indicators and Targets

Government Outcome	Decent Employment through inclusive economic growth
Government sub-Outcome	<ul style="list-style-type: none"> Workers education and skills increasingly meet economic needs Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly. Elimination of unnecessary regulatory burdens and lower price increases for key inputs fosters investment and economic growth
Strategic Objective	Promotion of good governance in Departmental Public entities.
Objective statement	To provide support to public entities in order to ensure compliance and good governance
Indicator	Unqualified Outcome of external audit for Entities
Target	100% entities to receive an unqualified without matters of emphasis Audit Outcome by 2020

Sub-Programme: Governance						
Strategic Objective: Promotion of good governance in Departmental Public entities.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
4.1.1	Number of reports on public entity strategic plans.	2	2	2	None	None
4.1.2	Number of Public Entity Quarterly Reports analysed.	8	8	8	None	None
4.1.3	Number of verification reports on public entity compliance	8	8	8	None	None
4.1.4	Number of verification reports on Public Entity revenue-and-expenditure.	8	8	8	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Governance	3 177	2 886	291	2 393	2 393	-
Total	3 177	2 886	291	2 393	2 393	-

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.4.2 Consumer Protection**Strategic Objectives, Performance Indicators and Targets**

Government Outcome	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> Workers education and skills increasingly meet economic needs Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly. Elimination of unnecessary regulatory burdens and lower price increases for key inputs fosters investment and economic growth
Strategic Objective	Promotion and protection of consumer rights.
Objective statement	To promote and advance the economic and social welfare of consumers in the province.
Indicator	Percentage of consumer complaints resolved.
Target	100% of consumer complaints resolved by 2020.

Sub-Programme: Consumer Protection					
Strategic Objective: Promotion and protection of consumer rights					
Performance Indicator	Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
4.3.1 Number of consumer education and awareness programmes conducted.	53	40	42	Over-achieved by 2.	Due to the National Credit Regulator that visited the Province, the Department could accompany them with their programme.
4.3.2 Percentage of complaints investigated	100%	100%	100%	None	None
4.3.3 Percentage of cases solved	79%	85%	99.28%	Overachieved by 14.28%	The resolved cases include cases that were brought forward from the previous financial year.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-Programme: Consumer Protection						
Strategic Objective: Promotion and protection of consumer rights						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
4.3.4	Percentage of court cases adjudicated.	70.5%	100%	93.5%	Under-achieved by 6.5%.	Two cases still to be heard in Kakamas and Upington, due to attorney's unavailability in March 2018. These cases will be heard in the 1st Quarter of the new financial year.
4.3.5	Number of compliance Inspections conducted in the Province.	274	300	334	Over-achieved by 34.	Over achievement due to additional complaints received from consumers.

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Consumer Protection	9 640	9 522	118	8 149	8 149	-
Total	9 640	9 522	118	8 149	8 149	-

Strategy to overcome areas of under performance

Compliance inspections were conducted in conjunction with Consumer Awareness education campaigns/programmes.

In – year changes to planned targets

None.

PROGRAMME 5: POLICY, RESEARCH AND INNOVATION



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.5. Programme 5: Policy, Research and Innovation

2.4.5.1 Economic Policy Development

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowd in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment • Workers education and skills increasingly meet economic needs • Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros • Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly • Public employment schemes provide relief for the unemployed and build community solidarity and agency • Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor
Strategic objective	Coordinate effective and Integrated Economic Planning
Objective Statement	To coordinate economic policy implementation in order to ensure effective economic planning.
Indicator	Number of reports produced on implementation of Outcomes Delivery Agreement.
Target	32 Reports produced on implementation of Outcomes Delivery Agreements by 2019.

Sub-Programme: Economic Policy Development						
Strategic Objective: Effective and integrated Economic Planning and Policy development.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.1.1	Number of economic strategies developed.	0	1	0	Not Achieved.	The Economic Blueprint could not be completed due to unforeseen administrative delays and human resource constraints.
5.1.2	Number of economic strategies reviewed.	5	2	4	Over-achieved by 2.	Two additional strategies were reviewed in response to a request from Exco Lekgotla. No additional expenses were incurred.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-Programme: Economic Policy Development						
Strategic Objective: Effective and integrated Economic Planning and Policy development.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.1.3	Number of Economic Dialogues with stakeholders convened.	3	5	5	None	None
5.1.4	Number of Outcomes Implementation forums convened.	8	8	8	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Economic Policy Development	3 253	3 253	-	2 947	2 947	-
Total	3 253	3 253	-	2 947	2 947	-

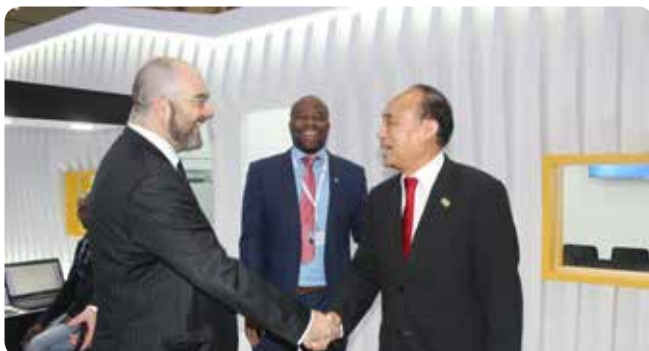


2.4.5.2 Research and Development

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowed in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment • Workers education and skills increasingly meet economic needs • Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros • Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly • Public employment schemes provide relief for the unemployed and build community solidarity and agency • Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor
Strategic objective	Conduct relevant economic research
Objective statement	To conduct and facilitate socio-economic research that will inform planning to promote growth and development.
Indicator	Investment in research and development as % of the departmental budget
Target	At least 2.5% of departmental budget to be spent on research activities.

Sub-Programme: Research and Development						
Strategic Objective: Facilitation of Efficient Economic Research.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.2.1	Number of research reports compiled.	2	2	2	None.	None.
5.2.2	Number of research-and-development initiatives supported.	2	2	2	None.	None.
5.2.3	Number of Economic Intelligence reports developed.	5	4	4	None.	None.
5.2.4	Reviewed DEDaT Research Agenda	1	1	1	None.	None.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Research and Development	3 561	3 343	218	4 088	4 088	-
Total	3 561	3 343	218	4 088	4 088	-

2.4.5.3 Knowledge Economy and Innovation

Strategic Objectives, Performance Indicators and Targets

Government Outcomes:	Decent employment through inclusive growth. An efficient, competitive and responsive economic infrastructure network
Government Sub-Outcome	<ul style="list-style-type: none"> Workers education and skills increasingly meet economic needs. Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly. Expansion, modernisation, access and affordability of our information and communications infrastructure ensured: telephony, broadband and television. Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor.
Strategic objective	Facilitation of a provincially based Knowledge economy
Objective Statement	To develop a knowledge society, through innovation, that enhances inclusive economic growth
Indicator	Number of districts connected to the national broadband backbone.
Target	5 of 5 districts in the province with access to high speed broadband internet.

Sub-Programme: Knowledge Economy and Innovation						
Strategic Objective: Facilitation of a Knowledge based economy.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.3.1	Number of reports on the development of Knowledge Management systems.	-	4	4	None	None
5.3.2	Number of reports on access to broadband connectivity.	-	4	4	None	None

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-Programme: Knowledge Economy and Innovation						
Strategic Objective: Facilitation of a Knowledge based economy.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.3.3	Number of Digital Infrastructure initiatives implemented.	0	2	1	Under-achieved by 1.	The launch of the mLabNC is awaiting Ministerial approval for the launch in Youth Month 2018.
5.3.4	Number of e-skills development initiatives implemented.	12	6	8	Over Achieved by 2.	ICT Literacy training in Pixley Ka Seme. Assisted Frances Beard SMME Trust on the open Enterprise Resource Planning (ERP).
5.3.5	Number of reports produced on SMMEs involved in SKA localisation.	-	4	4	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Knowledge Economy and Innovation	6 848	6 848	-	5 242	5 242	-
Total	6 848	6 848	-	5 242	5 242	-

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.5.4 Monitoring and Evaluation

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowded in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment • Workers education and skills increasingly meet economic needs • Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the built programme and densification in the metros • Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly • Public employment schemes provide relief for the unemployed and build community solidarity and agency • Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor
Strategic objective	Monitoring and evaluation of service delivery initiatives
objective Statement	Monitor and evaluate the service delivery initiatives to assess their socio-economic impact.
Indicator	% of outcome 4 service delivery initiatives evaluated
Target	100% (of 60) Outcome 4 service delivery initiatives to be evaluated by 2019.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-Programme: Monitoring and Evaluation						
Strategic Objective: Effective monitoring and evaluation of service delivery initiatives.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
5.4.1	Number of monitoring reports produced.	5	5	6	Over Achieved by 1.	MPAT Self-assessment report completed.
5.4.2	Number of evaluation reports produced.	2	2	2	None	None

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Monitoring and Evaluation	2 830	2 830	-	2 370	2 370	
Total	2 830	2 830	-	2 370	2 370	

Strategy to overcome areas of under performance

The Economic Blueprint could not be completed due to unforeseen administrative delays and human resource constraints. A service provider has been appointed, signing of SLA to be fast tracked. The outcomes of the Economic Colloquium which is to be held in June 2018 will be used to assist in the developing of the Economic Blue Print.

The MLab could not be launched in the 2017/18 financial year as the MOU was not signed timeously and confirmation of availability from the Deputy Minister was awaited. The MLab launch will take place end of June 2018.

In – year changes to planned targets

None.



PROGRAMME 6: TOURISM



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.4.6. Programme 6: Tourism

2.4.6.1 Tourism Growth (formerly Research and Planning)

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> The productive Sectors account for a growing share of production and employment Workers education and skills increasingly meet economic needs Investment in research, developing and innovation support inclusive growth by enhancing productivity of existing and emerging enterprises and supporting the development of new industries.
Strategic Objective	Fostering inclusivity to unlock tourism development
Objective statement	To facilitate opportunities for growth in the tourism industry to enable tourism development.
Indicator	% compliance to provincial tourism policies and regulations
Target	100% compliance to provincial tourism policies and regulations by 2020.

Sub-Programme: Tourism Growth						
Strategic Objective: Promotion and facilitation of efficient tourism research and planning.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
6.1.1	Number of tourism industry performance reports produced.	2	1	1	None	None
6.1.2	Number of reports produced on progress on the implementation of Operation Phakisa.	-	1	1	None	None
6.1.3	Number of initiatives to support the tourist guiding sector.	-	5	5	None	None
6.1.4	Number of illegal tourist guiding campaigns conducted.	60	7	7	None	None
6.1.5	Number of community tourism awareness campaigns.	9	8	8	None.	None.
6.1.6	Number of tourism industry interventions.	5	7	6	Under-achieved by 1.	The "Tourism Industry Business Planning Support" booklet could not be distributed.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Tourism Growth	5 462	5 462	-	5 789	5 789	-
Total	5 462	5 462	-	5 789	5 789	-

2.4.6.2 Tourism Development

(Previously Tourism Growth and Development)

Strategic Objectives, Performance Indicators and Targets

Government Outcome:	Decent Employment through inclusive economic growth
Government Sub-Outcome	<ul style="list-style-type: none"> • Productive Investment is effectively crowded in through the infrastructure build programme • The productive Sectors account for a growing share of production and employment • Workers education and skills increasingly meet economic needs • Economic Opportunities for historically excluded and vulnerable groups are expanded and the growth in small businesses and cooperatives is improving markedly (These look more like statements than they do outcomes.)
Strategic Objective	To develop and promote an equitable, competitive and sustainable tourism destination, enhancing its contribution to provincial priorities.
Objective statement	To ensure destination competitiveness and employment creation is achieved by way of enhancing and diversifying tourism experiences, supporting tourism enterprisers and innovative destination promotion.
Indicator	Percentage growth in visitor numbers.
Target	Grow visitor numbers by 3% by 2019.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Sub-Programme: Tourism Development						
Strategic-Objective: Stimulation of visitor demand through tourism industry development and promotion.						
Performance Indicator		Actual Achievement 2016/2017	Planned Target 2017/2018	Actual Achievement 2017/2018	Deviation from planned target to Actual Achievement for 2017/2018	Comment on Deviation
6.2.1	Number of tourism enterprises supported non-financially	67	20	37	Over-achieved by 17.	Good mobilisation and support from Municipalities.
6.2.2	Number of youth involved in enterprise skills development.	-	20	46	Over-achieved by 26.	More youth attended the skills development workshops.
6.2.3	Number of tourism enterprises supported financially.	9	5	6	One additional enterprise supported.	None
6.2.4	Number of youth tourism enterprises supported financially.	-	5	6	Over-achieved by 1.	One additional youth enterprise supported financially to offset traveling expenditure.
6.2.5	Number of Tourism experiences supported.	11	24	25	Over-achieved by 1.	None
6.2.6	Number of tourism infrastructure projects supported.	3	11	4	Under-achieved by 7.	Unforeseen administrative delays precluded the appointment of a service provider. Service Provider will be appointed in the new Financial year.



PERFORMANCE INFORMATION
For the year ended the 31 March 2018



Linking performance with budgets

Sub- Programme Name	2017/2018			2016/2017		
	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
Tourism Development	40 786	37 988	2 798	35 938	33 678	2 260
Total	40 786	37 988	2 798	35 938	33 678	2 260

Strategy to overcome areas of under performance

None.

In – year changes to planned targets

None.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.5. TRANSFER PAYMENTS

2.5.1 Transfer payments to Public Entities

Table 2.5.1.1: transfer payments made for the period 1 April 2017 to 31 March 2018

Name of Public Entity	Service rendered by the public entity	Amount transferred to the public entity (R'000)	Amount spent by the public entity (R'000)	Achievements of the public entity
NCEDA	Promoting direct foreign and local investment in the Province	10 664	10 664	Please refer to the annual report of the Public Entity obtainable from the Public Entity
Northern Cape Liquor Board	Regulating the Liquor Industry in the Province	11 755	11 755	Please refer to the annual report of the Public Entity obtainable from the Public Entity
Northern Cape Gambling Board	Regulating the Gambling Industry in the Province	13 915	13 915	Please refer to the annual report of the Public Entity obtainable from the Public Entity
Northern Cape Tourism Agency (NCTA)	Marketing the Province as a Tourist Destination	21 899	21 899	Please refer to the annual report of the Public Entity obtainable from the Public Entity
Total		58 233	58 233	

2.5.2. Transfer payments to all organisations other than public entities

Table 2.5.2.1: Transfer payments made for the period 1 April 2017 to 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
KAMIESBERG MUNICIPALITY	MUNICIPALITY	KAMIESBERG TRAIL RUN	Yes	20	20	N/A
RICHTERSVELD MUNICIPALITY	MUNICIPALITY	BEACH FESTIVAL	Yes	750	750	N/A
ERIS PROPERTY GROUP PTY LTD (SOL PLAATJE MUNICIPALITY)	MUNICIPALITY	MUNICIPAL SERVICES	N/A	146	146	N/A
KIDJI	DEPARTMENTAL AGENCY	KIDJI	Yes	1 700	1 700	N/A
KIMBERLEY INTERNATIONAL DIAMOND	DEPARTMENTAL AGENCY	KIDJA TRUST	Yes	1 700	1 700	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
NCMIC NPC	DEPARTMENTAL AGENCY	METALS INDUSTRIAL CLUSTER	Yes	1 800	1 800	N/A
NORTHERN CAPE CLOTHING CLUSTER	DEPARTMENTAL AGENCY	CLOTHING AND TEXTILE CLUSTER	Yes	1 700	1 700	N/A
NORTHERN CAPE SMME TRUST	DEPARTMENTAL AGENCY	SMME DEVELOPMENT	Yes	6 741	6 741	N/A
SOUTH AFRICAN NATIONAL PARKS	DEPARTMENTAL AGENCY	SANPARKS	Yes	1 200	1 200	N/A
SOUTH AFRICAN SAN COUNCIL	DEPARTMENTAL AGENCY	EVENT-KALAHARI DESERT FESTIVAL	Yes	100	100	N/A
G MAASDORP	EX-EMPLOYEE	LEAVE GRATUITY	N/A	40	40	N/A
RB MATHETSA	EX-EMPLOYEE	LEAVE GRATUITY	N/A	29	29	N/A
T SMITH	EX-EMPLOYEE	LEAVE GRATUITY	N/A	6	6	N/A
LEBOGANG KENNETH MOTSAGI	HOUSEHOLDS	DONATION	Yes	40	40	N/A
NORTHERN CAPE COMMUNITY EDUCATION	HIGHER EDUCATION	MLAB	Yes	1 500	1 500	N/A
183 OMEIDA TRADING (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	105	105	N/A
4 TKR TRADING(PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	30	30	N/A
ABC LABORATORIES	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	1 000	1000	N/A
ADVANCED MED CARE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	710	710	N/A
ANVOR ENGINEERING WORK AND TRADI	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	750	750	N/A
ARK GASTEHUIS	PRIVATE ENTERPRISE	WINTER FESTIVAL	Yes	20	20	N/A
ATOM AGRIC AND TRAINING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	850	850	N/A
BEDECT (PTY)	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	525	525	N/A
BONGLE TOTA TRADING ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	450	450	N/A
BOSCO SPORTS EVENTS MANAGEMENT	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	3 000	3 000	N/A
BOTONG STEEL WORKS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
BRAZARS GENERAL TRADING(PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	300	300	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
BUTTERFLY ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	560	560	N/A
CONCORDIA ONE STOP TRADING (PTY)	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	520	520	N/A
CREATIVE SOLUTIONS	PRIVATE ENTERPRISE	TOURISM-EVENT SUPPORT	Yes	100	100	N/A
CTA FOUNDATION	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	130	130	N/A
DELVA GEORGES CIVIL AND GENERAL	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	630	630	N/A
E FASHION HATS DESIGNS (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	260	260	N/A
EKHAMAMGA TRADING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	450	450	N/A
ENVIRO CHARGE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
FANIKI'S AUTO ELECTRICAL	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	246	246	N/A
FRITZ BUSINESS ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
FUSION GARDENS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
GARIEP KUNSTEFEEES	PRIVATE ENTERPRISE	TOURISM-EVENT SUPPORT	Yes	200	200	N/A
GHAAP RIVERXTREME	PRIVATE ENTERPRISE	TOURISM-EVENT SUPPORT	Yes	20	20	N/A
GIOTAY DIGITAL	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
GREEN PLAN COOP	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	300	300	N/A
GUDSBO ENTERPRISE (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	350	350	N/A
HUMAN CAPITAL MAXIMISERS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	70	70	N/A
INGELOS CITADEL	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	800	800	N/A
ISOLIMO PANEL BEATERS AND GENERA	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	350	350	N/A
JOMECASON TOURS UNLIMITED(PTY)	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	20	20	N/A
JRK AUTO REPAIRS (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	155	155	N/A
KANDIGURU	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	206	206	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
KAROO TRAVEL DIMENSIONS	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	25	25	N/A
KGATELO PELE SEWING PRIMARY CO=O	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	55	55	N/A
KOKERBOOM KOPPIE WERKE	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	145	145	N/A
KURA EVENTS AND MARKETING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
LA-PEMPA MULTIPURPOSE CO=OPERATI	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	500	500	N/A
LEWIS SEPTEMBER TRADING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	110	110	N/A
LORATO AND BAANAME GENERAL TRAD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	110	110	N/A
LOUVAUN 1603 (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	300	300	N/A
MABENAKI-JR PROJECTS (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	280	280	N/A
MAFARATLHA TECHICAL NETWORKS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	1000	1 000	N/A
MAKHEIEZ GENERAL TRADING TRAININ	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	314	314	N/A
MANGALISO FUNERAL SERVICES	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	205	205	N/A
MARK IN KBY TRADING 1008 (PTY)	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	350	350	N/A
MASIGCOBE ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	150	150	N/A
MAWEZA BUSINESS TRADING (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	325	325	N/A
MBOVANA RAD TRADING ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	350	350	N/A
MINI AFRICAN RESTURANT	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	67	67	N/A
MODIAKGOTLA'S CREATIONS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	230	230	N/A
MONICAS CURTAIN BOUTIQUE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	50	50	N/A
MSG DESIGNS (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	300	300	N/A
MVP INPRINT	PRIVATE ENTERPRISE	TOURISM-EVENT SUPPORT	Yes	33	33	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
NAM PETROLEUM CC	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	1 000	1 000	N/A
NATIVAH ENERGY GROUP	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	318	318	N/A
NEW DIMENSION SKILLS TRAINING SO	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	130	130	N/A
NORTHERN CAPE MOTOR SPORT ASS	PRIVATE ENTERPRISE	TOURISM-EVENT SUPPORT	Yes	400	400	N/A
OLERILE MALERA GENERAL TRADING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	45	45	N/A
OLIFANTSHOEK TRADING ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	690	690	N/A
ORANGE RIVER HOTEL & CONFERENCE	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	130	130	N/A
OTSILE TRADING SERVICE (PTY)LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
PEK BUSINESS SOLUTIONS(PTY)	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	50	50	N/A
PINO TAU OUTDOOR MEDIA(PTY)LTD	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	298	298	N/A
PMD ABSOLUTE (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	140	140	N/A
PRO PRINT	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	1 050	1 050	N/A
PRORT GLASS AND ALUMINIUM	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	250	250	N/A
RATOSIYA	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
REMOTLOTLO CATERING AND EVENTS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	113	113	N/A
RESAIPELA	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	450	450	N/A
RICHTERSVELD BOEKWINKEL & KOOPER	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	390	390	N/A
RISKI BOY EVENTS AND SUPPLY	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	154	154	N/A
ROOUIDUIN GUESTFARM	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	27	27	N/A
RST PLUMBERS PTY LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	315	315	N/A
RUTH'S HOUSE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	75	75	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
SAAM STAAN VROUE PTY LTD	PRIVATE ENTERPRISE	PELLA FESTIVAL	Yes	20	20	N/A
SASTAS TRADING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	250	250	N/A
SHARP MOVE TRADING 305 PTY	PRIVATE ENTERPRISE	ORANGE DESCENT	Yes	100	100	N/A
SHELLMAT PROJECT SERVICES	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	260	260	N/A
SMK PRODUCTIONS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	70	70	N/A
SOLARSHOP -SA	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	518	518	N/A
SOUND AND LOOK BETTER FOR PHOTO	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	123	123	N/A
SUNTRACIA TRADING ENTERPRISE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	50	50	N/A
TATA MA TATA TOURS	PRIVATE ENTERPRISE	TOURISM SMME GRANTS	Yes	20	20	N/A
TCB ENGINEERING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	1500	1500	N/A
TEBOGO LE THLHOMPHO TRADING	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
TERMO CONSTRUCTION (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	50	50	N/A
THABISO 785 TRADING (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	50	50	N/A
THE PRINT ZONE HOLDINGS (PTY) LTD	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
THE WORKSHOP KO KASI	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	214	214	N/A
THOLO MOBILE CLEANING SERVICES	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	45	45	N/A
TJ HOT FOOD CAFFEE	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	165	165	N/A
TLOTISO HOLDINGS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	175	175	N/A
TOUCH AND LET'S GO TRAVEL AND TOUR AGENCY	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	26	26	N/A
TP MATHE DOMINION CONSTRUCTION A	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	23	23	N/A
TRANS AUGRABIES MTB	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	50	50	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

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 (R'000)	Reasons for the funds unspent by the entity
TRICAM'S TILL ROLLS AND OFFICE'S	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	200	200	N/A
TUMI'S ADVENTUROUS TRAVELLING TOURS	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	30	30	N/A
UBUNTU FORUM	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	25	25	N/A
UMSOBOMVU TYRE CENTRE CO-OPERATION	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	400	400	N/A
UPINGTON FUNERAL SERVICES	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	552	552	N/A
V4 – ENERGY SOLUTIONS	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	480	480	N/A
WEZI HEALTH AND WELLNESS CENTRE	PRIVATE ENTERPRISE	SMME DEVELOPMENT	Yes	100	100	N/A
WYDEX	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	144	144	N/A
WILDEKLAWER (PTY) LTD	PRIVATE ENTERPRISE	TOURISM SMME GRANT	Yes	750	750	N/A
UNITING REFORMED CHURCH IN SOUTH	HOUSEHOLDS	DONATION	YES	25	25	N/A
TOTAL				49 418	49 418	

Table 2.5.2.2: Transfer payments budgeted for but not made for the period 1 April 2016 to 31 March 2017

Name of transferee	Type of organisation	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	-	-	-	-	-
Total	-	-	-	-	-

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.6. CONDITIONAL GRANTS

2.6.1 Conditional grants and earmarked funds paid

Table 2.6.1.1: Conditional Grants and Earmarked funds paid for the period 1 April 2017 to 31 March 2018

Department/ Municipality to whom the grant has been transferred	Frances Baard District Municipality
Purpose of the grant	EPWP
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation
Amount per amended DORA	164
Amount transferred (R'000)	164
Reasons if amount as per DORA not transferred	N/A
Amount spent by the department/ municipality (R'000)	164
Reasons for the funds unspent by the entity	N/A
Monitoring mechanism by the transferring department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

Table 2.6.1.2: Conditional Grants and Earmarked funds paid for the period 1 April 2017 to 31 March 2018

Department/ Municipality to whom the grant has been transferred	Karoo Hoogland Local Municipality
Purpose of the grant	EPWP
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation
Amount per amended DORA	368
Amount transferred (R'000)	368
Reasons if amount as per DORA not transferred	N/A
Amount spent by the department/ municipality (R'000)	368
Reasons for the funds unspent by the entity	N/A
Monitoring mechanism by the transferring department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

Table 2.6.1.3: Conditional Grants and Earmarked funds paid for the period 1 April 2017 to 31 March 2018

Department/ Municipality to whom the grant has been transferred	Northern Cape Rural FET College
Purpose of the grant	EPWP
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation
Amount per amended DORA	416

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

Amount transferred (R'000)	416
Reasons if amount as per DORA not transferred	N/A
Amount spent by the department/ municipality (R'000)	416
Reasons for the funds unspent by the entity	N/A
Monitoring mechanism by the transferring department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

Table 2.6.1.4: Conditional Grants and Earmarked funds paid for the period 1 April 2017 to 31 March 2018

Department/ Municipality to whom the grant has been transferred	Pixley Ka Seme District Municipality
Purpose of the grant	EPWP
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation
Amount per amended DORA	514
Amount transferred (R'000)	514
Reasons if amount as per DORA not transferred	N/A
Amount spent by the department/ municipality (R'000)	514
Reasons for the funds unspent by the entity	N/A
Monitoring mechanism by the transferring department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

Table 2.6.1.5: Conditional Grants and Earmarked funds paid for the period 1 April 2017 to 31 March 2018

Department/ Municipality to whom the grant has been transferred	Sol Plaatje Municipality
Purpose of the grant	EPWP
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation
Amount per amended DORA	539
Amount transferred (R'000)	539
Reasons if amount as per DORA not transferred	N/A
Amount spent by the department/ municipality (R'000)	539
Reasons for the funds unspent by the entity	N/A
Monitoring mechanism by the transferring department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.6.2. Conditional grants and earmarked funds received

Table 2.6.2.1: Conditional Grants and Earmarked funds received during for the period 1 April 2017 to 31 March 2018

Department who transferred the grant	National Public Works
Purpose of the grant	To implement the projects as per EPWP principles for the Environmental Sector and to report the expenditure as well as work opportunities (w/o) created.
Expected outputs of the grant	Expansion of the EPWP
Actual outputs achieved	100% implementation 422 Work opportunities (WO) created
Amount per amended DORA (R'000)	2000
Amount received (R'000)	2000
Reasons if amount as per DORA was not received	N/A
Amount spent by the department (R'000)	2000
Reasons for the funds unspent by the entity	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	In year monitoring report completed and submitted monthly. Employment contracts, attendance registers and site visits.

2.7. DONOR FUNDS

2.7.1 Donor Funds Received

Table 2.7.1.1: Donor funds received during for the period 1 April 2017 to 31 March 2018

Name of donor	DTI (ECF Fund)
Full amount of the funding	R33 841 Million (Deposited into the NC Provincial Fund)
Period of the commitment	During 2010/11 financial year until the project is 100% complete
Purpose of the funding	Support initiatives that develop skills and create employment for HDI youth in the Northern Cape Province (KIDJA HUB projects)
Expected outputs	Skills development for youth so that they can become employable in the Diamond and Jewellery factories that will be established in the HUB
Actual outputs achieved	N/A
Amount received (R'000)	R30 719 million (2010 – 2016/2017)
Amount spent by the department (R'000)	No funds were received for the year under review.
Reasons for the funds unspent	No projects were performed during the 2017/2018 financial year.
Monitoring mechanism by the donor	N/A

PERFORMANCE INFORMATION
For the year ended the 31 March 2018

2.8. CAPITAL INVESTMENTS

2.8.1. Capital investment, maintenance and asset management plan

Infrastructure projects	2017/2018			2016/2017		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
Upgrades and additions	-	-	-	3299	3299	
Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
Maintenance and repairs	-	-	-	-	-	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Total	-	-	-	3299	3299	-

PART C: GOVERNANCE



GOVERNANCE INFORMATION

For the year ended the 31 March 2018

3.1. INTRODUCTION

The Accounting Officer is responsible for the governance of the Department. The following makes up the department's governance structures:

- An executive management committee chaired by the Head of Department.
- An Extended Executive Management Committee which includes senior managers and responsibility managers and is also chaired by the Head of Department.
- An Enterprise Risk and Ethics Management Committee chaired by an external Executive Manager.
- An Audit Committee providing independent oversight over governance, risk management and control processes.
- An independent internal audit function providing independent assurance that the controls in place to manage and mitigate risks are adequate and functioning effectively.
- An Information Communication Steering Committee chaired by the Chief Operations Officer.
- A departmental Planning Forum chaired by the Head of Economic Policy Development

During the period, the Department introduced systems and processes to enhance its governance processes. These systems were also meant to assist the department in addressing audit issues and reduce the number of findings.

3.2. RISK MANAGEMENT

The Department has an approved risk management policy, risk management strategy, committee charter and an annual risk management implementation plan in place. During the period, the department reviewed the enterprise risk management policy, strategy and charter.

Annual risk assessments were conducted both at a strategic and operational level. Risks were prioritised based on its likelihood and impact (inherently and residually). Management developed risk response plans and implemented those plans to ensure risks are mitigated to acceptable levels. Quarterly risk awareness sessions were conducted throughout the year to educate departmental employees on enterprise risk management.

The risk & ethics management committee is chaired by an independent external chairperson. The committee assists the Accounting Officer in addressing his/her oversight requirements of enterprise risk management. Progress on the implementation of the annual risk management implementation plan was reported quarterly to the committee. The committee in main evaluated the effectiveness of the mitigating strategies implemented. The function of ethics management was delegated to the risk management committee and oversight on ethics management commenced during the period.

An independent assessment of the department's enterprise risk management processes was performed by the Shared Internal Audit Unit.

The Audit Committee was furnished with quarterly progress reports on the significant risks faced by the Department.

3.3. FRAUD AND CORRUPTION

The Department has an approved Fraud Prevention Plan and Whistle Blowing Policy in place. An Annual Fraud Prevention Implementation Plan has been approved by the Acting Head of Department and implemented by departmental officials. Progress on the implementation of the annual fraud prevention implementation plan was reported quarterly to the Risk & Ethics Management Committee.

GOVERNANCE INFORMATION

For the year ended the 31 March 2018

During the period, the department reviewed the Fraud Prevention Plan and Whistle Blowing Policy. Quarterly fraud risk management awareness sessions were conducted throughout the year to educate departmental employees on fraud risk management.

3.4. MINIMISING CONFLICT OF INTEREST

The Department has adopted the Remuneration for Work Outside the Public Service (RWOPS) policy to manage conflict of interest, which ensures that the department does not do business with its employees. The Gifts Policy provides for the Gifts Register and ensures that employees refrain from accepting or soliciting gifts.

3.5. CODE OF CONDUCT

The Department of Economic Development and Tourism uses the Code of Conduct for the Public Service and generally disciplines employees who breach this code. Awareness sessions are conducted and all new employees are issued with a copy of the Code and they sign for receipt thereof.

3.6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The Department has an adopted Health and Safety Policy in place. All the necessary structures are in place to ensure that it is implemented. Health and Safety Committee members are trained on the Occupational Health and Safety Act. The Department has an adopted Health and Safety Policy in place. All the necessary structures are in place to ensure that it is implemented. The Health and Safety Committee members are trained on the Occupational Health and Safety Act.

3.7. PORTFOLIO COMMITTEES

Resolution and Date	Matters raised by the Portfolio Committee	Response by the department
Reference 16.6.2.5.11 (Committee report: 1st Quarterly performance report of the 2017/18 financial year.) The department made a presentation to the Committee on Wednesday 01 November 2017	Recommendations The Committee therefore recommends that the Department must: (6.1) Build on the national data on hand and commence with innovate means to source and provide current credible sector specific information of the Province. (6.2) Make a study of the status of the SMMEs in the province and report consequently. (6.3) Report on progress made and the benefits derived from the Kimberley International Diamond and Jewellery Academy (KIDJA) (6.4) Ensure at all times that measures are put in place to achieve targets set.	The department takes note of the recommendations made.

GOVERNANCE INFORMATION
For the year ended the 31 March 2018

Resolution and Date	Matters raised by the Portfolio Committee	Response by the department
Reference 16.6.2.3.11 (Committee report: Annual Report of the 2016/17 financial year.) The department presented its Annual Report for the financial year 2016/17 on Tuesday 14 November 2017	6. RECOMMENDATIONS The Committee therefore recommends that the Department must: (6.1) Together with all stakeholders, implement and monitor the Provincial Growth and Development Strategy in order to alleviate poverty, inequality and unemployment. (6.2) Optimal plan targets during the annual performance plan processes. (6.3) Drastically improve their audit outcome. (6.4) Change their targets from percentages to numbers. (6.5) Source funding for filling of critical posts at Entities.	The requested reports submitted.

3.8. SCOPA RESOLUTIONS

The Department presented its Annual Report for the 2016/17 financial year to the Portfolio Committee on Finance, Economic Development & Tourism and the Standing Committee on Public Accounts on Tuesday 14 November 2017.

Resolution No.	Subject	Details	Response by the department
16.6.2.3.11	Resolutions of Annual Report 2016/17 – Department of Economic Development and Tourism	6. RECOMMENDATIONS The Committee therefore recommends that the Department must: 6.1 Together with all stakeholders, implement and monitor the Provincial Growth and Development Strategy in order to alleviate poverty, inequality and unemployment. 6.2 Optimal plan targets during the annual performance plan processes. 6.3 Drastically improve their audit outcome. 6.4 Change their targets from percentages to numbers. 6.5 Source funding for filling of critical posts at Entities.	Subsequent to the 2016/17 year-end audit, an audit action plan was developed in order to address the internal control weaknesses identified by the Auditor-General The department conducted an investigation on the irregular expenditure incurred.

3.9. PRIOR MODIFICATIONS TO AUDIT REPORTS

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Unqualified audit opinion with findings		
Irregular expenditure to the amount of R6 156 000.00 (prior year R12 563 000.00) due to non-compliance with supply chain management requirements with regards to travel agent expenditure. The total amount of irregular expenditure recorded in the annual financial statements as at 31 March 2017 amount to R214 000 (2016: R34 878 000).	2014/15	The tender for travel management was implemented as from 01 April 2017. Rotation of approved suppliers as per the travel management tender.

GOVERNANCE INFORMATION

For the year ended the 31 March 2018

3.10. INTERNAL CONTROL UNIT

The Department does not have an Internal Control Unit. However, the Directorate: Management Accounting and Directorate: Financial Accounting in Supply Chain Management Unit fulfil the function of an Internal Control Unit. Submission, forms, route forms and delegations are compiled in such a manner to ensure compliance.

3.11. INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit Unit reported to the Northern Cape Provincial Treasury Accounting Officer administratively and functionally to the Audit Committee.

The Unit follows a risk-based internal audit approach. The three year rolling annual performance plan and annual internal audit plans were based on an assessment of the risk of the Department. The Internal Audit Plan was discussed with senior management before approval by the Audit Committee.

The Internal Audit Unit performed a wide range of operational, financial, compliance and information-technology audits in addition to these planned audits, the Unit also attended to certain management requests.

Using the risk assessment as a basis, audit reviews for the year included regulatory, compliance, performance and follow-up reviews. According to the 2017/18 Internal Audit Plan, the Unit targeted eighteen audits and completed eighteen audits, included are quarterly performance information and follow-up audit assignment which were successfully conducted.

The Audit Committee comprises of independent external and internal members, who operated in accordance with the approved Audit Committee Charter. The Audit Committee had five sittings during the year under review. The Audit Committee plays an essential part of the Department's governance and reporting process in relation to both financial and performance reporting.

Summary of Audit Work Done

The Provincial Internal Audit Unit have evaluated and contributed to the improvement of governance, risk management and control processes using a systematic discipline approach:

- Governance: making appropriate recommendation by improving the governance processes
- Risk management: Evaluating risk exposures relating to the Department's governance, operations and information system
- Control: Evaluate the adequacy and effectiveness of control in responding to risk within the Department 's governance, operations and information system

GOVERNANCE INFORMATION
For the year ended the 31 March 2018

Audit Committee Members' Profiles and Attendance.

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Ms. M Mbonambi	Bachelor of Accountancy B.Com Honours Certificate in Risk Management and Certificate in Board Governance	External	n/a	01 December 2017	n/a	02
Ms. A Mafuleka	CA (SA) B Com – Honours	External	n/a	01 December 2017	n/a	02
Mr. VA Makaleni	Master in Public Management Bachelor of Commerce (Accounting) Postgraduate Diploma in Corporate Government Management Advancement Programme (MAP)	External	n/a	01 December 2014	n/a	06
Ms. S Vallabh	Bachelor of Arts Post Graduate Diploma in Library and Information Science Certificate Programme in Public Service Management	Internal	Chief Director: Performance, Monitoring and Evaluations	01 December 2017	n/a	02
Adv. DJ Block	B.Luris, LLB, Higher Diploma In Taxation	External	n/a	01 December 2014	30 November 2017	04
Mr. AL Kimmie	B.Compt (Hons); RGA; SAIPA; MBA; Reg. Public Service Financial Officer	External	n/a	01 December 2014	30 November 2017	04

GOVERNANCE INFORMATION

For the year ended the 31 March 2018

3.12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2018.

1. Audit Committee Responsibility

The Audit Committee has adopted formal terms of reference, approved by the Accounting Officer, as its Audit Committee Charter. The Audit Committee has discharged its responsibilities in terms of its Charter as contained therein, in line with the requirements of section 38(1)(a)(ii) of the PFMA and Treasury Regulation 3.1. as follows:

- Reviewed and discussed the audited annual financial statements to be included in the annual report, with the Auditor-General and the Accounting Officer;
- Reviewed the Auditor-General's management report and management's response thereto;
- Reviewed the department's processes for compliance with legal and regulatory provisions;
- Reviewed the information on predetermined objectives as reported in the annual report;
- Reviewed material adjustments resulting from the audit of the department on performance information; and
- Reviewed and where appropriate recommended changes to the interim financial statements as presented by the department for the six months ending 30 September 2017.

2. 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:

- Review of the Annual Financial Statements 2017/18
- Review of Interim Financial Statements 2017/18
- Asset Management
- Transfer Payments (general)
- Transfer Payments (EGDF 2016/17 payment)
- Transfer Payments (EGDF 2017/18 MEC Request)
- Supply Chain Management
- Information Technology Systems review (assess IT governance systems)
- Management Assessment Performance Tool
- Quarterly review on Performance Information verification
- Quarterly follow up audits
- Review of risk management processes and minimum anti-corruption capacity requirements

The following were areas of concern:

- Information Technology
- Transfer payments
- Head of Department vacancy

3. Risk Management

The Department's risk management was reported to the Audit Committee on a quarterly basis and was seen as matter of concern which required management to focus on in terms of King IV report. The Audit Committee

GOVERNANCE INFORMATION
For the year ended the 31 March 2018

is satisfied that the actual management of risk is receiving attention. However, the Committee together with Management continue to refine a very dynamic risk profile of the organization.

Management has been advised to embed risk management throughout the Department. Management should take full responsibility for the entire Enterprise Risk Management process and continue to support the Head of Department to even further enhance the performance of the Department.

4. In-Year Management and Monthly/ Quarterly Report

The Audit Committee reports that, during the year under review, it was presented with regular quarterly management reports to enable it to:

- Monitor the integrity, accuracy and reliability of the performance of the Department
- Review the financial reports of the Department and the context in which statements on the financial health of the Department are made, and
- Review all material information presented together with the management accounts.

The reports were discussed with management of the department. Progress has been made in the development and quality of these management reports and the Department reported monthly and quarterly to the Provincial Treasury as required by the PFMA.

5. One-on-One Meeting with the Accounting Officer

The Audit Committee met with the Accounting Officer to address unresolved issues at the Department.

6. One-on-One Meetings with the Executive Authority

The Audit Committee apprised the Executive Authority on the performance of the Department and intend to schedule a meeting in due course to address unresolved issues. The Audit Committee also submits quarterly reports to the MEC to keep him informed on the activities of the committee.

7. Auditor-General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been adequately resolved.

The Audit Committee concurs and accepts the conclusions of the Auditor-General South Africa 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 South Africa.



Ms. MK Mbonambi
Chairperson of the Audit Committee
Department of Economic Development and Tourism
Date: 10 August 2018

PART D: HUMAN RESOURCE MANAGEMENT



HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

4.1. INTRODUCTION

The status of human resources in the department

The human resource function is performed efficiently and effectively within the directorate of human resource management, with the following sub-directorates fully functional:

- Human Resource Administration,
- Human Resource Development,
- Labour Relations, and
- Employee Health and Wellness.

The comprehensive HR Plan, HRD Implementation Plan, Employment Equity Plan and the Workplace Skills Plan all guide the HR function in the department. The function is also directed by the comprehensive policy framework that includes the Public Service Regulations, the Leave Determination, Recruitment and Selection Policy, Training Policy, Employee Health and Wellness Policy, Sexual Harassment Policy and others which ensure consistent application of rules and regulations.

Human resource priorities for the year under review and the impact of these

The priorities include the following:

- The reduction of the vacancy rate to within 10% or below,
- To maintain the turnover rate at 10% or below,
- A review of the HR policies to comply with any changes in the Labour Law,
- The implementation of the ethics standards as required by the Public Administration Management Act, and
- The improvement of MPAT scores related to the human resource management function.

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

The recruitment process was guided by a comprehensive HR Plan which sought to recruit and place a skilled and capable workforce at the right place at the right time. No recruitment was made on SMS level; however, recruitment on this level is guided by the SMS Competency Framework. The pursuit of targeting 50% women at senior management level is still a priority, as well as efforts to ensure that 2 % of the workforce of the Department is comprised of those who are physically disabled.

Employee performance management

The Department utilises the Employee Performance and Management System and Chapter 4 of the SMS Handbook to manage performance in a manner that rewards excellence and correct poor performance. The performance agreements, work plans, personal development plans are concluded annually as part of performance management.

Employee wellness programmes

The Department has established the employee wellness and diversity unit to manage the employee wellness programmes. As part of this, four compulsory employee health and wellness policies and operational plans are guiding our wellness programmes. The Department successfully instituted the envisaged 24-hour employee assistance programme in 2017.

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Achievements and challenges faced by the Department, as well as future human resource plans/goals.

The human resource function is well established to be a reliable strategic partner to the line functionaries in the Department. In the past few years it has consistently improved its value addition to the strategic direction of the Department. It has facilitated the recruitment of suitable candidates into key posts in the department. The Department is subsidising its employees in their efforts to upskill themselves through several bursaries.

We strive to continuously upskill and motivate our human resource team to be ethical HR generalists who add value to the strategic objectives of the Department. The Ethics Programme is being institutionalised within the labour Relations unit.

4.2. HUMAN RESOURCE OVERSIGHT STATISTICS

4.2.1. Personnel related expenditure

Table 4.2.1.1 Personnel expenditure by programme for the period 1 April 2017 and 31 March 2018

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	58 158.00	39 818.00	0.00	0.00	68.50	195.00
Small business Development (IEDS)	38 177.00	9 143.00	0.00	0.00	23.90	45.00
Trade and Sector Development	43 000.00	10 431.00	0.00	0.00	24.30	51.00
Business Regulation and Governance	38 177.00	9 143.00	0.00	0.00	23.90	45.00
Policy Research and Innovation (Economic Planning)	20 197.00	13 286.00	0.00	0.00	65.80	65.00
Tourism	50 349.00	9 828.00	0.00	0.00	19.50	48.00
Total	284 991.00	96 519.00	0.00	0.00	33.90	473.00

Table 4.2.1.2 Personnel costs by salary band for the period 1 April 2017 and 31 March 2018

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (levels 1-2)	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	5 916.00	6.00	26.00	227 538.00
Highly skilled production (levels 6-8)	19 669.00	19.90	57.00	345 070.00
Highly skilled supervision (levels 9-12)	41 097.00	41.70	68.00	604 368.00
Senior and Top management (levels 13-16)	25 383.00	25.70	24.00	1 057 625.00
Contract (levels 1-2)	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Contract (levels 6-8)	320.00	0.30	1.00	320 000.00
Contract (levels 9-12)	938.00	1.00	1.00	938 000.00
Contract (levels 13-16)	1 533.00	1.60	2.00	766 500.00
Contract Other	0.00	0.00	0.00	0.00
Periodical Remuneration	115.00	0.10	5.00	23 000.00
Abnormal Appointment	0.00	0.00	0.00	0.00
Total	96 537.00	97.90	204.00	473 221.00

Table 4.2.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2017 and 31 March 2018

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	33 516.00	83.70	0.00	0.00	0.00	2.50	1 666.00	4.20
Small business Development (IEDS) (INTERGRATE ECONOMIC DEV SERV)	7 879.00	83.90	0.00	0.00	236.00	2.50	305.00	3.20
Trade and Sector Development	9 008.00	83.00	0.00	0.00	0.00	1.90	294.00	2.70
Business Regulation and Governance	7 879.00	83.90	0.00	0.00	0.00	2.50	305.00	3.20
Policy Research and Innovation (Economic Planning)	11 476.00	83.90	0.00	0.00	0.00	322.00	409.00	3.00
Tourism	8 346.00	80.00	0.00	0.00	0.00	223.00	440.00	4.20
Total	82 044.00	83.20	0.00	0.00	0.00	2.30	0.00	3.70

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2017 and 31 March 2018

Salary Band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	4 323.00	72.70	0.00	0.00	0.00	7.50	0.00	10.90
Highly skilled production (levels 6-8)	15 617.00	79.10	0.00	0.00	0.00	777.00	0.00	6.80
Highly skilled supervision (levels 9-12)	35 071.00	83.90	0.00	0.00	0.00	687.00	0.00	3.20
Senior and Top management (levels 13-16)	22 639.00	85.50	0.00	0.00	0.00	384.00	0.00	0.90
Contract (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 6-8)	248.00	77.50	0.00	0.00	0.00	4.70	0.00	8.40
Contract (levels 9-12)	938.00	99.90	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 13-16)	1 526.00	95.40	0.00	0.00	0.00	0.00	0.00	0.00
Periodical Remuneration	115.00	74.20	0.00	0.00	0.00	0.00	0.00	0.00
Abnormal Appointment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	82 044.00	83.20	0.00	0.00	0.00	2.30	0.00	3.70

4.2.2. Employment and Vacancies

Table 4.2.2.1 Employment and vacancies by programme as on 31 March 2018

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	98	90.00	8	0.00
Small business Development (IEDS)	26	19.00	26	0.00
Trade and Sector Development	18	17.00	5.5	0.00
Business Regulation and Governance	20	19.00	5	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Policy Research and Innovation (Economic Planning)	28	25.00	10.7	1.00
Tourism	27	21.00	22	0.00
Total	217	199.00	8.2	1.00

Table 4.2.2.2 Employment and vacancies by salary band as on 31 March 2018

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	0.00	0.00	0.00	0.00
Skilled (3-5)	29	26.00	10	0.00
Highly skilled production (6-8)	62	57.00	8	0.00
Highly skilled supervision (9-12)	83	68.00	6	0.00
Senior management (13-16)	27	24.00	11	0.00
09 Other, Permanent	13	20.00	0	0.00
Contract (levels 1-2)	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00
Contract (levels 6-8)	1.00	1.00	0.00	0.00
Contract (levels 9-12)	-	-	-	-
Contract (levels 13-16)	2	2	0	-
Periodical Remuneration	-	-	-	-
Abnormal Appointment	-	-	-	-
Total	217	199.00	8.2	1.00

Table 4.2.2.3 Employment and vacancies by critical occupation as on 31 March 2018

Critical occupations	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative Related, Perm	80	74.00	7.5	0.00
Client information clerks (e.g. switchboard)	1.00	1.00	0.00	0.00
Communication and information related	2.00	2.00	0.00	0.00
Computer programmers	0.00	0.00	0.00	0.00
Computer system designers and analysts	1.00	1.00	0.00	0.00
Economists	2.00	2.00	0.00	0.00
Finance and economics related	9.00	8.00	11.10	0.00
Financial and related professionals	7.00	6.00	14.30	0.00
Financial clerks and credit controllers	8.00	8.00	0.00	0.00
Food services aids and waiters	0	0.00	0	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Critical occupations	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
General legal administration and related professionals	6.00	4.00	33.30	0.00
Human resources and organisation developed and related	10.00	10.00	10.00	0.00
Human resources clerks	1.00	1.00	0.00	0.00
Human resources related	1.00	1.00	0.00	0.00
Information technology related	2.00	2.00	0.00	0.00
Language practitioners, interpreters and other communication	0.00	0.00	0.00	0.00
Library mail and related clerks	5.00	5.00	0.00	0.00
Material-recording clerks and transport clerks	1.00	1.00	0.00	0.00
Messengers, porters and deliverers	2.00	2.00	0.00	0.00
Other administration and related clerks and organisers	8.00	8.00	0.00	0.00
Other administrative policy and related officers	5.00	5.00	0.00	0.00
Other information technology personnel	2.00	2.00	0.00	0.00
Other occupations	2.00	2.00	0.00	0.00
Regulatory inspectors	12	12.00	25.00	0.00
Risk management and security services	1.00	1.00	0.00	0.00
Secretaries and other keyboard operating clerks	14	11.00	21	0.00
Security guards	6.00	6.00	0.00	0.00
Security Officers, Permanent	1.00	1.00	0.00	0.00
Senior managers	20.00	15.00	25.00	1.00
Trade Labourers, Permanent	1.00	1.00	0.00	0.00
Trade/industry advisors and other related professionals	7.00	6.00	14.30	0.00
Total	217	199.00	8.2	1.00

4.2.3. Filling of SMS Posts

Table 4.2.3.1 SMS post information as on 31 March 2018

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	-	-	-	-	-
Salary Level 16	-	-	-	-	-
Salary Level 15	2	1	50	1	50
Salary Level 14	7	7	100	0	0
Salary Level 13	19	17	89	2	11
Total	28	25	89	3	11

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.3.2 SMS post information as on 30 September 2017

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	-	-	-	-	-
Salary Level 16	-	-	-	-	-
Salary Level 15	2	1	50	1	50
Salary Level 14	7	7	100	0	0
Salary Level 13	19	18	94.7	1	5.3
Total	28	26	92.8	2	7.2

Table 4.2.3.3 Advertising and filling of SMS posts for the period 1 April 2017 to 31 March 2018

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	-	-	-	-	-
Salary Level 16	-	-	-	-	-
Salary Level 15	-	-	-	-	-
Salary Level 14	-	-	-	-	-
Salary Level 13	-	-	-	-	-
Total	-	-	-	-	-

Table 4.2.3.4 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 2017 to 31 March 2018

Reasons for vacancies not advertised within six months
1 Post still needs to be job evaluated and the other one only became vacant with effect from 01 April 2018

Reasons for vacancies not filled within six months
1 Post still needs to be job evaluated and the other one only became vacant with effect from 01 April 2018

Table 4.2.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2017 to 31 March 2018

Reasons for vacancies not advertised within six months
See 4.2.3.4

Reasons for vacancies not filled within six months
See 4.2.3.4

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

4.2.4. Job Evaluation

Table 4.2.4.1 Job Evaluation by salary band for the period 1 April 2017 to 31 March 2018

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
Lower Skilled (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	29	0.00	0.00	0.00	0.00	0.00	0.00
Highly skilled production (levels 6-8)	62	2.00	2.80	1.00	0.00	0.00	0.00
Highly skilled supervision (levels 9-12)	83	2.00	2.60	0.00	0.00	0.00	0.00
Senior Management Service Band A	19	0.00	0.00	0.00	0.00	0.00	0.00
Senior Management Service Band B	7	0.00	0.00	0.00	0.00	0.00	0.00
Senior Management Service Band C	2.00	0.00	0.00	1.00	100.00	0.00	0.00
09 Other	12	0.00	0.00	0.00	0.00	0.00	0.00
Senior Management Service Band D	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 6-8)	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 9-12)	0	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Band A)	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Band B)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Band C)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Band D)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	217	4.00	1.70	2.00	50.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2017 to 31 March 2018

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

Employees with a disability	0
------------------------------------	---

Table 4.2.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2017 to 31 March 2018

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Top Management (L15-L16)	1	14	15	Internal arrangement
Total number of employees whose salaries exceeded the level determined by job evaluation				1
Percentage of total employed				0.5%

Table 4.2.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2017 to 31 March 2018

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	1	0	0	1
Total	0	1	0	0	1

Employees with a disability	0	0	0	0	0
------------------------------------	---	---	---	---	---

Total Number of Employees whose remuneration exceeded the grade determined by job evaluation in 2015/16	1
--	----------

4.2.5. Employment Changes

Table 4.2.5.1 Annual turnover rates by salary band for the period 1 April 2017 to 31 March 2018

Salary Band	Employment at beginning of period-April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (levels 1-2)	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	28.00	1.00	0.00	0.00
Highly skilled production (levels 6-8)	69.00	4.00	1.00	1.40
Highly skilled supervision (levels 9-12)	57.00	1.00	3.00	5.30
Senior Management Service Bands A	15.00	0.00	0.00	0.00
Senior Management Service Bands B	7.00	0.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Salary Band	Employment at beginning of period-April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Senior Management Service Bands C	1.00	0.00	0.00	0.00
Senior Management Service Bands D	0.00	0.00	0.00	0.00
Other Permanent	28.00	24.00	32.00	114.30
Contract (Levels 1-2)	0.00	0.00	0.00	0.00
Contract (Levels 3-5)	0.00	0.00	0.00	0.00
Contract (Levels 6-8)	1.00	0.00	0.00	0.00
Contract (Levels 9-12)	1.00	1.00	0.00	0.00
Contract (Band A)	1.00	0.00	0.00	0.00
Total	208.00	31.00	36.00	17.30

Table 4.2.5.2 Annual turnover rates by critical occupation for the period 1 April 2017 to 31 March 2018

Critical Occupation	Number of employees at beginning of period-April 2013	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative Related	85.00	25.00	35.00	41.20
Client information clerks	1.00	0.00	0.00	0.00
Communication and information related	2.00	0.00	0.00	0.00
Computer programmers	0.00	0.00	0.00	0.00
Computer system designers and analysts	1.00	0.00	0.00	0.00
Economists	1.00	0.00	0.00	0.00
Finance and economics related	8.00	0.00	0.00	0.00
Financial and related professionals	7.00	0.00	0.00	0.00
Financial clerks and credit controllers	8.00	0.00	0.00	0.00
Food services aids and waiters	0.00	0.00	0.00	0.00
General legal administration and related professionals	1.00	1.00	1.00	100.00
Head of department/chief executive officer	0.00	0.00	0.00	0.00
Human resources and organisation developed and related	10.00	0.00	0.00	0.00
Human resources clerk	1.00	0.00	0.00	0.00
Human resources related	1.00	0.00	0.00	0.00
Information technology related	1.00	1.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Critical Occupation	Number of employees at beginning of period-April 2013	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Library mail and related clerks	5.00	0.00	0.00	0.00
Material-recording clerks and transport clerks	1.00	0.00	0.00	0.00
Messengers, porters and deliverers	2.00	0.00	0.00	0.00
Other administrative and related clerks and organisers	8.00	0.00	0.00	0.00
Other administrative policy and related officers	5.00	0.00	0.00	0.00
Other information technology personnel	2.00	0.00	0.00	0.00
Other occupations	2.00	0.00	0.00	0.00
Regulatory inspectors	12.00	2.00	0.00	0.00
Risk management and security services	1.00	0.00	0.00	0.00
Secretaries and other operating clerks	11.00	1.00	0.00	0.00
Security guards	6.00	0.00	0.00	0.00
Security Officers	1.00	0.00	0.00	0.00
Senior managers	14.00	1.00	0.00	0.00
Trade Labourers	1.00	0.00	0.00	0.00
Trade/industry advisers and other related professionals	6.00	0.00	0.00	0.00
Total	208.00	31.00	36.00	17.30

Table 4.2.5.3 Reasons why staff left the department for the period 1 April 2017 to 31 March 2018

Termination Type	Number	% of Total Resignations
Death	0.00	0.00
Resignation	8.00	22.20
Expiry of contract	28.00	77.80
Dismissal – operational changes	0.00	0.00
Dismissal – misconduct	0.00	0.00
Dismissal – inefficiency	0.00	0.00
Discharged due to ill-health	0.00	0.00
Retirement	0.00	0.00
Transfer to other Public Service Departments	0.00	0.00
Other	0.00	0.00
Total	36.00	100.00
Total number of employees who left as a % of total employment	199.00	199.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Table 4.2.5.4 Promotions by critical occupation for the period 1 April 2017 to 31 March 2018

Occupation:	Employees 1 April 2017	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch promotions as a % of employees by occupation
Administrative related	85.00	0.00	0.00	67.00	78.80
Client information clerks	1.00	0.00	0.00	1.00	100.00
Communication and information related	2.00	0.00	0.00	2.00	100.00
Computer system designers and analysts	1.00	0.00	0.00	1.00	100.00
Economists	1.00	0.00	0.00	1.00	100.00
Finance and economics related	8.00	0.00	0.00	4.00	50.00
Financial and related professionals	7.00	0.00	0.00	4.00	57.10
Financial clerks and credit controllers	8.00	0.00	0.00	6.00	75.00
Food services aids and waiters	0.00	0.00	0.00	0.00	0.00
General legal administration and related professionals	4.00	0.00	0.00	1.00	25.00
Head of department	0.00	0.00	0.00	0.00	0.00
Human resources and organisational developed and related	10.00	0.00	0.00	8.00	80.00
Human resources clerk	1.00	0.00	0.00	1.00	100.00
Human resources related	1.00	0.00	0.00	0.00	0.00
Information technology related	1.00	0.00	0.00	0.00	0.00
Library mail and related clerks	5.00	0.00	0.00	5.00	100.00
Material-recording clerks and transport clerks	1.00	0.00	0.00	1.00	100.00
Messengers, porters and deliverers	2.00	0.00	0.00	1.00	50.00
Other administrative and related clerks and organisers	8.00	0.00	0.00	6.00	75.00
Other administrative policy and related officers	5.00	0.00	0.00	4.00	80.00
Other information technology personnel	2.00	0.00	0.00	2.00	100.00
Other occupations	2.00	0.00	0.00	2.00	100.00
Regulatory inspectors	12.00	1.00	8.30	2.00	16.70
Risk management and security services	1.00	0.00	0.00	1.00	100.00
Secretaries and other keyboard operating clerks	11.00	0.00	0.00	9.00	81.80
Security Guards	6.00	0.00	0.00	0.00	0.00
Security Officers	1.00	0.00	0.00	1.00	100.00
Senior managers	14.00	0.00	0.00	11.00	78.60
Trade Labourers	1.00	0.00	0.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Occupation:	Employees 1 April 2017	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch promotions as a % of employees by occupation
Statisticians and related professionals	0.00	0.00	0.00	0.00	0.00
Trade/industry advisers and other related professionals	6.00	0.00	0.00	4.00	66.70
Total	208.00	2.00	1.00	145.00	69.70

Table 4.2.5.5 Promotions by salary band for the period 1 April 2017 to 31 March 2018

Salary band	Employees 1 April 2017	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (levels 1-2)	0.00	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	28.00	0.00	0.00	13.00	46.40
Highly skilled production (levels 6-8)	69.00	2.00	2.90	37.00	53.60
Highly skilled supervision (levels 9-12)	57.00	0.00	0.00	45.00	78.90
Senior Management (level 13-16)	23.00	0.00	0.00	20.00	87.00
Other, Permanent	28.00	0.00	0.00	28.00	100.00
Contract (levels 1-2)	0.00	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00	0.00
Contract (levels 6-8)	1.00	0.00	0.00	1.00	100.00
Contract (levels 9-12)	1.00	0.00	0.00	1.00	100.00
Contract (levels 13-16)	1.00	0.00	0.00	0.00	0.00
Total	208.00	2.00	1.00	145.00	69.70

4.2.6. Employment Equity

Table 4.2.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2018

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Technicians and associate professionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clerks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Service and sales workers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Labourers and related workers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Skilled agriculture and fishery workers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Craft and related trades workers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plant and machine operators and assemblers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Elementary occupations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employees with disabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 4.2.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands on 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (L15-L16)	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Senior Management (L13-L14)	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	-	-	-	-
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	4.00
Semi-skilled and discretionary decision making	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00
Not available, Permanent	-	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-
Contract (Senior Management)	-	-	-	-	-	-	-	-	-
Contract (Professionally qualified)	-	-	-	-	-	-	-	-	-
Contract (Semi-skilled)	-	-	-	-	-	-	-	-	-
Contract (Unskilled)	-	-	-	-	-	-	-	-	-
Total	58	25	1	5	67	34	9	34	199.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.6.3 Recruitment for the period 1 April 2017 and 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	-	-	-	-
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	1	-	-	2	-	-	-	4
Semi-skilled and discretionary decision making	1	1	-	-	2	-	-	-	4
Not available, Permanent	-	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-
Contract (Senior Management)	-	-	-	-	-	-	-	-	-
Contract (Professionally qualified)	-	-	-	-	-	-	-	-	-
Contract (Semi-skilled)	-	-	-	-	-	-	-	-	-
Contract (Unskilled)	-	-	-	-	-	-	-	-	-
Total	2	2	-	-	4	-	-	-	8
Employees with disabilities	0	0	-	-	0	-	-	-	0

Table 4.2.6.4 Promotions for the period 1 April 2017 to 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00
Senior Management	5.00	4.00	0.00	9.00	3.00	5.00	2.00	0.00	19.00
Professionally qualified and experienced specialists and mid-management	20.00	6.00	0.00	26.00	2.00	8.00	8.00	1.00	45.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4.00	4.00	0.00	8.00	0.00	13.00	14.00	4.00	39.00
Semi-skilled and discretionary decision making	2.00	1.00	0.00	0.00	9.00	1.00	0.00	0.00	13.00
Unskilled and defined decision making	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Senior Management)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Professionally qualified)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Semi-skilled)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Unskilled)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	41.00	16.00	1.00	5.00	51.00	28.00	0.00	5.00	147.00
Employees with disabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 4.2.6.5 Terminations for the period 1 April 2017 to 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	1.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	3.00
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Semi-skilled and discretionary decision making	11.00	0.00	0.00	0.00	19.00	2.00	0.00	0.00	32.00
Not available, Permanent									
Unskilled and defined decision making	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Senior Management)	5.00	4.00	0.00	3.00	5.00	2.00	0.00	0.00	9.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Professionally qualified)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (semi-skilled)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract (Unskilled)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	41.00	16.00	1.00	5.00	51.00	28.00	0.00	5.00	147.00
Employees with Disabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 4.2.6.6 Disciplinary action for the period 1 April 2017 to 31 March 2018

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Absenteeism	3	2	0	0	0	0	0	0	5
Insubordination	1	0	0	0	0	0	0	0	1
Refusing a lawful instruction	0	0	0	0	0	0	0	0	0
Non-compliance to supply chain processes	0	0	0	0	0	0	0	0	0
Non-compliance to EPMDs processes	0	0	0	0	0	0	0	0	0

Table 4.2.6.7 Skills development for the period 1 April 2017 to 31 March 2018

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	7	5	1	1	9	2	0	0	25
Professionals	0	1	0	0	1	0	0	0	2
Technicians and associate professionals	3	0	0	0	3	1	0	1	8
Clerks	21	5	0	1	36	20	0	3	86
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	31	11	1	2	49	23	0	4	121
Employees with disabilities	0	0	0	1	0	0	0	0	1

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

4.2.7. Signing of Performance Agreements by SMS Members

Table 4.2.7.1 Signing of Performance Agreements by SMS members as on 31 May 2018

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	-	-	-	-
Salary Level 16	-	-	-	-
Salary Level 15	2	1	1	50
Salary Level 14	7	7	7	100
Salary Level 13	19	17	17	100
Total	28	25	25	100

Table 4.2.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2018

Reasons
Not Applicable

Table 4.2.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2018

Reasons
Not Applicable

4.2.8. Performance Rewards

Table 4.2.8.1 Performance Rewards by race, gender and disability for the period 1 April 2017 to 31 March 2018

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	4.00	58.00	6.90	68.70	17 176.00
Asian, Male	0.00	0.00	0.00	0.00	0.00
Coloured Male	2.00	25.00	8.00	33.33	16 667.00
White Male	0.00	4.00	0.00	0.00	0.00
African Female	3.00	64.00	4.70	27.31	9 102.00
Asian Female	0.00	0.00	0.00	0.00	0.00
Coloured Female	2.00	33.00	6.10	25.30	12 651.00
White Female	0.00	9.00	0.00	0.00	0.00
Employees with disability	0.00	5.00	0.00	0.00	0.00
Total	11.00	199.00	5.50	154.64	14 058.00

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.8.2 Performance Rewards by salary bands for personnel below Senior Management Service for the period 1 April 2017 to 31 March 2018

Salary Bands	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 (levels 3-5)	3.00	26.00	11.50	24.11	8 038.00	-
Highly skilled production (levels 6-8)	4.00	57.00	7.00	53.08	13 269.00	-
Highly skilled supervision (levels 9-12)	4.00	68.00	5.90	77.45	19 363.00	-
Contract (levels1-2)	0	0	0	0	0	-
Contract (levels 3-5)	0	0	0	0	0	-
Contract (levels 9-12)	0.00	1.00	0.00	0.00	0.00	-
Abnormal Appointments	0	0	0	0	0	-
Total	11.00	199.00	5.50	154.64	14 058.00	

Table 4.2.8.3 Performance Rewards by critical occupations for the period 1 April 2017 to 31 March 2018

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative Related	4.00	74.00	5.40	53.29	13 322.00
Client information clerks	0.00	1.00	0.00	0.00	0.00
Communication and information related	0.00	2.00	0.00	0.00	0.00
Computer system designers and analysts	1.00	1.00	100.00	17.23	17 232.00
Economists	0.00	2.00	0.00	0.00	0.00
Finance and economics related	0.00	8.00	0.00	0.00	0.00
Financial and related professionals	0.00	6.00	0.00	0.00	0.00
Financial clerks and credit controllers	1.00	8.00	12.50	11.67	11 673.00
Food services aids and waiters	0	0	0	0	0
General legal administration and related professionals	0.00	5.00	0.00	0.00	0.00
Human resources and organisational development and related personnel	0.00	10.00	0.00	0.00	0.00
Human resources clerk	0.00	1.00	0.00	0.00	0.00
Human resources related	0.00	1.00	0.00	0.00	0.00
Information technology related	0.00	2.00	0.00	0.00	0.00

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Library mail and related clerks	0.00	5.00	0.00	0.00	0.00
Material-recording clerks and transport clerks	0.00	1.00	0.00	0.00	0.00
Messengers porters and deliverers	0.00	2.00	0.00	0.00	0.00
Other administrative related clerks and organisers	0.00	8.00	25.00	27.60	13 801.00
Other administrative policy and related officers	1.00	5.00	20.00	23.17	23 171
Other information technology personnel	2.00	2.00	0.00	0.00	0.00
Other occupations	0.00	2.00	0.00	0.00	0.00
Regulatory inspectors	0.00	12.00	0.00	0.00	0.00
Risk management and security services	0.00	1.00	0.00	0.00	0.00
Secretaries and other keyboard operating clerks	2.00	11.00	18.20	21.68	10 838
Security guards	0.00	6.00	0.00	0.00	0.00
Security Officers	0.00	1.00	0.00	0.00	0.00
Senior managers	0.00	15.00	0.00	0.00	0.00
Trade Labourers	0.00	1.00	0.00	0.00	0.00
Trade/industry advisors and other related professions	0.00	6.00	0.00	0.00	0.00
Total	11.00	199.00	5.50	154.64	14 058.00

Table 4.2.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2017 to 31 March 2018

Salary Band	Number of beneficiaries			Cost		
	Number of beneficiaries	Number of employees	% of total within band	Total Cost (R'000)	Average cost per employee	Total cost as a % of the personnel expenditure
Band A	0.00	18.00	0.00	0.00	0.00	18 197.60
Band B	0.00	7.00	0.00	0.00	0.00	8 508.59
Band C	0.00	1.00	0.00	0.00	0.00	1 378.26
Band D	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00	26.00	0.00	0.00	0.00	28 084.45

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

4.2.9. Foreign Workers

Table 4.2.9.1 foreign workers by salary band for the period 1 April 2017 to 31 March 2018

Salary Band	01 April 2017	31 March 2018	Number	Change	Number	% Change
	Number	% of total		% of total		
Lower skilled	0.00	0.00	0.00	0.00	0.00	0.00
Highly skilled production (level 6-8)	0.00	0.00	0.00	0.00	0.00	0.00
Highly skilled supervision (level 9-12)	1.00	100.00	1.00	100.00	1.00	0.00
Contract (level 9-12)	0.00	0.00	0.00	0.00	0.00	0.00
Contract (level 13-16)	0.00	0.00	0.00	0.00	0.00	0.00
Total	1.00	100.00	1.00	100.00	1.00	0.00

Table 4.2.9.2 foreign workers by major occupation

Major occupation	01 April 2017		31 March 2018		Change	
	Number	% of total	Number	% of total	Number	% Change
Economic and Advisory Support	1.00	100.00	1.00	100.00	1.00	100.00

4.2.10. Leave utilisation

Table 4.2.10.1 Sick leave for the period 1 April 2017 to 31 March 2018

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)
Lower Skills (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	168.00	86.90	25.00	14.00	7.00	128.00
Highly skilled production (levels 6-8)	440.00	80.50	49.00	27.50	9.00	598.00
Highly skilled supervision (levels 9 -12)	424.00	75.70	56.00	31.50	8.00	973.00
Top and Senior management (levels 13-16)	90.00	85.60	17.00	9.60	5.00	348.00
Contract (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00
Contract (levels 3-5)	0.00	0.00	0.00	0.00	0.00	0.00
Contract Other	88.00	50.00	28.00	15.70	3.00	24.00
Contract (levels 6-8)	12.00	83.30	1.00	0.60	12.00	14.00
Contract (levels 13-16)	0.00	0.00	0.00	0.00	0.00	0.00
Total	1 228.00	77.90	178.00	100.00	7.00	2 104.00

HUMAN RESOURCE MANAGEMENT INFORMATION For the year ended the 31 March 2018

Table 4.2.10.2 Disability Leave (temporary and permanent) for the period 1 April 2017 to 31 March 2018

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)
Lower skilled (levels 1-2)	0.00	0.00	0.00	0.00	0.00	0.00
Skilled (levels 3-5)	0.00	0.00	0.00	0.00	0.00	0.00
Highly skilled production (levels 6-8)	4.00	100.00	1.00	100.00	4.00	5.00
Highly skilled supervision (levels 9-12)	0.00	0.00	0.00	0.00	0.00	0.00
Senior management (levels 13-16)	0.00	0.00	0.00	0.00	0.00	0.00
Total	4.00	100.00	1.00	100.00	4.00	5.00

Table 4.2.10.3 Annual Leave for the period 1 April 2017 to 31 March 2018

Salary Band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (levels 1-2)	0.00	0.00	0.00
Skilled (levels 3-5)	0.00	0.00	0.00
Highly skilled production (levels 6-8)	19.00	19.00	1.00
Highly skilled supervision (levels 9-12)	33.00	17.00	2.00
Senior management (levels 13-16)	5.00	5.00	1.00
Contract (level 1-2)	0.00	0.00	0.00
Contract (level 3-5)	0.00	0.00	0.00
Contract (level 6-8)	19.00	19.00	1.00
Contract (level 9-12)	33.00	17.00	2.00
Contract Other	0.00	0.00	0.00
Contract (level 13-16)	0.00	0.00	0.00
Total	4 461.92	18.00	245.00

Table 4.2.10.4 Capped leave for the period 1 April 2017 to 31 March 2018

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 at 31 March
Lower skilled (Levels 1-2)	0.00	0.00	0.00	0.00
Skilled Levels 3-5)	0.00	0.00	0.00	0.00
Highly skilled production (Levels 6-8)	0.00	0.00	18.00	6.00
Highly skilled supervision (Levels 9-12)	1.00	1.00	24.00	318.30
Senior management (Levels 13-16)	1.00	1.00	52.00	367.04
Total	2.00	1.00	30.00	791.55

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.10.5 Leave pay outs for the period 1 April 2017 to 31 March 2018

Reason	Total Amount (R'000)	Number of Employees	Average per employee (R'000)
Capped leave pay-outs on termination of service	75.00	3.00	25 000.00
Current leave pay-outs on termination of service	0.00	0.00	0.00
Total	75.00	3.00	25 000.00

4.2.11. HIV/AIDS & Health Promotion Programmes

Table 4.2.11.1 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
None	General awareness programmes are conducted within the Department.

Table 4.2.11.2 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.	x		The COO, Adv M.S Phera has been so designated.
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		3 employees. R300 000 is set aside for EAP hotline.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	x		The Department has a 24 hotline and employee assistance programme covering all elements of employee wellness, including socio-psychological services.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The Health and Safety Committee Equity has been established M.S. Phera: COO, Chairperson Ms N Mereothle- Manager-EHW Mr J van Zyl Ms E Dennis Ms L Molefe Mr Z Jakavula Mr R Koopman Mr R Moses Mr G Bosman Mr M Makhate Mr N Gxotha

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Question	Yes	No	Details, if "yes"
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		The employment practice policy and employment equity plan have been reviewed Department has adopted the policy on HIV/AIDS and Management Review due in 2019
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	x		Department promotion awareness. Information session were held on promotion of workplace free from stigmatizing on persons with HIV/AIDS/TB
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	x		In partnership with GEMS
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	x		Department report Interdepartmental Committee on AIDS on the implementation plans for HIV/AIDS and TB. A staff survey was conducted and feedback is also received form all forums in the Department.

4.2.12. Labour Relations

Table 4.2.12.1 Collective agreements for the period 1 April 2017 to 31 March 2018

Subject Matter	Total	Date
Total number of collective agreements.	0	N/A

Table 4.2.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2017 to 31 March 2018

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	2	28.57%
Verbal warning	0	0
Written warning	3	42.86%
Final written warning	2	28.57%
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
Total	7	100%

Total number of Disciplinary hearings finalised	7
--	----------

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2017 to 31 March 2018

Type of misconduct (based on annexure A)	Number	% of total
Absenteeism	0	0
Insubordination	0	0
Refusing a lawful instruction	0	0
Non-compliance to supply chain processes	0	0
Non-compliance to EPMDS processes	0	0
Total	0	0

Table 4.2.12.4 Grievances logged for the period 1 April 2017 to 31 March 2018

	Number	% of Total
Number of grievances resolved	6	100%
Number of grievances not resolved	None	N/A
Total number of grievances lodged	6	100%

Table 4.2.12.5 Disputes logged for the period 1 April 2017 to 31 March 2018

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

Table 4.2.12.6 Strike actions for the period 1 April 2017 to 31 March 2018

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

Table 4.2.12.7 Precautionary suspensions for the period 1 April 2017 to 31 March 2018

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

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

4.2.13. Skills development

Table 4.2.13.1 Training needs identified for the period 1 April 2017 to 31 March 2018

Occupational Categories	Gender	Number of employees as at 1 April 2017	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	Males-15	25	NONE	LMDP Career Development. Evidence based course. PSTF		25
	Females-10					
Professionals	Males-2	2	NONE	PSTF		2
	Females-0					
Technicians and associate professionals	Males-3	8	NONE	Photography		8
	Females-5					
Clerks	Males 26	86	NONE	FMDP Computer Literacy Basic Economics CIP PSTF		86
	Female 60					
Total	Males	46				46
	Females	75				75
Total		121				121

HUMAN RESOURCE MANAGEMENT INFORMATION

For the year ended the 31 March 2018

Table 4.2.13.2 Training provided for the period for the period 1 April 2017 to 31 March 2018

Occupational Categories	Gender	Number of employees as at 1 April 2017	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female 10	25	None	LMDP Career Development. Evidence based course. PSTF		25
	Male 15					
Professionals	Female 0	2	None	PSTF		2
	Male 2					
Technicians and associate professionals	Female 5	8	None	Photography		8
	Male 3					
Clerks	Female 60	86	None	FMDP Computer Literacy Basic Economics CIP PSTF		86
	Male 26					
Total	Female	46				46
	Male	75				75
Total		121				121

4.2.14. Injury on duty

Table 4.2.14.1 Injury on duty for the period 1 April 2017 to 31 March 2018

Nature of injury on duty	Number	% of total
Required basic medical attention only	6	3.3
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	6	3.3

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

4.2.15. Utilisation of Consultants

Table 4.2.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2017 to 31 March 2018

Project Title	Total Number of consultants that worked on project	Duration Work days	Contract value in Rand (R'000)
Implementation Plan for the Northern Cape Renewable Energy Virtual Incubator Services.	Re-Adumela Trading CC	92	R347 550
Conduct a feasibility study on the establishment of a digital science exploration for the SKA.	Re-Adumela Trading CC	87	R425 300
Develop a comprehensive business plan, with the purpose of seeking development funding to establish a Mining Incubator in the Northern Cape	Phil4 Consulting	67	R85 000
Facilitate and conclude a process of Rezoning and Sub-division Application for the proposed development of a Metals Industrial Cluster in Kuruman.	Macroplan Town & Regional Planner (Gobetla Beplannings Dienste CC)	65	R69 626
Training and develop students to be independent entrepreneurs, that can design and manufacture products,	Micrographics (PTY) Ltd	90	R498 294
Manage the Kumba Skate Plaza for the community as a free access action sports facility.	Masedi Star (PTY) LTD	120	R417 000
Facilitate Strategic Planning Session for 2018/19	IACA (PTY) Ltd	2	R50 069
Facilitate Tourism skills training program	Lorabi 101 T/A Thebe Trading	1	R29 690
To conduct Basic Business Skills Development Workshop for Tourism Enterprises	Mowils Consultants	2	R50 046

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
9	7	526	R1 972 575

HUMAN RESOURCE MANAGEMENT INFORMATION
For the year ended the 31 March 2018

Table.4.2.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2017 to 31 March 2018

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Implementation Plan for the Northern Cape Renewable Energy Virtual Incubator Services.	100%	100%	1
Conduct a feasibility study on the establishment of a digital science exploration for the SKA	100%	100%	1
Develop a comprehensive business plan, with the purpose of seeking development funding to establish a mining incubator in the Northern Cape	51%	51%	1
Facilitate and conclude a process of Rezoning and Sub-division Application for the proposed development of a Metals Industrial Cluster in Kuruman.	5%	5%	1
Training and develop students to be independent entrepreneurs, that can design and manufacture products,	0	0	-
Manage the Kumba Skate Plaza for the community as a free access action sports facility in support of strengthening the KDC brand and youth development	100%	100%	1
Facilitate Strategic Planning Session for 2018/19	100%	100%	1
Facilitate Tourism skills training program	100%	100%	1
To conduct Basic Business Skills Development Workshop for Tourism Enterprises	100%	100%	1

PART E: FINANCIAL INFORMATION



REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018

5.1 REPORT OF THE AUDITOR GENERAL

Report of the auditor-general to the Northern Cape Provincial Legislature on vote no. 6: Department of Economic Development and Tourism

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Department of Economic Development and Tourism set out on pages 158 to 240, which comprise the appropriation statement, the statement of financial position as at 31 March 2018, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Economic Development as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2017) (DoRA).

Basis for opinion

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

Emphasis of matter

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

Material underspending of the vote

7. As disclosed in the appropriation statement, the department has materially underspent the budget by R18 153 000 on Administration, Integrated Economic Development Services, Trade and Sector Development, Business Regulation and Governance, Economic Planning and Tourism.

**REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018**

Other matter

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

Unaudited supplementary schedules

9. The supplementary information set out on pages 227 to 240 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

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and DoRA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting officer is responsible for assessing the department'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 accounting officer either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

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

12. 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.
13. 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

14. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
15. My procedures address the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning

REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018

documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

16. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2018:

Programmes	Pages in the annual performance report
Programme 2 – Small Business Development	71 – 77
Programme 3 – Trade and Sector Development	78 – 82
Programme 6 – Tourism	95 – 99

17. 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.
18. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:
- Programme 2 – Small Business Development
 - Programme 3 – Trade and Sector Development
 - Programme 6 – Tourism

Other matter

19. I draw attention to the matter below.

Achievement of planned targets

20. Refer to the annual performance report on pages 71 to 77, 78 to 82, 95 to 99, for information on the achievement of planned targets for the year and explanations provided for the under or over achievement of a number of targets.

**REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018****Report on the audit of compliance with legislation****Introduction and scope**

21. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
22. I did not raise material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

23. 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 programmes presented in the annual performance report that have been specifically reported in this auditor's report.
24. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
25. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
26. I did not receive the other information prior to the date of this auditor's report. After I receive and read this information, and if I conclude that there is a material misstatement, 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

27. 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.

Other reports

28. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the department's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

**REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018**

29. An investigation is being conducted to probe the manner in which certain projects utilized funds advanced as transfer payments in prior years by the department. The investigation aims to establish whether the funds were utilized for the intended purpose and in accordance with approved business plans. The investigation was still ongoing at the date of this auditor's report.
30. An investigation is being conducted on request by the department. The investigation was initiated based on the allegation of possible misappropriation of uncut diamonds that was acquired by the department. The investigation was still ongoing at the date of this auditor's report.

Auditor General

Kimberley

31 July 2018



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

**REPORT OF THE AUDITOR-GENERAL
For the year ended the 31 March 2018**

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the 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 related to events or conditions that may cast significant doubt on the Department of Economic Development and Tourism ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a department to cease continuing as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

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

ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

**ANNUAL FINANCIAL
STATEMENTS FOR
THE DEPARTMENT OF
ECONOMIC DEVELOPMENT
AND TOURISM**

For the year ended
31 March 2018

ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

5.2. ANNUAL FINANCIAL STATEMENTS

Table of Contents

Appropriation Statement	158
Notes to the Appropriation Statement	187
Statement of Financial Performance	190
Statement of Financial Position	191
Statement of Changes in Net Assets	192
Cash Flow Statement	193
Notes to the Annual Financial Statements (including Accounting policies)	194
Annexures	227

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Appropriation per programme									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. Administration	60,747	-	(644)	60,103	58,190	1,913	96.8%	62,530	53,688
2. Integrated Economic Development Services	83,765	-	1,893	85,658	74,953	10,705	87.5%	86,527	86,527
3. Trade and Sector Development	44,567	-	432	44,999	43,104	1,895	95.8%	32,991	32,991
4. Business Regulation and Governance	38,354	-	232	38,586	38,177	409	98.9%	34,246	34,246
5. Economic Planning	21,309	-	(917)	20,392	20,174	218	98.9%	19,005	18,217
6. Tourism	54,349	-	(996)	53,353	50,340	3,013	94.4%	49,058	46,798
Subtotal	303,091	-	-	303,091	284,938	18,153	94.0%	284,357	272,467
TOTAL	303,091	-	-	303,091	284,938	18,153	94.0%	284,357	272,467

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

	2017/18		2016/17	
	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
TOTAL (brought forward)				
Reconciliation with statement of financial performance				
ADD				
Aid assistance	-	-	3,700	-
Actual amounts per statement of financial performance (total revenue)	303,091		288,057	
ADD				
Aid assistance		-		3,257
Actual amounts per statement of financial performance (total expenditure)		284,938		275,724

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Appropriation per economic classification									
	2017/18							2016/17	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expendi-ture	Vari-ance	Expendi-ture as % of final appro-priation	Final Appropriation	Actual expendi-ture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	185,312	(213)	(1)	185,098	173,296	11,802	93.6%	179,950	168,060
Compensation of employees	101,663	(13)	-	101,650	96,518	5,132	95.0%	93,500	93,500
Salaries and wages	91,107	(1,730)	(35)	89,342	84,453	4,889	94.5%	82,014	82,014
Social contributions	10,556	1,717	35	12,308	12,065	243	98.0%	11,486	11,486
Goods and services	83,649	(200)	(1)	83,448	76,778	6,670	92.0%	86,450	74,560
Administrative fees	2,002	181	(135)	2,048	2,048	-	100.0%	1,844	1,844
Advertising	1,788	2,032	427	4,247	4,247	-	100.0%	1,885	1,885
Minor assets	344	(32)	(1)	311	311	-	100.0%	374	374
Audit costs: External	2,124	-	192	2,316	2,316	-	100.0%	2,637	2,637
Bursaries: Employees	355	167	70	592	592	-	100.0%	505	505
Catering: Departmental activities	1,527	622	207	2,356	2,356	-	100.0%	1,300	1,300
Communication	2,008	(167)	15	1,856	1,856	-	100.0%	1,959	1,959
Computer services	2,109	(287)	(543)	1,279	1,279	-	100.0%	2,493	1,071
Consultants: Business and advisory services	5,723	(2,909)	(788)	2,026	2,026	-	100.0%	3,239	3,239
Legal services	218	(60)	22	180	180	-	100.0%	407	407
Contractors	24,592	(15,819)	2,495	11,268	4,598	6,670	40.8%	24,038	24,038
Agency and support / outsourced services	46	-	(23)	23	23	-	100.0%	48	48
Fleet services	662	98	(16)	744	744	-	100.0%	683	683
Consumable supplies	297	82	11	390	390	-	100.0%	121	121
Consumable: Stationery, printing and office supplies	1,879	(101)	(387)	1,391	1,391	-	100.0%	2,176	2,176
Operating leases	8,266	(105)	453	8,614	8,614	-	100.0%	7,981	7,981
Property payments	5,769	15,686	802	22,257	22,257	-	100.0%	16,460	6,326
Transport provided: Departmental activity	-	-	-	-	-	-	-	173	173
Travel and subsistence	19,366	(340)	(2,259)	16,767	16,767	-	100.0%	14,658	14,324
Training and development	2,051	(10)	(437)	1,604	1,604	-	100.0%	1,523	1,523
Operating payments	568	113	(34)	647	647	-	100.0%	524	524
Venues and facilities	1,925	649	(42)	2,532	2,532	-	100.0%	1,422	1,422
Rental and hiring	30	-	(30)	-	-	-	-	-	-

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Appropriation per economic classification									
	2017/18							2016/17	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expendi-ture	Vari-ance	Expendi-ture as % of final appro-priation	Final Approp-riation	Actual expendi-ture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	115,902	100	-	116,002	109,651	6,351	94.5%	102,520	102,520
Provinces and municipalities	2,536	-	-	2,536	2,500	36	98.6%	3,153	3,153
Municipalities	2,536	-	-	2,536	2,500	36	98.6%	3,153	3,153
Municipal bank accounts	2,536	-	-	2,536	2,500	36	98.6%	3,147	3,147
Municipal agencies and funds	-	-	-	-	-	-	-	6	6
Departmental agencies and accounts	77,392	-	-	77,392	73,174	4,218	94.5%	76,715	76,715
Departmental agencies and accounts	77,392	-	-	77,392	73,174	4,218	94.5%	76,715	76,715
Higher education institutions	1,916	-	-	1,916	1,916	-	100.0%	-	-
Public corporations and private enterprises	33,939	100	-	34,039	31,946	2,093	93.9%	22,157	22,157
Public corporations	-	-	-	-	-	-	-	-	-
Other transfers to public corporations	-	-	-	-	-	-	-	20	20
Private enterprises	33,939	100	-	34,039	31,946	2,093	93.9%	22,157	22,157
Other transfers to private enterprises	33,939	100	-	34,039	31,946	2,093	93.9%	22,157	22,157
Households	119	-	-	119	115	4	96.6%	495	495
Social benefits	75	-	-	75	75	-	100.0%	495	495
Other transfers to households	44	-	-	44	40	4	90.9%	-	-
Payments for capital assets	1,877	113	1	1,991	1,991	-	100.0%	1,887	1,887
Buildings and other fixed structures	-	-	-	-	-	-	-	172	172
Other fixed structures	-	-	-	-	-	-	-	172	172
Machinery and equipment	1,877	113	1	1,991	1,991	-	100.0%	1,715	1,715
Transport equipment	515	72	38	625	625	-	100.0%	501	501
Other machinery and equipment	1,362	41	(37)	1,366	1,366	-	100.0%	1,214	1,214
Total	303,091	-	-	303,091	284,938	18,153	94.0%	284,357	272,467

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 1: ADMINISTRATION									
2017/18								2016/17	
	Adjusted Appropriation	Shift-ing of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Office of the MEC	1,830	(113)	-	1,717	1,717	4	99.8%	950	950
2. Office of the HOD	7,357	(153)	-	7,200	6,229	971	86.5%	6,023	6,023
3. Corporate Services	25,833	379	(532)	25,680	25,680	-	100.0%	24,510	23,088
4. Financial Management	25,727	(109)	(112)	25,506	24,568	938	96.3%	31,047	23,627
Total for sub programmes	60,747	-	(644)	60,103	58,190	1,913	96.8%	62,530	53,688
Economic classification									
Current payments	60,062	(113)	(908)	59,041	57,168	1,873	96.8%	61,671	52,829
Compensation of employees	41,694	(4)	-	41,690	39,817	1,873	95.5%	36,810	36,810
Salaries and wages	37,305	(840)	-	36,465	34,592	1,873	94.9%	31,943	31,943
Social contributions	4,389	836	-	5,225	5,225	-	100.0%	4,867	4,867
Goods and services	18,368	(109)	(908)	17,351	17,351	-	100.0%	24,861	1,901
Administrative fees	631	3	-	634	634	-	100.0%	702	702
Advertising	398	44	-	442	442	-	100.0%	414	414
Minor assets	105	(21)	-	84	84	-	100.0%	177	177
Audit costs: External	2,124	-	192	2,316	2,316	-	100.0%	2,241	2,241
Bursaries: Employees	127	110	24	261	261	-	100.0%	285	285
Catering: Departmental activities	414	138	143	695	695	-	100.0%	248	248
Communication	734	(63)	136	807	807	-	100.0%	849	849
Computer services	2,057	(257)	(521)	1,279	1,279	-	100.0%	1,981	559
Consultants: Business and advisory services	113	-	42	155	155	-	100.0%	7	7
Legal services	55	-	22	77	77	-	100.0%	121	121
Contractors	-	-	19	19	19	-	100.0%	435	435
Agency and support / outsourced services	46	-	(23)	23	23	-	100.0%	41	41
Fleet services	217	51	(52)	216	216	-	100.0%	291	291
Consumable supplies	210	6	28	244	244	-	100.0%	73	73
Consumable: Stationery, printing and office supplies	963	(11)	(350)	602	602	-	100.0%	950	950
Operating leases	1,500	-	341	1,841	1,841	-	100.0%	1,657	1,657
Property payments	1,192	18	483	1,693	1,693	-	100.0%	8,526	1,440
Travel and subsistence	5,758	(131)	(1,211)	4,416	4,416	-	100.0%	4,685	4,351
Training and development	1,113	-	(115)	998	998	-	100.0%	521	521
Operating payments	377	24	(41)	360	360	-	100.0%	270	270
Venues and facilities	234	(20)	(25)	189	189	-	100.0%	387	387

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 1: ADMINISTRATION									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	281	-	-	281	241	40	85.8%	164	164
Provinces and municipalities	182	-	-	182	146	36	80.2%	146	146
Municipalities	182	-	-	182	146	36	80.2%	146	146
Municipal bank accounts	182	-	-	182	146	36	80.2%	146	146
Departmental agencies and accounts	-	-	-	-	-	-	-	1	1
Departmental agencies	-	-	-	-	-	-	-	1	1
Public corporations and private enterprises	-	-	-	-	-	-	-	20	20
Public corporations	55	-	-	55	-	-	100.0%	20	20
Other transfers to public corporations	-	-	-	-	-	-	-	20	20
Households	44	-	-	44	40	4	90.0%	115	115
Social benefits	-	-	-	-	-	-	-	17	17
Other transfers to households	44	-	-	44	40	4	90.9%	-	-
Payments for capital assets	404	113	264	781	781	-	100.0%	695	695
Machinery and equipment	404	113	264	781	781	-	100.0%	695	695
Transport equipment	119	21	20	160	160	-	100.0%	194	194
Other machinery and equipment	285	92	244	621	621	-	100.0%	501	501
Total	60,747	-	(644)	60,103	58,190	1,913	96.8%	62,530	53,688

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

1.1 OFFICE OF THE MEC									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	1,826	(113)	-	1,713	1,713	-	100.0%	950	950
Goods and services	1,826	(113)	-	1,713	1,713	-	100.0%	950	950
Transfers and subsidies	4	-	-	4	4	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	4	-	-	4	4	-	-	-	-
Total	1,830	(113)	-	1,717	1,713	-	99.8%	950	950

1.2 OFFICE OF THE HOD									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	7,178	(223)	-	6,955	5,984	971	86.0%	5,919	5,919
Compensation of employees	5,346	(414)	-	4,932	3,961	971	80.3%	4,219	4,219
Goods and services	1,832	191	-	2,023	2,023	-	100.0%	1,700	1,700
Transfers and subsidies	95	-	-	95	95	-	100.0%	-	-
Public corporations and private enterprises	55	-	-	55	55	-	100.0%	-	-
Households	40	-	-	40	40	-	100.0%	-	-
Payments for capital assets	84	66	-	150	150	-	100.0%	104	104
Machinery and equipment	84	66	-	150	150	-	100.0%	104	104
Total	7,357	(157)	-	7,200	6,229	971	86.5%	6,023	6,023

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

1.3 CORPORATE SERVICES									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25,759	336	(532)	25,563	25,563	-	100.0%	24,206w	22,784
Compensation of employees	20,866	410	-	21,276	21,276	-	100.0%	19,422	19,422
Goods and services	4,893	(74)	(532)	4,287	4,287	-	100.0%	4,784	3,362
Transfers and subsidies	-	-	-	-	-	-	-	18	18
Departmental agencies and accounts	-	-	-	-	-	-	-	1	1
Households	-	-	-	-	-	-	-	17	17
Payments for capital assets	74	43	-	117	117	-	100.0%	286	286
Machinery and equipment	74	43	-	117	117	-	100.0%	286	286
Total	25,833	379	(532)	25,680	25,680	-	100.0%	24,510	23,088

1.4 FINANCIAL MANAGEMENT									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	25,299	(113)	(376)	24,810	23,908	902	96.4%	30,596	23,176
Compensation of employees	15,482	-	-	15,482	14,580	902	94.2%	13,169	13,169
Goods and services	9,817	(113)	(376)	9,328	9,328	-	100.0%	17,427	10,007
Transfers and subsidies	182	-	-	182	146	36	80.2%	146	146
Provinces and municipalities	182	-	-	182	146	36	80.2%	146	146
Payments for capital assets	246	4	264	514	514	-	100.0%	305	305
Machinery and equipment	246	4	264	514	514	-	100.0%	305	305
Total	25,727	(109)	(112)	25,506	24,568	938	96.3%	31,047	23,627

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 2: INTEGRATED ECONOMIC DEVELOPMENT SERVICES									
2017/18							2016/17		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Enterprise Development	37,470	(4,734)	2,448	35,184	26,995	8,189	76.7%	35,202	35,202
2. Regional and Local Economic Development	8,310	(72)	(555)	7,683	7,279	404	94.7%	8,763	8,763
3. Economic Empowerment	5,019	45	-	5,064	5,064	-	100.0%	2,902	2,902
4. Economic Growth and Development Fund	28,165	-	-	28,165	26,092	2,073	92.6%	26,906	26,906
5. Office of the Chief Director	4,801	4,761	-	9,562	9,523	39	99.6%	12,754	12,754
Total for sub programmes	83,765	-	1,893	85,658	74,953	10,705	87.5%	86,527	86,527
Economic classification									
Current payments	43,311	-	1,946	45,257	37,258	7,999	82.3%	47,371	47,371
Compensation of employees	15,342	-	-	15,342	14,013	1,329	91.3%	15,183	15,183
Salaries and wages	13,638	(208)	-	13,430	12,277	1,153	91.4%	13,487	13,487
Social contributions	1,704	208	-	1,912	1,736	176	90.8%	1,696	1,696
Goods and services	27,969	-	1,946	29,915	23,245	6,670	77.7%	32,188	32,188
Administrative fees	300	67	(32)	335	335	-	100.0%	396	396
Advertising	112	1,466	-	1,578	1,578	-	100.0%	227	227
Minor assets	18	7	(3)	22	22	-	100.0%	33	33
Bursaries: Employees	47	7	(16)	38	38	-	100.0%	67	67
Catering: Departmental activities	172	425	(9)	588	588	-	100.0%	437	437
Communication	220	43	(5)	258	258	-	100.0%	251	251
Consultants: Business and advisory services	1,034	(501)	(100)	433	433	-	100.0%	837	837
Contractors	20,734	(16,418)	2,476	6,792	122	6,670	1.8%	22,614	22,614
Agency and support / outsourced services	-	-	-	-	-	-	-	7	7
Fleet services	30	15	-	45	45	-	100.0%	56	56
Consumable supplies	18	4	(1)	21	21	-	100.0%	10	10
Consumable: Stationery, printing and office supplies	291	(14)	(5)	272	272	-	100.0%	414	414
Operating leases	1,696	(125)	-	1,571	1,571	-	100.0%	1,560	1,560
Property payments	812	14,978	-	15,790	15,790	-	100.0%	865	865
Transport provided: Departmental activity	-	-	-	-	-	-	-	142	142
Travel and subsistence	2,116	174	(395)	1,895	1,895	-	100.0%	3,265	3,265
Training and development	55	-	(20)	35	35	-	100.0%	629	629
Operating payments	22	15	(10)	27	27	-	100.0%	119	119
Venues and facilities	292	(143)	66	215	215	-	100.0%	259	259

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 2: INTEGRATED ECONOMIC DEVELOPMENT SERVICES									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	40,069	-	-	40,069	37,363	2706	93.2%	38,881	38,881
Provinces and municipalities	1,584	-	-	1,584	1,584	-	100.0%	2,430	2,430
Municipalities	1,584	-	-	1,584	1,584	-	100.0%	2,430	2,430
Municipal bank accounts	1,584	-	-	1,584	1,584	-	100.0%	2,430	2,430
Departmental agencies and accounts	7,374	-	-	7,374	6,741	633	91.4%	18,664	18,664
Social security funds	-	-	-	-	-	-	-	-	-
Departmental agencies	7,374	-	-	7,374	6,741	633	91.4%	18,664	18,664
Higher education institutions	416	-	-	416	416	-	100.0%	-	-
Public corporations and private enterprises	30,666	-	-	30,666	28,593	2,073	93.2%	17,321	17,321
Private enterprises	30,666	-	-	30,666	28,593	2,073	93.2%	17,321	17,321
Other transfers to private enterprises	-	-	-	-	-	-	-	17,321	17,321
Households	29	-	-	29	29	-	100.0%	466	466
Social benefits	29	-	-	29	29	-	100.0%	466	466
Payments for capital assets	385	-	(53)	332	332	-	100.0%	275	275
Machinery and equipment	385	-	(53)	332	332	-	100.0%	275	275
Transport equipment	102	14	(45)	71	71	-	100.0%	84	84
Other machinery and equipment	283	(14)	(8)	261	261	-	100.0%	191	191
Total	83,765	-	1,893	85,658	74,953	10,705	87.5%	86,527	86,527

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

2.1 ENTERPRISE DEVELOPMENT									
	2017/18							2016/17	
	Adjust- ed Appro- pria- tion	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expendi- ture	Variance	Expendi- ture as % of final appropri- ation	Final Appro- priation	Actual expendi- ture
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	27,492	(4,662)	2,476	25,306	17,750	7,556	70.1%	30,892	30,892
Compensation of employees	4,827	-	-	4,827	3,941	886	81.6%	3,422	3,422
Goods and services	22,665	(4,662)	2,476	20,479	13,809	6,670	67.4%	27,470	27,470
Transfers and subsidies	9,875	-	-	9,875	9,242	633	93.6%	4,237	4,237
Provinces and municipalities	-	-	-	-	-	-	-	400	400
Departmental agencies and accounts	9,875	-	-	9,875	9,242	633	93.6%	3,819	3,819
Households	-	-	-	-	-	-	-	18	18
Payments for capital assets	103	(72)	(28)	3	3	-	100.0%	73	73
Machinery and equipment	103	(72)	(28)	3	3	-	100.0%	73	73
Total	37,470	(4,734)	2,448	35,184	26,995	8,189	76.7%	35,202	35,202

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

2.2 REGIONAL AND LOCAL ECONOMIC DEVELOPMENT									
2017/18								2016/17	
	Adjust- ed Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expendi- ture	Variance	Expendi- ture as % of final appropri- ation	Final Appropriation	Actual expendi- ture
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	6,211	(72)	(530)	5,609	5,205	404	92.8%	6,195	6,195
Compensation of employees	4,715	(71)	-	4,644	4,240	404	91.3%	5,122	5,122
Goods and services	1,496	(1)	(530)	965	965	-	100.0%	1,073	1,073
Transfers and subsidies	2,029	-	-	2,029	2,029	-	100.0%	2,478	2,478
Provinces and municipalities	1,584	-	-	1,584	1,584	-	100.0%	2,030	2,030
Higher Education Institute	416	-	-	416	416	-	100.0%	-	-
Households	29	-	-	29	29	-	100.0%	448	448
Payments for capital assets	70	-	(25)	45	45	-	100.0%	90	90
Machinery and equipment	70	-	(25)	45	45	-	100.0%	90	90
Total	8,310	(72)	(555)	7,683	7,279	404	94.7%	8,763	8,763

2.3 ECONOMIC EMPOWERMENT									
2017/18								2016/17	
	Adjust- ed Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expendi- ture	Variance	Expendi- ture as % of final appropri- ation	Final Appropriation	Actual expendi- ture
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,964	42	-	5,006	5,006	-	100.0%	2,891	2,891
Compensation of employees	4,218	71	-	4,289	4,289	-	100.0%	2,491	2,491
Goods and services	746	(29)	-	717	717	-	100.0%	400	400
Payments for capital assets	55	3	-	58	58	-	100.0%	11	11
Machinery and equipment	55	3	-	58	58	-	100.0%	11	11
Total	5,019	45	-	5,064	5,064	-	100.0%	2,902	2,902

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

2.4 ECONOMIC GROWTH AND DEVELOPMENT FUND									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	28,165	-	-	28,165	26,092	2,073	92.6%	26,906	26,906
Departmental agencies and accounts	499	-	-	499	499	-	100%	14,845	14,845
Public corporations and private enterprises	27,666	-	-	27,666	25,593	2,073	92.5%	12,061	12,061
Total	28,165	-	-	28,165	26,092	2,073	92.6%	26,906	26,906

2.5 OFFICE OF THE CHIEF DIRECTOR									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,644	4,692	-	9,336	9,297	39	99.6%	7,393	7,393
Compensation of employees	1,582	-	-	1,582	1,543	39	97.5%	4,148	4,148
Goods and services	3,062	4,692	-	7,754	7,754	-	100.0%	3,245	3,245
Transfers and subsidies	-	-	-	-	-	-	-	5,260	5,260
Public corporations and private enterprises	-	-	-	-	-	-	-	5,260	5,260
Payments for capital assets	157	69	-	226	226	-	100.0%	101	101
Machinery and equipment	157	69	-	226	226	-	100.0%	101	101
Total	4,801	4,761	-	9,562	9,523	39	99.6%	12,754	12,754

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 3: TRADE AND SECTOR DEVELOPMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Trade and Investment Promotion	15,880	(23)	-	15,857	15,857	-	100.0%	14,106	14,106
2. Sector Development	15,699	(32)	(17)	15,650	14,365	1,285	91.8%	6,894	6,894
3. Strategic Initiatives	8,242	(226)	(21)	7,995	7,410	585	92.7%	7,123	7,123
4. Office of the Chief Director	4,746	281	470	5,497	5,472	25	99.5%	4,868	4,868
Total for sub programmes	44,567	-	432	44,999	43,104	1,895	95.8%	32,991	32,991
Economic classification									
Current payments	25,008	-	530	25,538	25,428	110	99.6%	19,799	19,799
Compensation of employees	10,541	-	-	10,541	10,431	110	99.0%	10,129	10,129
Salaries and wages	9,637	(318)	-	9,319	9,220	99	98.9%	8,991	8,991
Social contributions	904	318	-	1,222	1,211	11	99.1%	1,138	1,138
Goods and services	14,467	-	530	14,997	14,997	-	100.0%	9,670	9,670
Administrative fees	331	30	-	361	361	-	100.0%	333	333
Advertising	599	412	-	1,011	1,011	-	100.0%	325	325
Minor assets	8	1	-	9	9	-	100.0%	65	65
Audit costs: External	-	-	-	-	-	-	-	396	396
Bursaries: Employees	70	(29)	-	41	41	-	100.0%	79	79
Catering: Departmental activities	357	5	-	362	362	-	100.0%	62	62
Communication	306	(69)	-	237	237	-	100.0%	204	204
Consultants: Business and advisory services	1,457	(1,330)	-	127	127	-	100.0%	963	963
Legal services	100	-	-	100	100	-	100.0%	281	281
Contractors	3,002	699	-	3,701	3,701	-	100.0%	548	548
Fleet services	40	(9)	-	31	31	-	100.0%	12	12
Consumable supplies	6	71	-	77	77	-	100.0%	13	13
Consumable: Stationery, printing and office supplies	95	16	-	111	111	-	100.0%	331	331
Operating leases	1,195	20	-	1,215	1,215	-	100.0%	1,125	1,125
Property payments	1,802	476	530	2,808	2,808	-	100.0%	2,372	2,372
Travel and subsistence	3,769	(879)	-	2,890	2,890	-	100.0%	2,085	2,085
Training and development	249	(80)	-	169	169	-	100.0%	10	10
Operating payments	106	15	-	121	121	-	100.0%	34	34
Venues and facilities	975	651	-	1,626	1,626	-	100.0%	432	432

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 3: TRADE AND SECTOR DEVELOPMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	19,349	-	-	19,349	17,564	1,785	90.8%	12,877	12,877
Departmental agencies and accounts	19,349	-	-	19,349	17,564	1,785	90.8%	12,789	12,789
Departmental agencies	19,349	-	-	19,349	17,564	1,785	90.8%	12,789	12,789
Public corporations and private enterprises	-	-	-	-	-	-	-	88	88
Private enterprises	-	-	-	-	-	-	-	88	88
Other transfers to private enterprises	-	-	-	-	-	-	-	88	88
Payments for capital assets	210	-	(98)	112	112	-	100.0%	315	315
Buildings and other fixed structures	-	-	-	-	-	-	-	172	172
Other fixed structures	-	-	-	-	-	-	-	172	172
Machinery and equipment	210	-	(98)	112	112	-	100.0%	143	143
Transport equipment	8	-	(2)	6	6	-	100.0%	7	7
Other machinery and equipment	202	-	(96)	106	106	-	100.0%	136	136
Total	44,567	-	432	44,999	43,104	1,895	95.8%	32,991	32,991

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

3.1 TRADE AND INVESTMENT PROMOTION									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5,216	(33)	-	5,183	5,183	-	100.0%	5,469	5,469
Compensation of employees	1,989	361	-	2,350	2,350	-	100.0%	3,239	3,239
Goods and services	3,227	(394)	-	2,833	2,833	-	100.0%	2,230	2,230
Transfers and subsidies	10,664	-	-	10,664	10,664	-	100.0%	8,637	8,637
Departmental agencies and accounts	10,664	-	-	10,664	10,664	-	100.0%	8,637	8,637
Payments for capital assets	-	10	-	10	10	-	100.0%	-	-
Machinery and equipment	-	10	-	10	10	-	100.0%	-	-
Total	15,880	(23)	-	15,857	15,857	-	100.0%	14,106	14,106

3.2 SECTOR DEVELOPMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	10,846	(22)	-	10,824	10,824	-	100.0%	5,161	5,161
Compensation of employees	5,268	(231)	-	5,037	5,037	-	100.0%	2,972	2,972
Goods and services	5,578	209	-	5,787	5,787	-	100.0%	2,189	2,189
Transfers and subsidies	4,785	-	-	4,785	3,500	1,285	73.1%	1,700	1,700
Departmental agencies and accounts	4,785	-	-	4,785	3,500	1,285	73.1%	1,612	1,612
Public corporations and private enterprises	-	-	-	-	-	-	-	88	88
Payments for capital assets	68	(10)	(17)	41	41	-	100.0%	33	33
Machinery and equipment	68	(10)	(17)	41	41	-	100.0%	33	33
Total	15,699	(32)	(17)	15,650	14,365	1,285	91.8%	6,894	6,894

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

3.3 STRATEGIC INITIATIVES									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,302	(226)	-	4,076	3,991	85	97.9%	4,401	4,401
Compensation of employees	1,753	-	-	1,753	1,668	85	95.2%	2,446	2,446
Goods and services	2,549	(226)	-	2,323	2,323	-	100.0%	1,955	1,955
Transfers and subsidies	3,900	-	-	3,900	3,400	500	87.2%	2,540	2,540
Departmental agencies and accounts	,3900	-	-	3,900	3,400	500	87.2%	2,540	2,540
Payments for capital assets	40	-	(21)	19	19	-	100.0%	182	182
Buildings and other fixed structures	-	-	-	-	-	-	-	172	172
Machinery and equipment	40	-	(21)	19	19	-	100.0%	10	10
Total	8,242	(226)	(21)	7,995	7,410	585	92.7%	7,123	7,123

3.4 OFFICE OF THE CHIEF DIRECTOR									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,644	281	530	5,455	5,430	25	99.5%	4,768	4,768
Compensation of employees	1,531	(130)	-	1,401	1,376	25	98.2%	1,472	1,472
Goods and services	3,113	411	530	4,054	4,054	-	100.0%	3,296	3,296
Payments for capital assets	102	-	(60)	42	42	-	100.0%	100	100
Machinery and equipment	102	-	(60)	42	42	-	100.0%	100	100
Total	4,746	281	470	5,497	5,472	25	99.5%	4,868	4,868

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 4: BUSINESS REGULATION AND GOVERNANCE									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Corporate Governance	3,265	(88)	-	3,177	2,886	291	90.8%	2,393	2,393
2. Consumer Protection	9,307	101	232	9,640	9,522	118	98.8%	8,149	8,149
3. Liquor Regulation	11,790	(11)	-	11,779	11,779	-	100.0%	10,836	10,836
4. Gambling and Betting	13,992	(2)	-	13,990	13,990	-	100.0%	12,868	12,868
Total for sub programmes	38,354	-	232	38,586	38,177	409	98.9%	34,246	34,246
Economic classification									
Current payments	12,501	-	190	12,691	12,282	409	96.8%	10,495	10,495
Compensation of employees	9,552	-	-	9,552	9,143	409	95.7%	7,311	7,311
Salaries and wages	8,619	(137)	-	8,482	8,073	409	95.2%	6,451	6,451
Social contributions	933	137	-	1,070	1,070	-	100.0%	860	860
Goods and services	2,949	-	190	3,139	3,139	-	100.0%	3,184	3,184
Administrative fees	132	43	-	175	175	-	100.0%	35	35
Advertising	175	-	149	324	324	-	100.0%	551	551
Minor assets	9	-	-	9	9	-	100.0%	27	27
Bursaries: Employees	-	7	-	7	7	-	100.0%	15	15
Catering: Departmental activities	62	8	-	70	70	-	100.0%	51	51
Communication	154	(19)	-	135	135	-	100.0%	179	179
Legal services	63	(60)	-	3	3	-	100.0%	5	5
Contractors	1	-	-	1	1	-	100.0%	-	-
Fleet services	177	41	-	218	218	-	100.0%	170	170
Consumable supplies	12	(2)	-	10	10	-	100.0%	5	5
Consumable: Stationery, printing and office supplies	121	(10)	30	141	141	-	100.0%	42	42
Operating leases	1,198	-	-	1,198	1,198	-	100.0%	1,108	1,108
Property payments	368	(32)	-	336	336	-	100.0%	290	290
Travel and subsistence	438	23	11	472	472	-	100.0%	491	491
Training and development	29	-	-	29	29	-	100.0%	203	203
Operating payments	10	(1)	-	9	9	-	100.0%	12	12
Venues and facilities	-	2	-	2	2	-	100.0%	-	-

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 4: BUSINESS REGULATION AND GOVERNANCE									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	25,676	-	-	25,676	25,676	-	100.0%	23,592	23,592
Departmental agencies and accounts	25,670	-	-	25,670	25,670	-	100.0%	23,592	23,592
Departmental agencies	25,670	-	-	25,670	25,670	-	100.0%	23,592	23,592
Households	6	-	-	6	6	-	100.0%	-	-
Social benefits	6	-	-	6	6	-	100.0%	-	-
Payments for capital assets	177	-	42	219	219	-	100.0%	159	159
Machinery and equipment	177	-	42	219	219	-	100.0%	159	159
Transport equipment	137	16	38	191	191	-	100.0%	97	97
Other machinery and equipment	40	(16)	4	28	28	-	100.0%	62	62
Total	38,354	-	232	38,586	38,177	409	98.9%	34,246	34,246

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

4.1 CORPORATE GOVERNANCE									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,228	(72)	-	3,156	2,865	291	90.8%	2,382	2,382
Compensation of employees	2,942	-	-	2,942	2,651	291	90.1%	2,015	2,015
Goods and services	286	(72)	-	214	214	-	100.0%	367	367
Payments for capital assets	37	(16)	-	21	21	-	100.0%	11	11
Machinery and equipment	37	(16)	-	21	21	-	100.0%	11	11
Total	3,265	(88)	-	3,177	2,886	291	90.88%	2,393	2,393

4.2 CONSUMER PROTECTION									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	9,198	75	190	9,463	9,345	118	98.8%	8,012	8,012
Compensation of employees	6,610	-	-	6,610	6,492	118	98.2%	5,296	5,296
Goods and services	2,588	75	190	2,853	2,853	-	100.0%	2,716	2,716
Transfers and subsidies	6	-	-	6	6	-	100.0%	-	-
Households	6	-	-	6	6	-	100.0%	-	-
Payments for capital assets	103	26	42	171	171	-	100.0%	137	137
Machinery and equipment	103	26	42	171	171	-	100.0%	137	137
Total	9,307	101	232	9,640	9,522	118	98.8%	8,149	8,149

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

4.3 LIQUOR REGULATION									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	20	(6)	-	14	14	-	100.0%	3	3
Goods and services	20	(6)	-	14	14	-	100.0%	3	3
Transfers and subsidies	11,755	-	-	11,755	11,755	-	100.0%	10,833	10,833
Departmental agencies and accounts	11,755	-	-	11,755	11,755	-	100.0%	10,833	10,833
Payments for capital assets	15	(5)	-	10	10	-	100.0%	-	-
Machinery and equipment	15	(5)	-	10	10	-	100.0%	-	-
Total	11,790	(11)	-	11,779	11,779	-	100.0%	10,836	10,836

4.4 GAMBLING AND BETTING									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	55	3	-	58	58	-	100.0%	98	98
Compensation of employees	55	3	-	58	58	-	100.0%	98	98
Transfers and subsidies	13,915	-	-	13,915	13,915	-	100.0%	12,756	12,756
Departmental agencies and accounts	13,915	-	-	13,915	13,915	-	100.0%	12,759	12,759
Payments for capital assets	22	(5)	-	17	17	-	100.0%	11	11
Machinery and equipment	22	(5)	-	17	17	-	100.0%	11	11
Total	13,992	(2)	-	13,990	13,990	-	100.0%	12,868	12,868

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 5: ECONOMIC PLANNING									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Policy and Planning	3,569	(128)	(188)	3,253	3,253	-	100.0%	2,947	2,947
2. Research and Development	3,680	(52)	(67)	3,567	3,343	218	93.9%	4,088	4,088
3. Knowledge Management	7,161	(107)	(206)	6,848	6,848	-	100.0%	5,242	5,242
4. Monitoring and Evaluation	2,738	92	-	2,830	2,830	-	100.0%	2,370	2,370
5. Office of the Chief Director	4,161	195	(456)	3,900	3,900	-	100.0%	4,358	3,570
Total for sub programmes	21,309	-	(917)	20,392	20,174	218	98.9%	19,005	18,217
Economic classification									
Current payments	19,537	-	(874)	18,663	18,445	218	98.8%	18,856	18,068
Compensation of employees	13,505	-	-	13,505	13,287	218	98.4%	13,015	13,015
Salaries and wages	12,193	(183)	-	12,010	11,803	207	98.3%	11,520	11,520
Social contributions	1,312	183	-	1,495	1,484	11	99.3%	1,495	1,495
Goods and services	6,032	-	(874)	5,158	5,158	-	100.0%	5,841	5,053
Administrative fees	275	2	(82)	195	195	-	100.0%	142	142
Advertising	126	-	290	416	416	-	100.0%	79	79
Minor assets	139	-	2	141	141	-	100.0%	27	27
Bursaries: Employees	111	23	62	196	196	-	100.0%	52	52
Catering: Departmental activities	305	-	61	366	366	-	100.0%	264	264
Communication	351	(28)	(93)	230	230	-	100.0%	243	243
Computer services	22	-	(22)	-	-	-	-	512	512
Consultants: Business and advisory services	102	-	(102)	-	-	-	-	194	194
Fleet services	83	-	8	91	91	-	100.0%	39	39
Consumable supplies	32	(1)	(16)	15	15	-	100.0%	7	7
Consumable: Stationery, printing and office supplies	134	8	(4)	138	138	-	100.0%	117	117
Operating leases	1,177	-	38	1,215	1,215	-	100.0%	1,125	1,125
Property payments	686	-	(367)	319	319	-	100.0%	1,193	405
Travel and subsistence	1,865	38	(308)	1,595	1,595	-	100.0%	1,542	1,542
Training and development	356	(42)	(237)	77	77	-	100.0%	139	139
Operating payments	28	-	7	35	35	-	100.0%	38	38
Venues and facilities	210	-	(81)	129	129	-	100.0%	128	128
Rental and hiring	30	-	(30)	-	-	-	-	-	-

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 5: ECONOMIC PLANNING									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	1,500	-	-	1,500	1,500	-	100.0%	-	-
Higher education institutions	1,500	-	-	1,500	1,500	-	100.0%	-	-
Payments for capital assets	272	-	(43)	229	229	-	100.0%	149	149
Machinery and equipment	272	-	(43)	229	229	-	100.0%	149	149
Transport equipment	57	-	27	84	84	-	100.0%	38	38
Other machinery and equipment	215	-	(70)	145	145	-	100.0%	111	111
Total	21,309	-	(917)	20,392	20,174	218	98.9%	19,005	18,217

5.1 POLICY AND PLANNING									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	3,447	(109)	(173)	3,165	3,165	-	100.0%	2,947	2,947
Compensation of employees	2,668	(109)	-	2,559	2,559	-	100.0%	2,468	2,468
Goods and services	779	-	(173)	606	606	-	100.0%	479	479
Payments for capital assets	122	(19)	(15)	88	88	-	100.0%	-	-
Machinery and equipment	122	(19)	(15)	88	88	-	100.0%	-	-
Total	3,569	(128)	(188)	3,253	3,253	-	100.0%	2,947	2,947

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

5.2 RESEARCH AND DEVELOPMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	3,680	(62)	(67)	3,551	3,333	218	93.9%	4,088	4,088
Compensation of employees	3,379	(57)	-	3,322	3,104	218	93.4%	3,614	3,614
Goods and services	301	(5)	(67)	229	229	-	100.0%	474	474
Payments for capital assets	-	10	-	10	10	-	100.0%	-	-
Machinery and equipment	-	10	-	10	10	-	100.0%	-	-
Total	3,680	(52)	(67)	3,561	3,343	218	93.9%	4,088	4,088

5.3 KNOWLEDGE MANAGEMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5,621	(107)	(204)	5,310	5,310	-	100.0%	5,184	5,184
Compensation of employees	3,747	(107)	-	3,640	3,640	-	100.0%	3,366	3,366
Goods and services	1,874	-	(204)	1,670	1,670	-	100.0%	1,818	1,818
Transfers and subsidies	1,500	-	-	1,500	1,500	-	100.0%	-	-
Higher education institutions	1,500	-	-	1,500	1,500	-	100.0%	-	-
Payments for capital assets	40	-	(2)	38	38	-	100.0%	58	58
Machinery and equipment	40	-	(2)	38	38	-	100.0%	58	58
Total	7,161	(107)	(206)	6,848	6,848	-	100.0%	5,242	5,242

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

5.4 MONITORING AND EVALUATION									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2,723	83	-	2,806	2,806	-	100.0%	2,343	2,343
Compensation of employees	2,219	78	-	2,297	2,297	-	100.0%	2,153	2,153
Goods and services	504	5	-	509	509	-	100.0%	190	190
Payments for capital assets	15	9	-	24	24	-	100.0%	27	27
Machinery and equipment	15	9	-	24	24	-	100.0%	27	27
Total	2,738	92	-	2,830	2,830	-	100.0%	2,370	2,370

5.5 OFFICE OF THE CHIEF DIRECTOR									
	2017/18							2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,066	195	(430)	3,831	3,831	-	100.0%	4,294	3,506
Compensation of employees	1,492	195	-	1,687	1,687	-	100.0%	1,414	1,414
Goods and services	2,574	-	(430)	2,144	2,144	-	100.0%	2,880	2,092
Payments for capital assets	95	-	(26)	69	69	-	100.0%	64	64
Machinery and equipment	95	-	(26)	69	69	-	100.0%	64	64
Total	4,161	195	(456)	3,900	3,900	-	100.0%	4,358	3,570

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 6: TOURISM									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Tourism	5,382	96	(16)	5,462	5,462	-	100.0%	5,789	5,789
2. Tourism Growth and Development	41,728	(219)	(723)	40,786	37,988	2,798	93.1%	35,938	33,678
3. Tourism Sector Transformation	2,238	71	-	2,309	2,175	134	94.2%	1,915	1,915
4. Office of the Chief Director	5,001	52	(257)	4,796	4,715	81	98.3%	5,416	5,416
Total for sub programmes	54,349	-	(996)	53,353	50,340	3,013	94.4%	49,058	46,798
Economic classification									
Current payments	24,893	(100)	(885)	23,908	22,715	1,193	95.0%	21,758	19,498
Compensation of employees	11,029	9	-	11,020	9,827	1,193	89.2%	11,052	11,052
Salaries and wages	9,715	44	(35)	9,636	8,488	1,148	88.2%	9,622	9,622
Social contributions	1,314	35	35	1,384	1,339	45	96.7%	1,430	1,430
Goods and services	13,864	91	(885)	12,888	12,888	-	100.0%	10,706	8,446
Administrative fees	333	36	(21)	348	348	-	100.0%	236	236
Advertising	378	110	(12)	476	476	-	100.0%	289	289
Minor assets	65	(19)	-	46	46	-	100.0%	45	45
Bursaries: Employees	-	49	-	49	49	-	100.0%	7	7
Catering: Departmental activities	217	46	12	275	275	-	100.0%	238	238
Communication	243	(31)	(23)	189	189	-	100.0%	233	233
Computer services	30	(30)	-	-	-	-	-	-	-
Consultants: Business and advisory services	3,017	(1,078)	(628)	1,311	1,311	-	100.0%	1,238	1,238
Contractors	855	(100)	-	755	755	-	100.0%	441	441
Fleet services	115	-	28	143	143	-	100.0%	115	115
Consumable supplies	19	4	-	23	23	-	100.0%	13	13
Consumable: Stationery, printing and office supplies	275	(90)	(58)	127	127	-	100.0%	322	322
Operating leases	1,500	-	74	1,574	1,574	-	100.0%	1,406	1,406
Property payments	909	246	156	1,311	1,311	-	100.0%	3,214	954
Transport provided: Departmental activity	-	-	-	-	-	-	-	31	31
Travel and subsistence	5,420	435	(356)	5,499	5,499	-	100.0%	2,590	2,590
Training and development	249	112	(65)	296	296	-	100.0%	21	21
Operating payments	25	60	10	95	95	-	100.0%	51	51
Venues and facilities	214	159	(2)	371	371	-	100.0%	216	216

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Programme 6: TOURISM									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers and subsidies	29,027	100	-	29,127	27,307	1,820	93.8%	27,006	27,006
Provinces and municipalities	770	-	-	770	770	-	100.0%	577	577
Municipalities	770	-	-	770	770	-	100.0%	577	577
Municipal bank accounts	770	-	-	770	770	-	100.0%	571	571
Municipal agencies and funds	-	-	-	-	-	-	-	6	6
Departmental agencies and accounts	24,999	-	-	24,999	23,199	1,800	92.8%	21,669	21,669
Social security funds	-	-	-	-	-	-	-	-	-
Departmental agencies	24,999	-	-	24,999	23,199	1,800	92.8%	21,669	21,669
Public corporations and private enterprises	3,218	100	-	3,318	3,298	20	99.4%	4,748	4,748
Other transfers to public corporations	-	-	-	-	-	-	-	4,748	4,748
Private enterprises	3,218	100	-	3,318	3,298	20	99.4%	4,748	4,748
Other transfers to private enterprises	3,218	100	-	3,318	3,298	20	99.4%	4,748	4,748
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	40	-	-	40	40	-	100.0%	12	12
Social benefits	40	-	-	40	40	-	100.0%	12	12
Payments for capital assets	429	-	(111)	318	318	-	100.0%	294	294
Machinery and equipment	429	-	(111)	318	318	-	100.0%	294	294
Transport equipment	92	21	-	113	113	-	100.0%	81	81
Other machinery and equipment	337	(21)	(111)	205	205	-	100.0%	213	213
Total	54,349	-	(996)	53,353	50,340	3,013	94.4%	49,058	46,798

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

6.1 TOURISM PLANNING									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5,356	96	-	5,452	5,452	-	100.0%	5,780	5,780
Compensation of employees	3,806	44	-	3,850	3,850	-	100.0%	3,913	3,913
Goods and services	1,550	52	-	1,602	1,602	-	100.0%	1,867	1,867
Payments for capital assets	26	-	(16)	10	10	-	100.0%	9	9
Machinery and equipment	26	-	(16)	10	10	-	100.0%	9	9
Total	5,382	96	(16)	5,462	5,462	-	100.0%	5,789	5,789

6.2 TOURISM GROWTH AND DEVELOPMENT									
2017/18								2016/17	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	12,444	(267)	(628)	11,549	10,571	978	91.5%	8,796	6,536
Compensation of employees	4,632	53	-	4,579	3,601	978	78.6%	3,356	3,356
Goods and services	7,812	214	(628)	6,970	6,970	-	100.0%	5,440	3,180
Transfers and subsidies	29,027	100	-	29,127	27,307	1,820	93.8%	26,988	26,988
Provinces and municipalities	770	-	-	770	770	-	100.0%	571	571
Departmental agencies and accounts	24,999	-	-	24,999	23,199	1,800	92.8%	21,669	21,669
Public corporations and private enterprises	3,218	100	-	3,318	3,307	11	99.7%	4,748	4,748
Households	40	-	-	40	40	-	100.0%	-	-
Payments for capital assets	257	(52)	(95)	110	110	-	100.0%	154	154
Machinery and equipment	257	(52)	(95)	110	110	-	100.0%	154	154
Total	41,728	(219)	(723)	40,786	37,988	2,798	93.1%	35,938	33,678

APPROPRIATION STATEMENT
For the year ended the 31 March 2018

6.3 TOURISM SECTOR TRANSFORMATION									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2,238	71	-	2,309	2,175	134	94.2%	1,892	1,892
Compensation of employees	1,180	-	-	1,180	1,046	134	88.6%	1,069	1,069
Goods and services	1,058	71	-	1,129	1,129	-	100.0%	823	823
Payments for capital assets	-	-	-	-	-	-	-	23	23
Machinery and equipment	-	-	-	-	-	-	-	23	23
Total	2,238	71	-	2,309	2,175	134	94.2%	1,915	1,915

6.4 OFFICE OF THE CHIEF DIRECTOR									
2017/18								2016/17	
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4,855	-	(257)	4,598	4,517	81	98.2%	5,290	5,290
Compensation of employees	1,411	-	-	1,411	1,330	81	94.3%	2,714	2,714
Goods and services	3,444	-	(257)	3,187	3,187	-	100.0%	2,576	2,576
Transfers and subsidies	-	-	-	-	-	-	-	18	18
Provinces and municipalities	-	-	-	-	-	-	-	6	6
Households	-	-	-	-	-	-	-	12	12
Payments for capital assets	146	52	-	198	198	-	100.0%	108	108
Machinery and equipment	146	52	-	198	198	-	100.0%	108	108
Total	5,001	52	(257)	4,796	4,715	81	98.3%	5,416	5,416

**NOTES TO THE APPROPRIATION STATEMENT
For the year ended the 31 March 2018**

1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A-H) to the Annual Financial Statements.

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

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

3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

4. Explanations of material variances from Amounts Voted (after Virement):

4.1 Per programme	Final Appropriation	Actual Expenditure	Variance R'000	Variance as a % of Final Appropriation
Administration				
Compensation of Employees	41,690	39,817	1,873	4,49%
Transfers and Subsidies	281	241	40	14,23%

An under spending was realised on Compensation of Employees amounting to R1 873 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province. An under spending, amounting to R40 000 was realised on Transfers and Subsidies mainly due to the under spending on rates and taxes at year end.

**Integrated Economic Development
Services**

Compensation of Employees	15,342	14,013	1,329	8.66%
Goods and Services	29,915	23,245	6,670	22.30%
Transfers and Subsidies	40,069	37,363	2,706	6.75%

A under spending was realised on Compensation of Employees amounting to R1 329 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province. A under spending amounting to R6 670 000 was realised on Goods and Services due to the KDC main event which did not took place in the 2017/18 financial year. The other regional events, Skateboard for Hope took place. A under spending, amounting to R2 706 000 was realised on Transfers and Subsidies due to the under spending on the EGDF amounting to R2 073 000 and other transfers. A roll-over request were registered at Provincial Treasury for the unspent funds on Transfers and Subsidies in terms of the EGDF.

NOTES TO THE APPROPRIATION STATEMENT
For the year ended the 31 March 2018

Trade and Sector Development

Compensation of Employees	10,541	10,431	110	1.04%
Transfers and Subsidies	19,349	17,564	1,785	9.23%

A under spending was realised on Compensation of Employees amounting to R110 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province. A underspending amounting to R1 785 000 was realised due to the under spending on the Transfers and Subsidies of Metals Cluster amounting to R1 285 000 and to Kidja amounting to R500 000. A roll-over request was registered with Provincial Treasury in terms of the NC Metals Cluster.

Business Regulation and Governance

Compensation of Employees	8,482	8,073	409	4.82%
Transfers and Subsidies				

An underspending was realised on Compensation of Employees amounting to R409 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province.

Economic Planning

Compensation of Employees	13,505	13,287	218	1.61%
---------------------------	--------	--------	-----	-------

An underspending was realised on Compensation of Employees amounting to R218 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province.

Tourism

Compensation of Employees	11,020	9,827	1,193	10.83%
Transfers and Subsidies	29,127	27,307	1,820	6.25%

A under spending was realised on Compensation of Employees amounting to R1193 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province. A underspending amounting to R1 820 000 was realised due to the under spending on the Transfers and Subsidies which is mainly for the Tourism Route Development and Signage. A roll-over request was registered with Provincial Treasury.

4.2 Per economic classification	Final	Actual	Variance	Variance as
	Appropriation	Expenditure		a % of Final
	R'000	R'000	R'000	Appropriation
				R'000
Current payments				
Compensation of employees	101,650	96,518	5,132	5.05%
Goods and services	83,448	76,778	6,670	7.99%
Transfers and subsidies				
Provinces and municipalities	2,536	2,500	36	1.42%
Departmental agencies and accounts	77,392	73,174	4,218	5.45%
Public corporations and private enterprises	34,039	31,946	2,093	6.15%
Payments for financial assets				
Households	119	115	4	3,36%

A under spending was realised on Compensation of Employees amounting to R5 132 000 due to the delay in filling of vacant funded post due to the current moratorium in the Northern Cape Province.

A under spending amounting to R6 670 000 was realised on Goods and Services due to the Kimberley Diamond Cup main event which did not take place in the 2017/18 financial year. The other regional events, Skateboard for Hope took place.

A under spending, amounting to R40 000 was realised on Transfers and Subsidies mainly due to the under spending on rates and taxes at year-end.

A under spending, amounting to R2 706 000 was realised on Transfers and Subsidies due to the under spending on the EGDF amounting to R2 073 000 and other transfers. A roll-over request were registered at Provincial Treasury for the unspent funds on Transfers and Subsidies in term of the EGDF.

A underspending amounting to R1 785 000 was realised due to the under spending on the Transfers and Subsidies of Metals Cluster amounting to R1 285 000 and to Kidja amounting to R500 000. A roll-over request was registered with Provincial Treasury in terms of the NC Metals Cluster.

A underspending amounting to R1 820 000 was realised due to the under spending on the Transfers and Subsidies which is mainly for the Tourism Route Development and Signage. A roll-over request was be registered with Provincial Treasury.

STATEMENT OF FINANCIAL PERFORMANCE
For the year ended the 31 March 2018

	<i>Note</i>	2017/18 R'000	2016/17 R'000
REVENUE			
Annual appropriation	1	303,091	284,357
Aid assistance	4	-	3,700
TOTAL REVENUE		303,091	288,057
EXPENDITURE			
Current expenditure			
Compensation of employees	5	96,519	93,501
Goods and services	6	76,779	74,560
Aid assistance	4	-	146
Total current expenditure		173,298	168,207
Transfers and subsidies			
Transfers and subsidies	9	109,651	102,519
Total transfers and subsidies		109,651	102,519
Expenditure for capital assets			
Tangible assets	10	1,989	4,998
Total expenditure for capital assets		1,989	4,998
TOTAL EXPENDITURE		284,938	275,724
SURPLUS/(DEFICIT) FOR THE YEAR		18,153	12,333
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		18,153	11,890
Annual appropriation		18,153	11,890
Departmental revenue and NRF Receipts	19	-	-
Aid assistance	4	-	443
SURPLUS/(DEFICIT) FOR THE YEAR		18,153	12,333

STATEMENT OF FINANCIAL POSITION
as at 31 March 2018

	<i>Note</i>	2017/18 R'000	2016/17 R'000
ASSETS			
Current assets		20,685	14,509
Cash and cash equivalents	12	20,359	13,879
Prepayments and advances	14	215	298
Receivables	15	111	332
Non-current assets		6,796	6,796
Receivables	15	6,796	6,796
TOTAL ASSETS		27,481	21,305
LIABILITIES			
Current liabilities		20,685	14,509
Voted funds to be surrendered to the Revenue Fund	18	18,153	11,890
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	19	2,362	2,175
Payables	21	170	1
Aid assistance unutilised	4	-	443
Non-current liabilities			
Payables	22	-	-
TOTAL LIABILITIES		20,685	14,509
NET ASSETS		6,796	6,796

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Represented by:			
Recoverable revenue		6,796	6,796
TOTAL		6,796	6,796

STATEMENT OF CHANGES IN NET ASSETS
For the year ended the 31 March 2018

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Recoverable revenue			
Opening balance		6,796	6,796
Closing balance		6,796	6,796
TOTAL		6,796	6,796

CASH FLOW STATEMENT
For the year ended the 31 March 2018

	<i>Note</i>	2017/18 R'000	2016/17 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		334,160	317,138
Annual appropriated funds received	1.1	303,091	284,357
Departmental revenue received	3	31,069	29,081
Aid assistance received	4	-	3,700
Net (increase)/decrease in working capital		473	(204)
Surrendered to Revenue Fund		(42,772)	(31,035)
Surrendered to RDP Fund/Donor		(443)	(288)
Current payments		(173,298)	(168,089)
Transfers and subsidies paid		(109,651)	(102,637)
Net cash flow available from operating activities	23	8,469	14,885
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	10	(1,989)	(4,998)
Net cash flows from investing activities		(1,989)	(4,998)
Net increase/(decrease) in cash and cash equivalents		6,480	9,887
Cash and cash equivalents at beginning of period		13,879	3,992
Cash and cash equivalents at end of period	24	20,359	13,879

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies	
<p>The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.</p> <p>The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.</p> <p>Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.</p>	
1	<p>Basis of preparation</p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard.</p>
2	<p>Going concern</p> <p>The financial statements have been prepared on a going concern basis.</p>
3	<p>Presentation currency</p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.</p>
4	<p>Rounding</p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
5	<p>Foreign currency translation</p> <p>Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.</p>
6	<p>Comparative information</p>
6.1	<p>Prior period comparative information</p> <p>Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.</p>
6.2	<p>Current year comparison with budget</p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>
7	<p>Revenue</p>
7.1	<p>Appropriated funds</p> <p>Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).</p> <p>Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

7.2	<p>Departmental revenue</p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.</p> <p>Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.</p>
7.3	<p>Accrued departmental revenue</p> <p>Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> • it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and • the amount of revenue can be measured reliably. <p>The accrued revenue is measured at the fair value of the consideration receivable.</p> <p>Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.</p> <p>Write-offs are made according to the department's debt write-off policy</p>
8	Expenditure
8.1	Compensation of employees
8.1.1	<p>Salaries and wages</p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment.</p>
8.1.2	<p>Social contributions</p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.</p> <p>Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.</p>
8.2	<p>Other expenditure</p> <p>Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.</p>
8.3	<p>Accruals and payables not recognised</p> <p>Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.</p>
8.4	Leases
8.4.1	<p>Operating leases</p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

8.4.2	<p>Finance leases</p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> • cost, being the fair value of the asset; or • the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.
9	<p>Aid Assistance</p>
9.1	<p>Aid assistance received</p> <p>Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.</p> <p>Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.</p>
9.2	<p>Aid assistance paid</p> <p>Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.</p>
10	<p>Cash and cash equivalents</p> <p>Cash and cash equivalents are stated at cost in the statement of financial position.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.</p>
11	<p>Prepayments and advances</p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p> <p><Indicate when prepayments are expensed and under what circumstances.></p>
12	<p>Loans and receivables</p> <p>Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.</p>
13	<p>Investments</p> <p>Investments are recognised in the statement of financial position at cost.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

16.4	<p>Project Costs: Work-in-progress</p> <p>Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.</p> <p>Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.</p> <p>Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.</p>
17	<p>Provisions and Contingents</p>
17.1	<p>Provisions</p> <p>Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.</p>
17.2	<p>Contingent liabilities</p> <p>Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.</p>
17.3	<p>Contingent assets</p> <p>Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.</p>
17.4	<p>Commitments</p> <p>Commitments (other than for transfers and subsidies) are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.</p>
18	<p>Unauthorised expenditure</p> <p>Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:</p> <ul style="list-style-type: none"> • approved by Parliament or the Provincial Legislature with funding and the related funds are received; or • approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or • transferred to receivables for recovery. <p>Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

19	<p>Fruitless and wasteful expenditure</p> <p>Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.</p> <p>Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.</p> <p>Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
20	<p>Irregular expenditure</p> <p>Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.</p> <p>Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.</p> <p>Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
21	<p>Changes in accounting policies, accounting estimates and errors</p> <p>Changes in accounting policies that are effected by management have been applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p>
22	<p>Events after the reporting date</p> <p>Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.</p>
23	<p>Principal-Agent arrangements</p> <p>The department is party to a principal-agent arrangement for [include details here]. In terms of the arrangement the department is the [principal / agent] and is responsible for [include details here]. All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein. Additional disclosures have been provided in the notes to the financial statements where appropriate.</p>
24	<p>Departures from the MCS requirements</p> <p><i>[Insert information on the following: that management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the Standard except that it has departed from a particular requirement to achieve fair presentation; and the requirement from which the department has departed, the nature of the departure and the reason for departure.]</i></p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

25	<p>Capitalisation reserve</p> <p>The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.</p>
26	<p>Recoverable revenue</p> <p>Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
27	<p>Related party transactions</p> <p>A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.</p> <p>Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.</p>
28	<p>Inventories</p> <p>At the date of acquisition, inventories are recognised at cost in the statement of financial performance.</p> <p>Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.</p> <p>Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.</p> <p>The cost of inventories is assigned by using the weighted average cost basis.</p>
29	<p>Public-Private Partnerships</p> <p>Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.</p> <p>A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.</p>
30	<p>Employee benefits</p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.</p>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

PART B: EXPLANATORY NOTES**1. Annual Appropriation****1.1 Annual Appropriation**

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

	Final Appropriation	Actual Funds Received	2017/18 Funds not requested/ not received	Final Approp- riation	2016/17 Approp- riation received
	R'000	R'000	R'000	R'000	R'000
Administration	60,747	60,747	-	56,350	56,350
Integrated Economic Development Services	83,766	83,766	-	86,274	86,274
Trade and Sector Development	44,567	44,567	-	33,383	33,383
Business Regulation and Governance	38,354	38,354	-	34,548	34,548
Economic Planning	21,309	21,309	-	20,525	20,525
Tourism	54,348	54,348	-	53,277	53,277
Total	303,091	303,091	-	284,357	284,357

The Department received 100% of the Appropriated Funds for the 2017/18 financial year from NC Provincial Treasury.

1.2 Conditional grants

	Note	2017/18 R'000	2016/17 R'000
Total grants received	47	2,000	2,030
Provincial grants included in Total Grants received		-	-

Conditional grants were used for its intended purpose (EPWP PROJECTS)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

2. Departmental revenue

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Tax revenue		29,294	28,848
Sales of goods and services other than capital assets	2.1	91	86
Fines, penalties and forfeits	2.2	131	122
Transactions in financial assets and liabilities	2.3	1,303	25
Transfer received	2.4	250	-
Total revenue collected		31,069	29,081
Less: Own revenue included in appropriation	12	31,069	29,081
Departmental revenue collected		-	-

There was under collection of departmental revenue for 2016/17 and 2017/18 financial year due to the roll out of limited payout machine.

2.1 Sales of goods and services other than capital assets

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Sales of goods and services produced by the department	2	91	86
Sales by market establishment		26	25
Administrative fees		65	61
Total		91	86

2.2 Fines, penalties and forfeits

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Fines	2	5	-
Penalties		126	122
Total		131	122

2.3 Transactions in financial assets and liabilities

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Other Receipts including Recoverable Revenue	2	1,303	25
Total		1,303	25

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

2.4 Transfers received

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Public corporations and private enterprises	2	250	-
Total		250	-

3. Aid assistance

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Opening Balance		443	288
As restated		443	288
Transferred from statement of financial performance		-	443
Paid during the year		(443)	(288)
Closing Balance		-	443

No funds requested and received during this financial year. New projects will be funded during 2018/2019 financial year at KIDJA. Funds from European Donor Fund are invested in NC Provincial Revenue Fund.

3.1 Analysis of balance by source

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Aid assistance from other sources	3	-	443
Closing balance		-	443

3.2 Analysis of balance

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Aid assistance unutilised	3	-	443
Closing balance		-	443

3.3 Aid assistance expenditure per economic classification

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Current		-	146
Capital		-	3,111
Transfers and subsidies		-	-
Total aid assistance expenditure		-	3,257

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

4. Compensation of employees**4.1 Salaries and Wages**

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Basic salary		68,127	64,536
Performance award		154	87
Service Based		20	84
Compensative/circumstantial		549	470
Periodic payments		163	2,252
Other non-pensionable allowances		15,442	14,585
Total		84,455	82,014

No significant increase on compensation of employees costs due to non-filling of funded vacant post of permanent HOD.

4.2 Social contributions

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Employer contributions			
Pension		8,445	8,049
Medical		3,604	3,424
Bargaining council		15	14
Total		12,064	11,487
Total compensation of employees		96,519	93,501
Average number of employees		197	237

The decrease in the number of employees is due to the resignations of officials, fewer intake of interns and delay in filling of vacant funded posts because of the national moratorium.

5. Goods and services

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Administrative fees		2,050	1,942
Advertising		4,246	1,786
Minor assets	5.1	310	375
Bursaries (employees)		593	503
Catering		2,358	1,300

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

Communication		1,853	1,960
Computer services	5.2	1,279	1,070
Consultants: Business and advisory services		2,026	3,239
Legal services		180	407
Contractors		4,598	24,038
Agency and support / outsourced services		23	48
Audit cost – external	5.3	2,316	2,637
Fleet services		741	681
Consumables	5.4	1,781	2,298
Operating leases		8,614	7,981
Property payments	5.5	22,260	6,328
Transport provided as part of the departmental activities		-	172
Travel and subsistence	5.6	16,768	14,324
Venues and facilities		2,533	1,421
Training and development		1,604	1,524
Other operating expenditure	5.7	646	526
Total		76,779	74,560

The increase in goods and services under property payments is due to the Mittah Seperepere Convention Centre long outstanding settlement of water, electricity and other municipal services to the Sol Plaatjie municipality.

5.1 Minor assets

	<i>Note</i>	2017/18	2016/17
	5	R'000	R'000
Tangible assets		236	185
Machinery and equipment		236	185
Intangible assets		74	190
Software		74	190
Total		310	375

5.2 Computer services

	<i>Note</i>	2017/18	2016/17
	5	R'000	R'000
SITA computer services		1,279	866
External computer service providers		-	204
Total		1,279	1,070

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

5.3 Audit cost – External

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Regularity audits	5	2,316	2,637
Total		2,316	2,637

5.4 Consumables

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Consumable supplies	5	389	122
Uniform and clothing		30	20
IT consumables		237	-
Other consumables		122	102
Stationery, printing and office supplies		1,392	2,176
Total		1,781	2,298

5.5 Property payments

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Municipal services	5	15,369	2,575
Property maintenance and repairs		2,110	115
Other		4,781	3,638
Total		22,260	6,328

Increase is due to settlement of Mittah Seperepere Convention Centre accumulated municipal services. No fruitless and wasteful expenditures were incurred.

5.6 Travel and subsistence

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Local	5	12,170	12,343
Foreign		4,598	1,981
Total		16,768	14,324

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

5.7 Other operating expenditure

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Professional bodies, membership and subscription fees	5	4	6
Resettlement costs		37	70
Other		605	450
Total		646	526

6. Transfers and subsidies

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Provinces and municipalities	48, 49	2,500	3,153
Departmental agencies and accounts	Annex 1B	73,174	76,715
Higher education institutions	Annex 1C	1,916	-
Public corporations and private enterprises	Annex 1D	31,946	22,157
Non-profit institutions	Annex 1F	-	-
Households	Annex 1G	115	494
Total		109,651	102,519

The increase was due to the number of private enterprises funded from EGDF and Tourism projects budgeted in the 2017/18 financial year. Included is the transfers to municipalities for EPWP projects, leave gratuities as well as the rates and taxes on official buildings (See the ANNEXURES 1B, 1C, 1D, 1G and Note 49) Furthermore there was change in classification for the transfers and subsidies that were previously classified as transfers and subsidies instead of goods and services.

7. Expenditure for capital assets

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Tangible assets		1,989	4,998
Buildings and other fixed structures	40	-	3,283
Machinery and equipment	39	1,989	1,715
Total		1,989	4,998

No additions and costs related to immovable assets during 2017/2018 financial year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

7.1 Analysis of funds utilised to acquire capital assets – 2017/18

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	1,989	-	1,989
Machinery and Equipment	1,989	-	1,989
Total	1,989	-	1,989

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

	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible assets	1,887	3,111	4,998
Buildings and other fixed structures	172	3,111	3,283
Machinery and equipment	1,715	-	1,715
Total	1,887	3,111	4,998

7.3 Finance lease expenditure included in Expenditure for capital assets

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Tangible assets		-	-
Machinery and equipment		951	859
Total		951	859

8. Cash and cash equivalents

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Consolidated Paymaster General Account		20,358	13,878
Cash on hand		1	1
Total		20,359	13,879

Included in the PMG is the Departmental Revenue collected in March R2,362 million to be paid to Provincial Treasury, unspent funds to be surrendered to the revenue fund of R18,153 million as well as R1,000 (one thousand rand only) of petty cash.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

9. Prepayments and advances

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Travel and subsistence		64	147
Advances paid (Not expensed)	9.1	151	151
Total		215	298

Advances paid (Not Expensed) of R151 000 is the refundable deposits relating to lease agreements and municipal services (see Annexure 8A)

9.1 Advances paid (Not expensed)

	<i>Note</i>	Balance as at 1 April 2017 R'000	Less: Amount expensed in current year R'000	Add: Current Year prepayments R'000	Balance as at 31 March 2018 R'000
National departments	14	151	-	-	151
Total		151	-	-	151

10. Receivables

	<i>Note</i>	2017/18			2016/17		
		Current R'000	Non- current R'000	Total R'000	Current R'000	Non- current R'000	Total R'000
Claims recoverable	10.1	-	6,796	6,796	-	6,796	6,796
Recoverable expenditure	10.2	-	-	-	52	-	52
Other debtors	10.3	111	-	111	280	-	280
Total		111	6,796	6,907	332	6,796	7,128

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

10.1 Claims recoverable

	<i>Note</i>	2017/18	2016/17
	<i>10 and Annex 4</i>	R'000	R'000
Private enterprises		6,796	6,796
Total		6,796	6,796

The non-movement on claims recoverable of R6.796 million is due to the pending and ongoing court case against the private company relating to the loss of precious stones for training at KIDJA.

10.2 Recoverable expenditure (disallowance accounts)

	<i>Note</i>	2017/18	2016/17
	<i>10</i>	R'000	R'000
NC Fleet Management Trading Entity		-	52
Total		-	52

10.3 Other debtors

	<i>Note</i>	2017/18	2016/17
	<i>10</i>	R'000	R'000
Sal: Deduction Disall		-	4
Sal: Reversal Control		12	265
Sal: Tax Debt		9	1
Pension Recoverable		-	2
Sal: Income Tax		8	8
Sal: GEHS Refund Control Acc: CL		2	-
Vodacom Rebates		80	-
Total		111	280

11. Voted funds to be surrendered to the Revenue Fund

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Opening balance		11,890	2,418
As restated		11,890	2,418
Transfer from statement of financial performance (as restated)		18,153	11,890
Paid during the year		(11,890)	(2,418)
Closing balance		18,153	11,890

The closing balance of voted funds to be surrendered to the revenue fund amounting to R18, 153 million will be surrendered after the final audit of annual financial statements is completed.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

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

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Opening balance		2,175	1,711
As restated		2,175	1,711
Own revenue included in appropriation		31,069	29,081
Paid during the year		(30,882)	(28,617)
Closing balance		2,362	2,175

The closing balance of departmental revenue and NRF receipts to be surrendered to the Revenue Fund amounting to R2, 362 million will be paid over to Provincial Treasury after year-end of book closure.

13. Payables – current

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Other payables	13.1	170	1
Total		170	1

13.1 Other payables

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Disallowance Miscellaneous	13	170	1
Total		170	1

14. Net cash flow available from operating activities

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Net surplus/(deficit) as per Statement of Financial Performance		18,153	12,333
Add back non cash/cash movements not deemed operating activities		(9,684)	2,552
(Increase)/decrease in receivables – current		221	(54)
(Increase)/decrease in prepayments and advances		83	(147)
Increase/(decrease) in payables – current		169	(3)
Expenditure on capital assets		1,989	4,998
Surrenders to Revenue Fund		(42,772)	(31,035)
Surrenders to RDP Fund/Donor		(443)	(288)
Own revenue included in appropriation		31,069	29,081
Net cash flow generated by operating activities		8,469	14,885

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

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

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Consolidated Paymaster General account		20,358	13,878
Cash on hand		1	1
Total		20359	13879

Included in the PMG is the Departmental Revenue collected in March R2, 362 million to be paid to Provincial Treasury. Unspent funds to be surrendered to the Revenue Fund of R18, 153 million as well as the R1 000.00 (one thousand rand only) of petty cash.

16. Contingent liabilities and contingent assets**16.1 Contingent liabilities**

Liable to	Nature	<i>Note</i>	2017/18	2016/17
			R'000	R'000
Claims against the department		<i>Annex 3B</i>	178	179
Total			178	179

Included in the claims against the department is Fleet Damages repairs of R0, 163 million and the R15 000.00 for Pemberley Investments.

16.2 Contingent assets

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Nature of contingent asset			
Claims against the department		7,599	7,599
Total		7,599	7,599

The Department is claiming reimbursement from the occupants of the Mittah Seperepere International Convention Centre on the municipal account owed to the municipality. The case has been appealed by respondent.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

17. Commitments

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Current expenditure		-	-
Approved and contracted		12,068	7,370
		<u>12,068</u>	<u>7,370</u>
Total Commitments		<u>12,068</u>	<u>7,370</u>

The increase of commitments is due to the Renewable Energy event that is scheduled to take place in the 2018/19 financial year.

18. Accruals and payables not recognised**18.1 Accruals**

		2017/18	2016/17
		R'000	R'000
Listed by economic classification			
	30 Days	30+ Days	Total
			Total
Goods and services	2,313	-	2,313
Capital assets	105	-	105
Total	<u>2,418</u>	<u>-</u>	<u>2,418</u>

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Listed by programme level			
Administration		1,227	939
Integrated Economic Development Services		101	135
Trade and Sector Development		331	189
Business Regulation and Governance		56	77
Economic Planning		119	61
Tourism		584	317
Total		<u>2,418</u>	<u>1,718</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

18.2 Payables not recognised

	2017/18			2016/17
	R'000			R'000
Listed by economic classification	30 Days	30+ Days	Total	Total
Goods and services	24	-	24	11,942
Total	24	-	24	11,942

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Listed by programme level			
Administration		7	11,942
Economic Planning		1	-
Trade and Sector Development		16	-
Total		24	11,942

The decrease in payables is due to the court verdict to settle the municipal account of Mittah Seperepere.

19. Employee benefits

	<i>Note</i>	2017/18	2016/17
		R'000	R'000
Leave entitlement		3,827	3,336
Service bonus (Thirteenth cheque)		2,635	2,479
Performance awards		1,525	1,439
Capped leave commitments		1,829	1,988
Other		56	20
Total		9,872	9,262

R1, 524, 945.00 of performance award calculated at 1.5% of the total compensation of employees amounting to R101, 663, 000.00 as per the adjusted estimates expenditure for 2017/18. Other is the 20yrs and 30yrs long service award of R56, 020.00 to officials calculated at rate approved in April 2016.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

20. Lease commitments**20.1 Operating leases Expenditure**

2017/18	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	5,294	-	5,294
Later than 1 year and not later than 5 years	-	-	6,514	-	6,514
Total lease commitments	-	-	11,808	-	11,808

2016/17	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	7,462	-	7,462
Later than 1 year and not later than 5 years	-	-	11,705	-	11,705
Total lease commitments	-	-	19,167	-	19,167

No new leases were acquired during the 2017/18 financial year. Most of the remaining contracts are lesser than five years.

20.2 Finance leases **

2017/18	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	372	372
Later than 1 year and not later than 5 years	-	-	-	860	860
Total lease commitments	-	-	-	1,232	1,232

2016/17	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year	-	-	-	719	719
Later than 1 year and not later than 5 years	-	-	-	727	727
Total lease commitments	-	-	-	1,446	1,446

Finance leases expenditure of the department is comprised of fleet cars and photo copiers.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

21. Irregular expenditure**21.1 Reconciliation of irregular expenditure**

	<i>Note</i>	2017/18 R'000	2016/17 R'000
Opening balance		214	34,878
Prior period error		-	-
As restated		214	34,878
Add: Irregular expenditure – relating to current year		-	6,156
Less: Amounts not condoned and not recoverable		(214)	(40,820)
Closing balance		-	214
Analysis of awaiting condonation per age classification		-	-
Current year		-	214
Total		-	214

No irregular expenditure was incurred during the year under review. Furthermore the 2016/17 closing balance was derecognised.

21.1 Details of irregular expenditure not recoverable (not condoned)

Incident	Not condoned by (condoning authority)	2017/18 R'000
Contravention of Practice Note 8	The Head of Department approved the recommendation since no party was found liable to repay any amounts.	214
Total		214

22. Related party transactions

Payments made	<i>Note</i>	2017/18 R'000	2016/17 R'000
Goods and services		65	772
Expenditure for capital assets		27	12
Total		92	784

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

The following related party relationships have been identified by the Department:

- 1) The Department has an administrative oversight role over the following public entities of the Department, to whom funds are transferred to via transfer payments, as disclosed in Note 11 and Annexure 1C;
 - a) Northern Cape Tourism Agency (NCTA);
 - b) NCEDA;
 - c) Northern Cape Gambling Board (NCGB); and
 - d) Northern Cape Liquor Board (NCLB).

The Department pays the contract of car rental of NCLB and NCGB on their behalf for the period under review.

- 2) The Department serves as a Trustee on the Board of Trustees of Frances Baard SMME Trust, to whom funds are transferred via transfer payments, as disclosed in Note 7 and Annexure 1L.
- 3) The Department serves as a Trustee on the Board of Trustees of Kimberley International Diamond and Jewellery Academy (KIDJA).
- 4) The Department serves as a Trustee on the Board of Trustees of Kimberley International Diamond and Jewellery Academy (KIDJA) and during the previous financial year under review the Department has assisted them with payment of accommodation and meals for KIDJA students on their behalf.

23. Key management personnel

	No. of Individuals	2017/18 R'000	2016/17 R'000
Political office bearers (provide detail below)			
Officials:			
Level 15 to 16	2	2,750	2,684
Level 14 (incl. CFO if at a lower level)	7	7,721	7,856
Total		10,471	10,540

Included in the expenditure of level 15 is the cost of the 2 acted Head of department for 6 months each and the Chief Financial Officer. The acted 2 HOD during this financial year are permanent employees in the department at level 14.

24. Provisions

	Note	2017/18 R'000	2016/17 R'000
NCEDA vs Umfana and ICS (MCSS)		200	200
Total		200	200

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

24.1 Reconciliation of movement in provisions – 2017/18

	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	200	-	-	200
Closing balance	200	-	-	200

Reconciliation of movement in provisions – 2016/17

	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	200	-	-	200
Closing balance	200	-	-	200

Provision of R200 000 is an estimated legal cost in the case between the Department and Umfana & ICS Solutions, Umfana & ICS Solutions lost the case with costs. However they appealed the court outcome and the case is continuing.

25. Movable Tangible Capital Assets**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	14,757	(219)	1,039	11	15,566
Computer equipment	7,242	(111)	313	11	7,433
Furniture and office equipment	4,638	(106)	385	-	4,917
Other machinery and equipment	2,877	(2)	341	-	3,216
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	14,757	(219)	1,039	11	15,566

The value adjustment in the current year relates to re-classification of major and minor assets. Refer to Note 25.4

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

25.1 Additions**ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Cash*	Non-cash**	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	1,989	-	(950)	-	1,039
Transport assets	625	-	(625)	-	-
Computer equipment	313	-	-	-	313
Furniture and office equipment	385	-	-	-	385
Other machinery and equipment	666	-	(325)	-	341
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	1,989	-	(950)	-	1,039

25.2 Disposals**DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	-	11	11	-
Computer equipment	-	11	11	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	-	11	11	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

25.3 Movement for 2016/17**MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	13,765	146	856	10	14,757
Transport assets					
Computer equipment	6,579	9	664	10	7,242
Furniture and office equipment	4,420	26	192	-	4,638
Other machinery and equipment	2,766	111	-	-	2,877
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	13,765	146	856	10	14,757

25.3.1 Prior period error

	Note	2016/17 R'000
Nature of prior period error		
Relating to 20WW/XX <i>[affecting the opening balance]</i>		146
Computer Equipment		9
Furniture and Office Equipment		26
Other Machinery and Equipment		111
Total prior period errors		146

25.4 Minor assets**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2018**

	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	-	1,762	-	4,427	-	6,189
Value adjustments	-	-	-	219	-	219
Additions	-	76	-	235	-	311
TOTAL MINOR ASSETS	-	1,838	-	4,881	-	6,719

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of minor assets at cost	-	24	-	77	-	101
TOTAL NUMBER OF MINOR ASSETS	-	24	-	77	-	101

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

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	1,666	-	4,345	-	6,011
Prior period error	-	(94)	-	(103)	-	(197)
Additions	-	190	-	185	-	375
TOTAL MINOR ASSETS	-	1,762	-	4,427	-	6,189

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	-	-	227	-	227
Number of minor assets at cost	-	345	-	3,156	-	3,501
TOTAL NUMBER OF MINOR ASSETS	-	345	-	3,383	-	3,728

The value adjustment in the current relates to the re-classification of major and minor assets.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

25.4.1 Prior period error

	<i>Note</i>	2016/17 R'000
Nature of prior period error		
Relating to 20WW/XX [<i>affecting the opening balance</i>]		(197)
Software and other intangible assets		(94)
Machinery and equipment		(103)
Total prior period errors		(197)

26. Intangible Capital Assets**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	492	-	-	-	492
SERVICES AND OPERATING RIGHTS	51	-	-	-	51
TOTAL INTANGIBLE CAPITAL ASSETS	543	-	-	-	543

26.1 Movement for 2016/17**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	492	-	-	-	492
SERVICES AND OPERATING RIGHTS	51	-	-	-	51
TOTAL INTANGIBLE CAPITAL ASSETS	543	-	-	-	543

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

27. Immovable Tangible Capital Assets**MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Opening balance R'000	Value adjustments	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	5,513	-	-	-	5,513
Other fixed structures	5,513	-	-	-	5,513
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	5,513	-	-	-	5,513

27.1 Additions**ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2018**

	Cash R'000	Non-cash R'000	(Capital Work in Progress current costs and finance lease payments) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
BUILDING AND OTHER FIXED STRUCTURES	-	-	-	-	-
Other fixed structures	-	-	-	-	-
TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS	-	-	-	-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

27.2 Movement for 2016/17

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

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	8,054	-	3,283	5,824	5,513
Other fixed structures	8,054	-	3,283	5,824	5,513
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	8,054	-	3,283	5,824	5,513

27.3 S42 Immovable assets

Assets subjected to transfer in terms of S42 of the PFMA – 2017/18

	Number of assets	Value of assets R'000
BUILDINGS AND OTHER FIXED STRUCTURES	3	5,513
Other fixed structures	3	5,513
TOTAL	3	5,513

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

28. STATEMENT OF CONDITIONAL GRANTS RECEIVED

NAME OF DEPARTMENT	GRANT ALLOCATION					SPENT				2016/17	
	Division of Revenue Act/ Provincial Grants	Roll Overs	DORA Adjustments	Other Adjustments	Total Available	Amount received by department	Amount spent by department	Under / (Over-spending)	% of available funds spent by department	Division of Revenue Act	Amount spent by department
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
EPWP Integrated Grant for Provinces	2,000	-	-	-	2,000	2,000	-	2,000	-	2,030	2,030
	2,000	-	-	-	2,000	2,000	-	2,000	-	2,030	2,030

Conditional Grants were used for EPWP projects, Tourism projects as well as rates and taxes on buildings as disclosed in Note 9 and Annexure 1A

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

29. STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER		
	DoRA and other transfers	Roll Overs	Adjust- ments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department
	R'000	R'000	R'000	R'000	R'000	R'000	%
Sol Plaatjie Municipality – Rates & Taxes (Eris Property Group)	182	-	-	182	146	-	-
EPWP Karoo Hoogland Municipality	367	-	-	367	367	-	-
EPWP Pixley Ka Seme District Municipality	514	-	-	514	514	-	-
EPWP Sol Plaatjie Municipality	539	-	-	539	539	-	-
Kamiesberg Municipality	20	-	-	20	20	-	-
EPWP Frances Baard District	164	-	-	164	164	-	-
Richtersveld Municipality	750	-	-	750	750	-	-
TOTAL	2,536	-	-	2,536	2,500	-	-

Conditional Grants received were used for EPWP Projects.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1A**STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES**

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER			SPENT				2016/17
	DoRA and other transfers	Roll Overs	Adjustments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department	Amount received by municipality	Amount spent by municipality	Un-spent funds	% of available funds spent by municipality	Division of Revenue Act
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	%	R'000
Sol Plaatjie Municipality – Rates & Taxes (Eris Property Group)	182	-	-	182	146	-	-	146	-	-	0%	146
EPWP Sol Plaatjie Municipality	539	-	-	539	539	-	-	539	-	-	0%	120
EPWP Karoo Hoogland Municipality	367	-	-	367	367	-	-	367	-	-	0%	-
Richtersveld Municipality	750	-	-	750	750	-	-	750	-	-	0%	-
EPWP Pixley Ka Seme District Municipality	514	-	-	514	514	-	-	514	-	-	0%	1492
Kamiesberg Municipality	20	-	-	20	20	-	-	20	-	-	0%	-
EPWP Frances Baard District	164	-	-	164	164	-	-	164	-	-	0%	-
Khara Hais Municipality	-	-	-	-	-	-	-	-	-	-	-	6
Namakwa District Municipality	-	-	-	-	-	-	-	-	-	-	-	948
Khai Gariep Municipality	-	-	-	-	-	-	-	-	-	-	-	130
Mier Municipality	-	-	-	-	-	-	-	-	-	-	-	311
TOTAL	2,536	-	-	2,536	2,500	-	-	2,500	-	-	-	3,153

Payments to municipalities includes transfers to municipalities for EPWP projects, tourism projects as well as rates and taxes on buildings as transferred to municipalities.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1B**STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2016/17
	Adjust- ed Appro- priation	Roll Overs	Adjust- ments	Total Availa- ble	Actual Transfer	% of Available funds Transferred	Final Appro- priation
	R'000	R'000	R'000	R'000	R'000	%	R'000
Northern Cape Gambling Board	13,915	-	-	13,915	13,915	100%	12,759
NCEDA	10,664	-	-	10,664	10,664	100%	9,037
Northern Cape Liquor Board	11,755	-	-	11,755	11,755	100%	10,833
NCTA Tourism Promotion Dev	21,899	-	-	21,899	21,899	100%	21,269
KDJI	1,500	-	-	1,500	1,700	113%	1,000
Kimberley International Diamond	1,700	-	-	1,700	1,700	100%	1,540
Northern Cape SMEM Trust	6,741	-	-	6,741	6,741	100%	18,664
Northern Cape Clothing Cluster	1,700	-	-	1,700	1,700	100%	1,612
SABC	-	-	-	-	-	-	1
South African National Parks	1,200	-	-	1,200	1,200	100%	-
South African San Council	100	-	-	100	100	100%	-
NCMIC NPC	3,000	-	-	3,000	1,800	60%	-
TOTAL	74,174	-	-	74,174	73,174	-	76,715

Transfer to public entities and other projects. SABA payment is for the TV license of the Department, refer to 2016/17 financial year.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1C**STATEMENT OF TRANSFERS TO HIGHER EDUCATION INSTITUTIONS**

NAME OF HIGHER EDUCATION INSTITUTION	TRANSFER ALLOCATION				TRANSFER			2016/17
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	Amount not transferred	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000
Northern Cape Community Education	1,500	-	-	1,500	1,500	-	0%	-
Northern Cape Rural FET College	416	-	-	416	416	-	0%	-
TOTAL	1,916	-	-	1,916	1,916	-	-	-

Payment to higher education institutions includes transfer to FET College for EPWP Projects.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1D**STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES**

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2016/17
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Private Enterprises									
Transfers	31,946	-	-	31,946	31,946	100.0%	-	-	22,157
Al-Amirr Halaal Butchery	-	-	-	-	-	-	-	-	80
Baheso Brickmaking	-	-	-	-	-	-	-	-	430
Batsumi Lodge and Pub	-	-	-	-	-	-	-	-	1,618
Benchmarking and Manufacturing	-	-	-	-	-	-	-	-	88
Bosco Sports Event	3,000	-	-	3,000	3,000	100.0%	-	-	2,000
Carey Group	-	-	-	-	-	-	-	-	20
Christians for Peace in Africa	-	-	-	-	-	-	-	-	5,000
Delva Georges Civil and General	630	-	-	630	630	100.0%	-	-	285
Den M's Breakdown Service	-	-	-	-	-	-	-	-	300
Die Potlepel Touriste Plaas	-	-	-	-	-	-	-	-	10
Dinatla Co-operative Limited	-	-	-	-	-	-	-	-	150
Gami Goas Guesthouse	-	-	-	-	-	-	-	-	243
Gariiep Kunstefees	200	-	-	200	200	100.0%	-	-	200
Griqua Diamonds (NPC)	-	-	-	-	-	-	-	-	260
Iluscha Van Neel Tourism	-	-	-	-	-	-	-	-	21
Jo Karoo Flavour	-	-	-	-	-	-	-	-	608
Jo's B and B	-	-	-	-	-	-	-	-	100
Kalaham Info Centre & Tented Camp	-	-	-	-	-	-	-	-	8
Luxrail Maintenance & Construction	-	-	-	-	-	-	-	-	20
Mafaratlha Technical Networks	1,000	-	-	1,000	1,000	100.0%	-	-	200
Maiktronix	-	-	-	-	-	-	-	-	2,000
Masedi Star	-	-	-	-	-	-	-	-	44
Native Mind Tourism Marketing	-	-	-	-	-	-	-	-	16
Nonong Trading and Project CC	-	-	-	-	-	-	-	-	250
Nothembekile NN Trading	-	-	-	-	-	-	-	-	628
Open Africa	-	-	-	-	-	-	-	-	1,400
Phuliso Autozone Primary	-	-	-	-	-	-	-	-	1,000
PMST Residentials	-	-	-	-	-	-	-	-	254
Proprint	1,050	-	-	1,050	1,050	100.0%	-	-	250
SANPARKS	-	-	-	-	-	-	-	-	1,000
Siphumlakahle Guesthouse	-	-	-	-	-	-	-	-	250
Sizamile Guesthouse	-	-	-	-	-	-	-	-	189
Springbok One Hour Lab	-	-	-	-	-	-	-	-	630

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2016/17
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Triponza Investments	-	-	-	-	-	-	-	-	1,500
Upington Landbou Expo	-	-	-	-	-	-	-	-	35
Vinkies Tourism Enterprise	-	-	-	-	-	-	-	-	20
Wydex Events Promotions CC	-	-	-	-	-	-	-	-	50
Pep-Division of Pepkor Retail Li	-	-	-	-	-	-	-	-	
Macronymn 37 CC	-	-	-	-	-	-	-	-	1,000
183 Omeida Trading (Pty) Ltd	105	-	-	105	105	100.0%	-	-	-
4 TKR Trading (Pty) Ltd	30	-	-	30	30	100.0%	-	-	-
ABC Laboratories	1,000	-	-	1,000	1,000	100.0%	-	-	-
Advanced Med Care	710	-	-	710	710	100.0%	-	-	-
Anvor Engineering Work and Trading	750	-	-	750	750	100.0%	-	-	-
Ark Gastehuis	20	-	-	20	20	100.0%	-	-	-
Atom Agric and Training	850	-	-	850	850	100.0%	-	-	-
Bedect (Pty)	525	-	-	525	525	100.0%	-	-	-
Bongle Tota Trading Enterprise	450	-	-	450	450	100.0%	-	-	-
Botong Steel Works	100	-	-	100	100	100.0%	-	-	-
Brazars General Trading (Pty) Ltd	300	-	-	300	300	100.0%	-	-	-
Butterfly Enterprise	560	-	-	560	560	100.0%	-	-	-
Concordia One Stop Trading (Pty)	520	-	-	520	520	100.0%	-	-	-
CTA Foundation	130	-	-	130	130	100.0%	-	-	-
E Fashion Hats Designs (Pty) Ltd	260	-	-	260	260	100.0%	-	-	-
Ekhamamga Trading	450	-	-	450	450	100.0%	-	-	-
Enviro Charge	100	-	-	100	100	100.0%	-	-	-
Faniki's Auto Electrical	246	-	-	246	246	100.0%	-	-	-
Fritz Business Enterprise	100	-	-	100	100	100.0%	-	-	-
Fusion Gardens	100	-	-	100	100	100.0%	-	-	-
Ghaap Riverxtreme	20	-	-	20	20	100.0%	-	-	-
Giotay Digital	200	-	-	200	200	100.0%	-	-	-
Green Plan Coop	300	-	-	300	300	100.0%	-	-	-
Gudsbo Enterprise (Pty) Ltd	350	-	-	350	350	100.0%	-	-	-
Human Capital Maximisers	70	-	-	70	70	100.0%	-	-	-
Ingelosi Citadel	800	-	-	800	800	100.0%	-	-	-
Isolimo Panel Beaters and General	350	-	-	350	350	100.0%	-	-	-
Jomecason Tours Unlimited (Pty)	20	-	-	20	20	100.0%	-	-	-
JRK Auto Repairs (Pty) Ltd	155	-	-	155	155	100.0%	-	-	-
Kandiguru	206	-	-	206	206	100.0%	-	-	-
Karoo Travel Dimensions	25	-	-	25	25	100.0%	-	-	-
Kgatelo Pele Sewing Primary Co=O	55	-	-	55	55	100.0%	-	-	-
Kokerboom Koppie Werke	145	-	-	145	145	100.0%	-	-	-
Kura Events and Marketing	100	-	-	100	100	100.0%	-	-	-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2016/17
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
La-Pempa Multipurpose Co-operative	500	-	-	500	500	100.0%	-	-	-
Lewis September Trading	110	-	-	110	110	100.0%	-	-	-
Lorato and Baaname General Trad	110	-	-	110	110	100.0%	-	-	-
Louvaun 1603 (Pty) Ltd	300	-	-	300	300	100.0%	-	-	-
Mabenaki-JR Projects (Pty) Ltd	280	-	-	280	280	100.0%	-	-	-
Makheiez General Trading Training	314	-	-	314	314	100.0%	-	-	-
Mangaliso Funeral Services	205	-	-	205	205	100.0%	-	-	-
Mark in KBY Trading 1008 (Pty)	350	-	-	350	350	100.0%	-	-	-
Masigcobe Enterprise	150	-	-	150	150	100.0%	-	-	-
Maweza Business Trading (Pty) Ltd	325	-	-	325	325	100.0%	-	-	-
Mbovana Rad Trading Enterprise	350	-	-	350	350	100.0%	-	-	-
Mini African Restaurant	67	-	-	67	67	100.0%	-	-	-
Modiakgotla's Creations	230	-	-	230	230	100.0%	-	-	-
Monica's Curtain Boutique	50	-	-	50	50	100.0%	-	-	-
MSG Designs (Pty) Ltd	300	-	-	300	300	100.0%	-	-	-
MVP Inprint	33	-	-	33	33	100.0%	-	-	-
Nam Petroleum CC	1,000	-	-	1,000	1,000	100.0%	-	-	-
Nativah Energy Group	318	-	-	318	318	100.0%	-	-	-
New Dimension Skills Training So	130	-	-	130	130	100.0%	-	-	-
Northern Cape Motor Sport ASS	400	-	-	400	400	100.0%	-	-	-
Olerile Malera General Trading	45	-	-	45	45	100.0%	-	-	-
Olifantshoek Trading Enterprise	690	-	-	690	690	100.0%	-	-	-
Orange River Hotel & Conference	130	-	-	130	130	100.0%	-	-	-
Otsile Trading Service (Pty) Ltd	200	-	-	200	200	100.0%	-	-	-
PEK Business Solutions (Pty)	50	-	-	50	50	100.0%	-	-	-
Pino Tau Outdoor Media (Pty) Ltd	298	-	-	298	298	100.0%	-	-	-
PMD Absolute (Pty) Ltd	140	-	-	140	140	100.0%	-	-	-
Prort Glass and Aluminium	250	-	-	250	250	100.0%	-	-	-
Ratosiya	200	-	-	200	200	100.0%	-	-	-
Remotlotlo Catering and Events	113	-	-	113	113	100.0%	-	-	-
Resaipela	450	-	-	450	450	100.0%	-	-	-
Richtersveld Boekwinkel & Kooper	390	-	-	390	390	100.0%	-	-	-
Riski boy Events and Supply	154	-	-	154	154	100.0%	-	-	-
Rooiduin Guestfarm	27	-	-	27	27	100.0%	-	-	-
RST Plumbers (Pty) Ltd	315	-	-	315	315	100.0%	-	-	-
Ruth's House	75	-	-	75	75	100.0%	-	-	-
Saam Staun Vroue (Pty) Ltd	20	-	-	20	20	100.0%	-	-	-
Sastas Trading	250	-	-	250	250	100.0%	-	-	-
Sharp Move Trading 305 Pty	100	-	-	100	100	100.0%	-	-	-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2016/17
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Shellmat Project Services	260	-	-	260	260	100.0%	-	-	-
SMK Productions	70	-	-	70	70	100.0%	-	-	-
Solarshop – SA	518	-	-	518	518	100.0%	-	-	-
Sound and Look Better for Photo	123	-	-	123	123	100.0%	-	-	-
Suntracia Trading Enterprise	50	-	-	50	50	100.0%	-	-	-
Tata Ma Tata Tours	20	-	-	20	20	100.0%	-	-	-
TCB Engineering	1,500	-	-	1,500	1,500	100.0%	-	-	-
Tebogo Le Tlhompho Trading	200	-	-	200	200	100.0%	-	-	-
Termo Construction (Pty) Ltd	50	-	-	50	50	100.0%	-	-	-
Thabiso 785 Trading (Pty) Ltd	50	-	-	50	50	100.0%	-	-	-
The Print Zone Holdings (Pty) Ltd	200	-	-	200	200	100.0%	-	-	-
The Workshop Ko Kasi	214	-	-	214	214	100.0%	-	-	-
Tholo Mobile Cleaning Services	45	-	-	45	45	100.0%	-	-	-
TJ Hot Food Caffee	165	-	-	165	165	100.0%	-	-	-
Tlotliso Holdings	175	-	-	175	175	100.0%	-	-	-
Touch Let's Go Travel and Tour Agency	26	-	-	26	26	100.0%	-	-	-
TP Mathe Dominion Construction A	23	-	-	23	23	100.0%	-	-	-
Trans Augrabies MTB	50	-	-	50	50	100.0%	-	-	-
Tricam's Till Rolls and Offices	200	-	-	200	200	100.0%	-	-	-
Tumi's Adventurous Traveling Tours	30	-	-	30	30	100.0%	-	-	-
Ubuntu Forum	25	-	-	25	25	100.0%	-	-	-
Umsobomvu Tyre Centre Co-operat	400	-	-	400	400	100.0%	-	-	-
Uniting Reformed Church in South	25	-	-	25	25	100.0%	-	-	-
Upington Funeral Services	552	-	-	552	552	100.0%	-	-	-
V4 – Energy Solutions	480	-	-	480	480	100.0%	-	-	-
Wezi Health and Wellness Centre	100	-	-	100	100	100.0%	-	-	-
Wildeklawer Pty Ltd	750	-	-	750	750	100.0%	-	-	-
Wydex	144	-	-	144	144	100.0%	-	-	-
Creative Solutions	100	-	-	100	100	100.0%	-	-	-
TOTAL	31,946	-	-	31,946	31,946	100.0%	-	-	22,157

Transfers to private enterprises for the purpose of economic growth and development fund as well as support to tourism projects.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

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

	TRANSFER ALLOCATION				EXPENDITURE		2016/17
	Adjusted Appropriation Act	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
Sehunelo AD	-	-	-	-	-	-	17
Bezuidenhout R	-	-	-	-	-	-	12
Julius E	-	-	-	-	-	-	447
Bobbeje B	-	-	-	-	-	-	18
Maasdorp G	40	-	-	40	40	100%	-
Mathetsa RB	29	-	-	29	29	-	-
Smith T	6	-	-	6	6	-	-
Lebogang Kenneth Motsagi	40	-	-	40	40	-	-
	115	-	-	115	115	-	494
Subsidies							
Matsieng event T/A Fusion Garden	-	-	-	-	-	-	-
TOTAL	115	-	-	115	115	-	494

Leave gratuity paid due to retirement and resignation of employees, donations & gifts paid to households were also made for the year under review.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1H**STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED**

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2017/18	2016/17
		R'000	R'000
Received in cash			
Alexko	Mining Indaba held in Kuruman	250	-
Subtotal		250	-
Received in kind			
United Manganese of Kalahari Mines	Mining Indaba held in Kuruman	248	-
Subtotal		248	-
TOTAL		498	-

During the Mining Indaba held at Kuruman, the Department received donations in cash and in kind for the event.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 1I**STATEMENT OF AID ASSISTANCE RECEIVED**

NAME OF DONOR	PURPOSE	OPENING BALANCE R'000	REVENUE R'000	EXPENDI- TURE R'000	PAID BACK ON/BY 31 MARCH R'000	CLOSING BALANCE R'000
Received in cash						
European Donor	Employment creation fund KIDJA	443	-	-	443	-
Subtotal		443	-	-	443	-
TOTAL		443	-	-	443	-

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 3B**STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2018**

Nature of Liability	Opening Balance	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance
	1 April 2017				31 March 2018
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
SAPS	1	-	1	-	-
Fleet Services – Accidents Claims	163	-	-	-	163
Pemberley Investments (PTY)		-	-	-	15
Subtotal	179	-	1	-	178
TOTAL	179	-	1	-	178

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 4**CLAIMS RECOVERABLE**

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2017/18 *	
	31/03/2018	31/03/2017	31/03/2018	31/03/2017	31/03/2018	31/03/2017	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
Department of Human Settlement - GP	-	29	-	-	-	29	-	-
Department of Social Development	-	105	-	-	-	105	-	-
Northern Cape Fleet Management Trading Entity	-	-	-	52	-	52	-	-
Provincial Treasury	94	-	-	-	94	-	-	-
	94	134	-	52	94	186	-	-
TOTAL	94	134	-	52	94	186	-	-

* For the Cash in transit columns - Please note the following:

- Provincial departments must only reflect receipts from departments within their province
- National departments must only reflect receipts from other national departments.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 5**INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2017/18 *	
	31/03/2018	31/03/2017	31/03/2018	31/03/2017	31/03/2018	31/03/2017	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000

DEPARTMENTS**Current**

Northern Cape Fleet Management Trading Entity	-	-	563	563	563	563	-	-
Dept of Justice & Constitutional Development	294	281	-	-	294	281	-	-
Government printing	-	-	1	1	1	1	-	-
Provincial Treasury	145	-	-	-	145	-	-	-
National School of Government	-	-	36	-	36	-	-	-
Subtotal	439	281	600	564	1,039	845	-	-
TOTAL	439	281	600	564	1,039	845	-	-

* For the Cash in transit columns - Please note the following:

- Provincial departments must only reflect payments to departments within their province
- National departments must only reflect payments to other national departments

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS
For the year ended the 31 March 2018

ANNEXURE 8A**INTER-ENTITY ADVANCES PAID (note 14)**

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2018	31/03/2017	31/03/2018	31/03/2017	31/03/2018	31/03/2017
	R'000	R'000	R'000	R'000	R'000	R'000
OTHER ENTITIES						
Anlar Belleging (Refundable Rental Deposit)	75	75	-	-	75	75
Sol Plaatjie (Refundable Deposit Electricity)	56	56	-	-	56	56
Upingotn Building (Refundable Rental Deposit)	20	20	-	-	20	20
Subtotal	151	151	-	-	151	151
TOTAL	151	151	-	-	151	151

PR58/2018
ISBN: 978-0-621-46156-5

**Published by the Department of
Economic Development and Tourism**

Metlife Towers, Corner of Stead and Knight Street
Private Bag X6108, KIMBERLEY 8300
Tel: 053 839 4000 Fax: 053 831 3668
E-mail: tpalm@ncpg.co.za
Website: <http://www.northern-cape.gov.za/dedat>